PERFORMANCE BASED PAYMENTS-BELIZE EXPERIENCE WITH CNCD'S
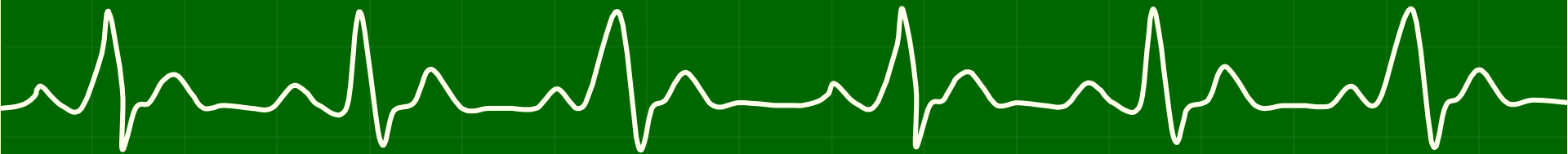
Ramon Figueroa, M.D, M.P.H

Director of Planning and Policy Analysis Unit

Ministry of Health
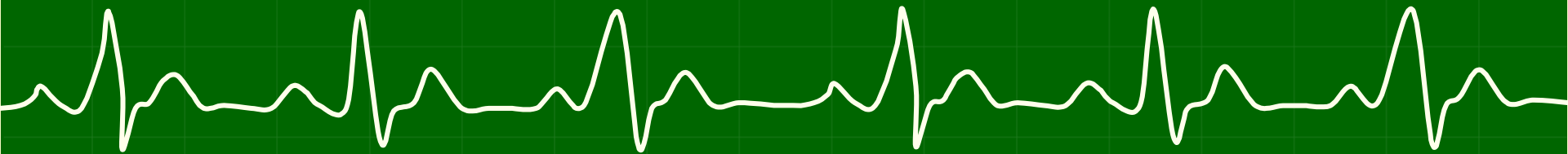
PRESENTATION OUTLINE

- CONTEXT/BACKGROUND

- TIMELINE-CHANGES

- RESULTS

- DISCUSSION

BACKGROUND

- HEALTH SECTOR REFORM PROCESS: 1995-2001
- RE-DEFINING ORGANIZATION OF HEALTH SYSTEM: INTRODUCTION OF NHI.
- PILOT PROJECT: 2001
- CONTRACTING HEALTH PROVIDERS: PCP'S
- PRIORITY HEALTH PROBLEMS:
 - DIABETES
  - HYPERTENSION
  - ASTHMA

FRAMEWORK FOR P4P

1. Create ability to drive specific programs.

2. Improve quality and efficiency of care by ensuring adherence to protocols and guidelines.

3. Promote team approach

4. Improve internal customer satisfaction

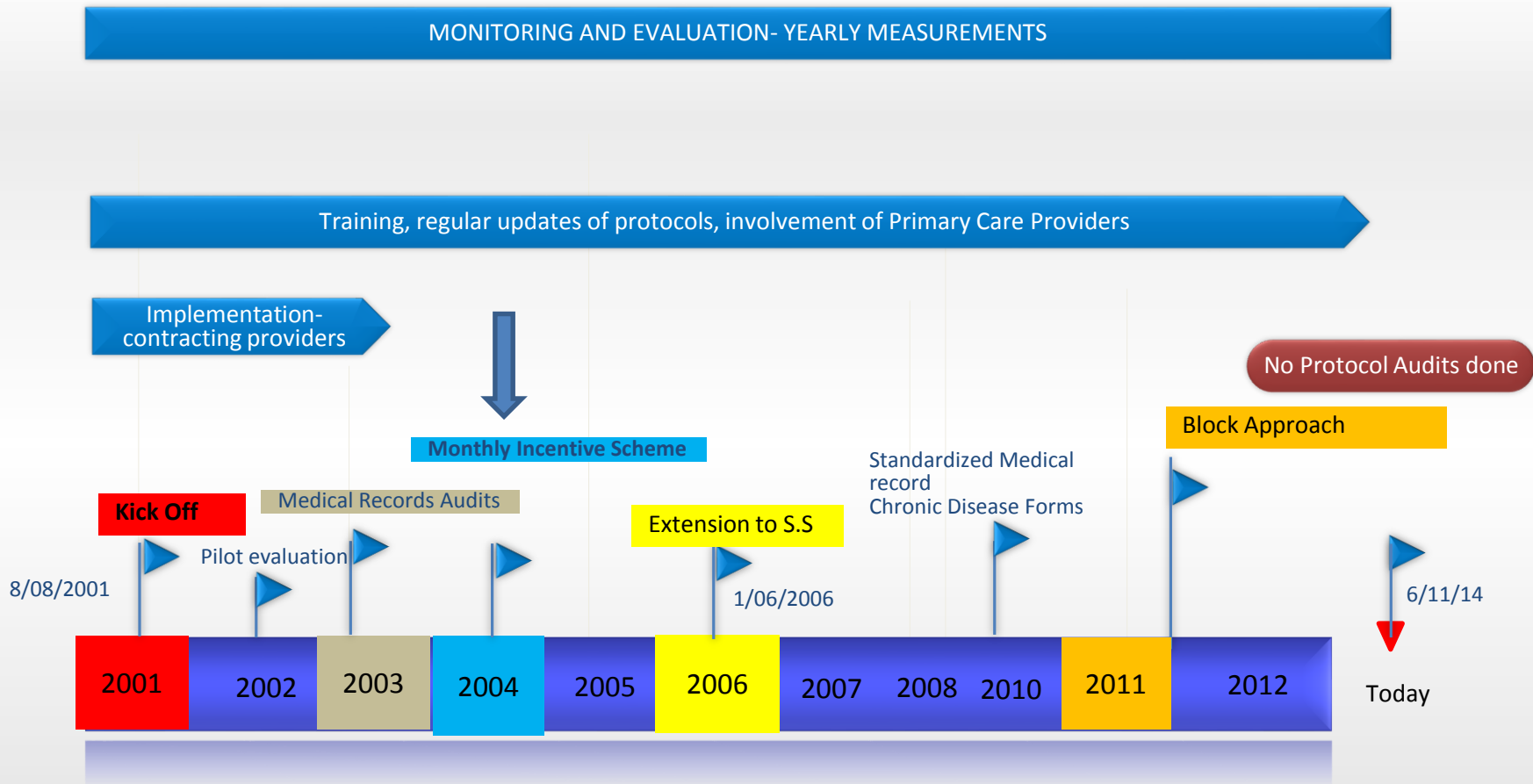5. Improve external customer satisfaction: services with a human face!
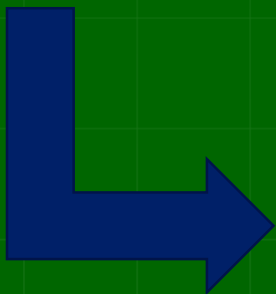
-Monthly Incentive Scheme:70/30
-Performance Bonus (5-10%)
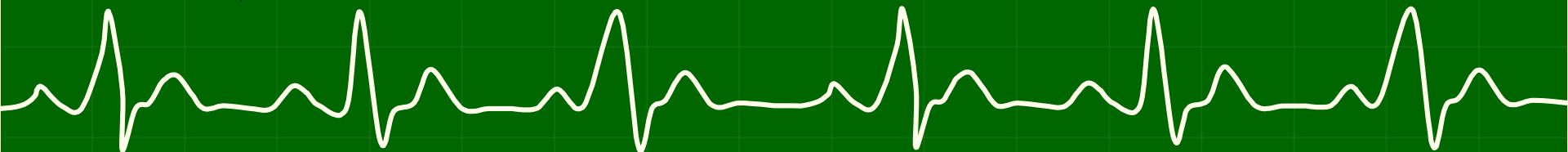
Compliance, Enforcement, Penalty Cycles Incorporated into NHI Contracts

Compliance, Enforcement, Penalty/Reward Cycles			
Facility Evaluation	Contract monitoring	Financial	Twice/year
Patient Satisfaction	Key Performance Indicators	Financial	Once/year
Clinical Audits (clinical protocol compliance)	Key Performance Indicators	Financial	Yearly
Medical Record Audit	Key Performance Indicators	Financial	Yearly
Medical Record Monitoring	Informal Recommendations	None	Quarterly
NHI (Productivity Indicators)	Contract terms	Financial	Monthly
NHI Database (Data entry errors; Inconsistencies)	Contract terms	Financial	Monthly
Monthly Reports	Contract Terms	Financial	Monthly
Pharmacy Audits/lab	Informal Recommendations	None	Once a year

Implementation Roadmap- P4P

MONITORING AND EVALUATION- YEARLY MEASUREMENTS

Training, regular updates of protocols, involvement of Primary Care Providers

Implementation- contracting providers

No Protocol Audits done

Monthly Incentive Scheme

Block Approach

Medical Records Audits

Standardized Medical record
Chronic Disease Forms

Kick Off

Extension to S.S

Pilot evaluation

8/08/2001

1/06/2006

6/11/14

| 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2010 | 2011 | 2012 |

Today

Key Performance Indicators- Initial

Initial Indicator	Target	Weight
Structure Indicators:		
Compliance with equipment list and functionality	100% Compliance	10%
Complaint Mechanism:	Yes / No	10%
a. Identify a readily accessible area to receive suggestions and complaints (suggestion Box).		
b. Identify person who will receive and resolve complaints		
Continuous Education Indicators:	Yes/No	10%
GPs and Nurses trained in:		
Trained in reporting and use of ICD- 10 Coding		
Reporting: **a. Monthly reports submitted to NHI on time in 95% of cases.** **b. Error rate below 10%** **c. Report include Members activity as Non Members (BHIS)**		5% 5% 5%
Prevention Programs:		
PAP smear target group above 60%	Yes/No	10%
First trimester visit at 60% pregnant women .		10%
Delivery of School education programs in:	Yes/No	15%
- HIV/AIDS and STIS prevention.		
-Nutrition		
- Seatbelt usage for prevention of accidents		
Development of Health Status Report on Registered Population based on established guidelines:	Yes/No	20%
Demographic Profile		
-Status of Screening Programs		
Epidemiological Status Profile		

EVOLUTION OF KPI-2009

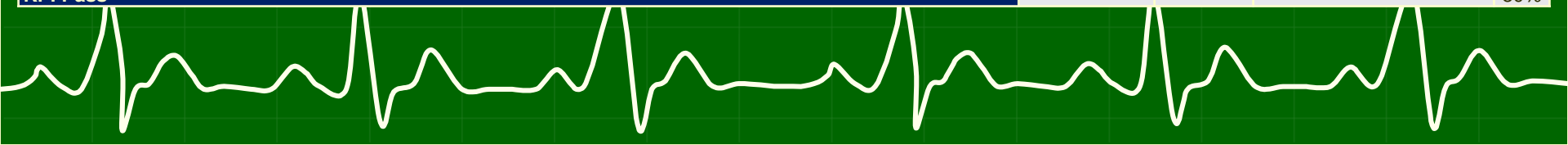| PRIMARY CARE PROVIDERS	Target	Bonus	Means of Verification
At least 90 percent of the GPs and nurses have received training on protocols in the last year (Chronic Disease Management Protocols)	90%	5%	Report from PCP's on training with list of participants signatures
Percentage of clinical records with incorporated forms and complete information	80%	15%	Audits by NHI
System for suggestions/complaints in place	Yes	5%	Facility Evaluation by NHI (direct observation)
Percentage of complaints resolved within 2 weeks	80%	5%	Facility Evaluation by NHI (direct observation)
At least 85 percent of PCP patients expressed full satisfaction with regard to services received from the PCP	85%	15%	Patient Satisfaction Survey by NHI
Percentage of women aged 21-64 who had a Pap smear test in the last two years	50%	10%	Reports from PCP's and data analysis by NHI
Percentage of pregnant women with 1 prenatal care visits during the first trimester	50%	10%	Reports from PCP's and data analysis by NHI
Percentage of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period	80%	10%	Reports from PCP's and data analysis by NHI
Percentage of men ages 40-64 who had PSA test a during the last 2 years	50%	10%	Reports from PCP's and data analysis by NHI
Compliance with Medical Protocols implementation (Diabetes, Hypertension and Asthma)	75%	15%	Protocol Audits by NHI
		100%	
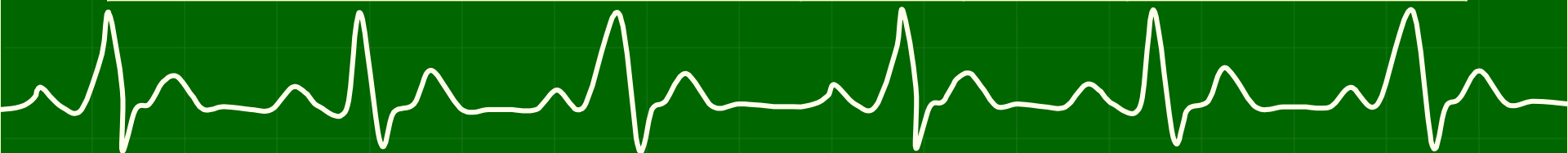
Evolution of KPI's-2013

PRIMARY CARE PROVIDERS	Target	Score	MRHC	BMA	BFLA	BHP
No. of pregnant women with 1 prenatal care visits during the first trimester/Total number of pregnant women (Jan-Dec 2013)	60%	20%	118/166 72%	147/171 85.9%	150/278 54%	168/241 69.7%
No. of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period/Total No. of High Risk Pregnancies	90%	20%	53/56 95%	77/79 96.2%	147/158 93%	21/23 91.3%
No. of Community Outreach Activities for the Jan-Dec 2013 TWELVE	100%	20%	16/12 100%	25/12 100%	18/12 100%	13/12 100%
No. of CMEs and Staff Development Activities which should include yearly revision of NCD protocols TWELVE	100%	20%	17/12 100%	16/12 100%	22/12 100%	12/12 100%
At least 85 percent of PCP patients expressed full satisfaction with regard to services received from the PCP	85%	20%	90%	91%	87%	89%
Total	Pass		100%	100%	80%	100%

Evolution of KPI's-2014

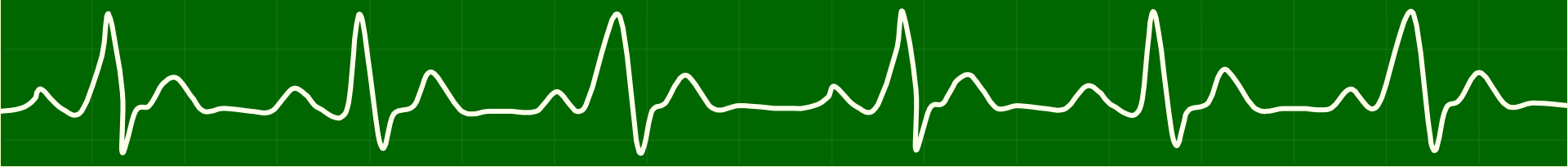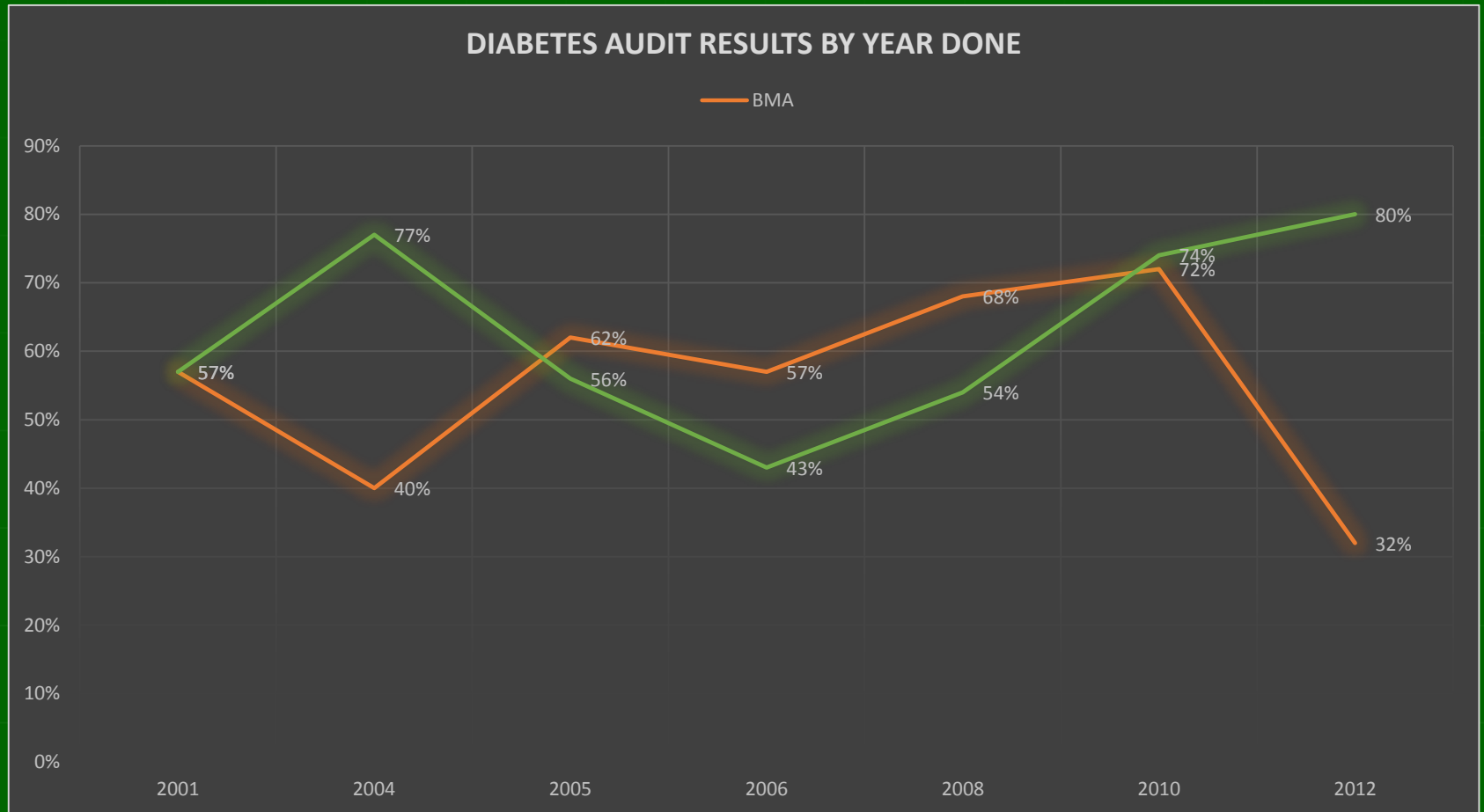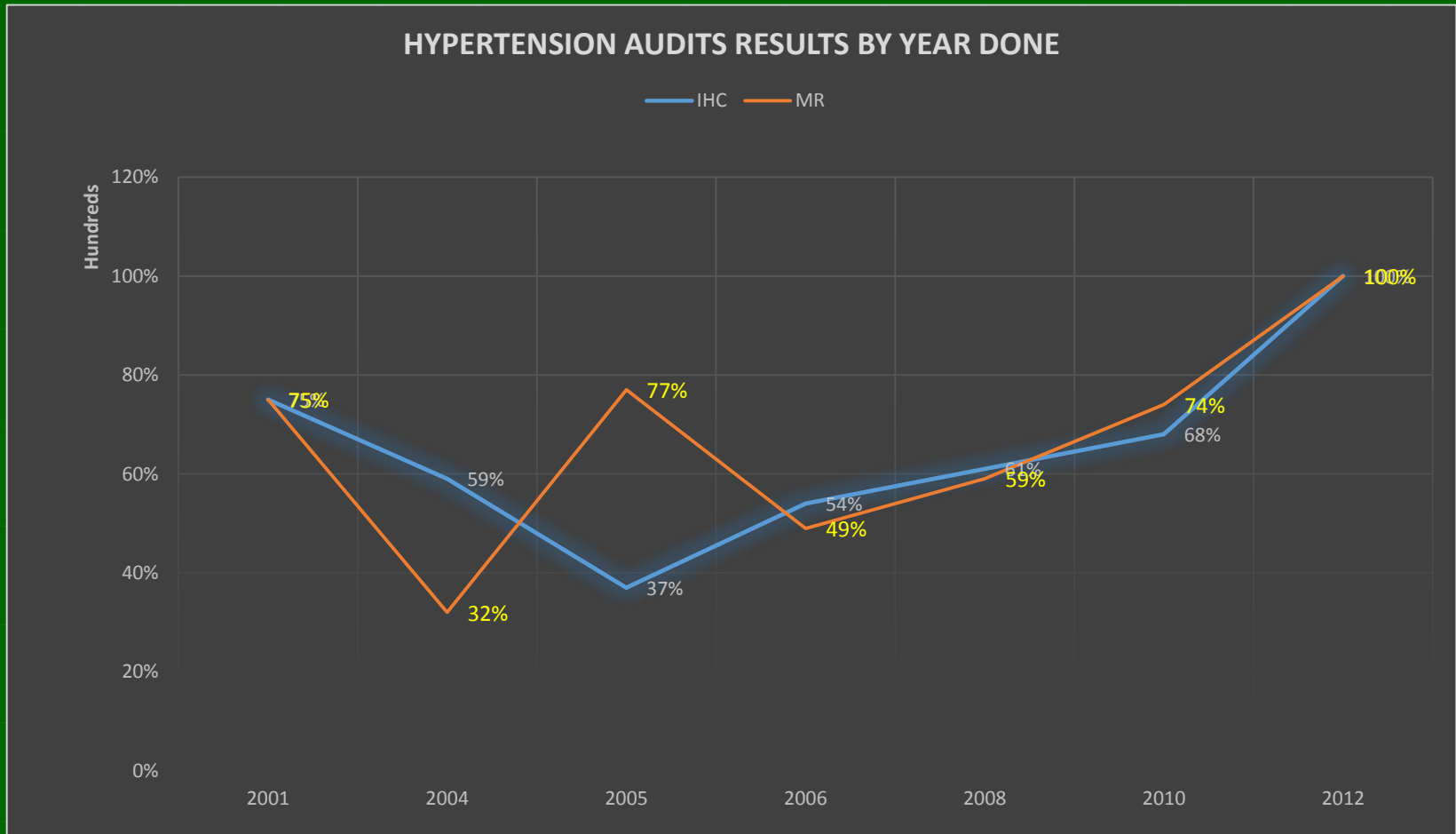| PRIMARY CARE PROVIDERS	Target	Bonus	Means of Verification	
Percentage of clinical records with incorporated standard medical record forms and complete information	85%	20%	Medical Record Audits by NHI	
Compliance rate with Medical Protocols for Diabetes and Hypertension	80%	20%	Protocol Audits by NHI	
At least 80 percent of interviewed NHI registered members expressed <u>full satisfaction</u> with regard to services received from their respective PCP.	80%	20%	Patient Satisfaction Survey by NHI	
Percentage of pregnant women with 1 prenatal care received during the first trimester (less than 12 weeks gestation).	50%	10%	Reports from PCP's and data analysis by NHI	
Percentage of high risk pregnancies delivered with at least 7 prenatal checks.	80%	10%	Reports from PCP's and data analysis by NHI	
Percent of children less than 3 years of age with Nutritional assessment at each encounter numerator: Number of children less than 3 years of age seen at health facility or mobile clinic and have at least weight measured and plotted on the growth chart in a given period denominator: Total number of children less than 3 years of age seen at the health facility or mobile clinic	100% of children reaching the health system.	10%	Reports from PCPs	
Percent of children with unsatisfactory growth [weight/age] who received Incaparina numerator: Number of children less than 3 years of age with unsatisfactory growth [horizontal or downward trend within normal values; low weight for age >-2SD] who received Incaparina at least once within the last 30 days in a given period denominator: total number of children less than 3 years of age diagnosed with unsatisfactory growth in a given period	100% of children identified at risk or malnourished	10%	Reports from PCPs	
KPI Pass				80%

MONTHLY INCENTIVE SCHEME

Incentive payments (70/30)

Item	Standard Payment	max	Dr 1	Dr2	Dr3	Adm	
	Performance		**Checklist for monthly evaluation (simulation)**				
Item	**Standard Payment**	**max**	**Dr 1**	**Dr2**	**Dr3**	**Adm**	
from Encounter Form:	*monthly data*						
Efficiency Indicators: (70%)		#REF!					
1. Productivity per GP team/day	28-36 pts/shift	#REF!	$529	$529	$529		
2. Rational drug usage (items/encounter)	<=2	$1,985	$662	$529	$529		
3. Rational imaging usage(items/encounter)	<=1	$1,985	$662	$529	$529		
4. Rational Laboratory usage(items/encounter)	<=4	$1,985	$662	$529	$529		
Quality Indicators:(20%)		#REF!					
from Surveys/Inspections (bi-annual):							
5. Patient satisfaction: survey	>=80%	#REF!				$756	
6. Medical Records Compliance	>=99%	$756				$756	
7. Medical Audits	70%	$756				$756	
Administrative Indicators:(10%)		#REF!					
8. Unreported Encounters/Activities	<0.5% Margin of error	#REF!				$567	
9. Data entry errors	<1.0% Margin of error	$567				$567	
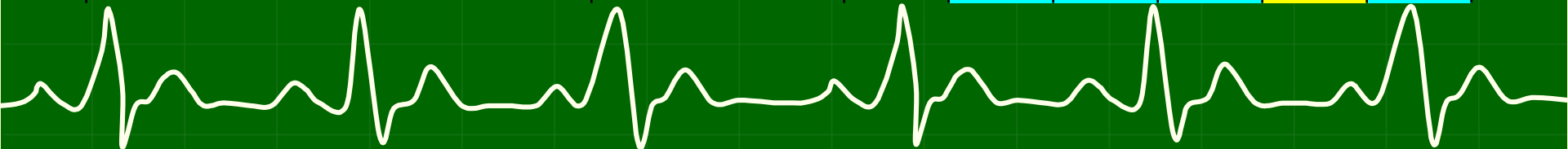
Results- Compliance with Protocols

DIABETES AUDIT RESULTS BY YEAR DONE

— BMA

Results-Compliance with Protocols

HYPERTENSION AUDITS RESULTS BY YEAR DONE

IHC — MR

Results

MEDICAL RECORDS AUDIT RESULTS BY YEAR DONE

Legend: BFLA, BMA, IHC, MRHC

Y-axis (Hundreds): 0%, 20%, 40%, 60%, 80%, 100%, 120%

X-axis: 2004, 2008, 2010, 2012

Data labels: 52%, 50%, 47%, 81%, 70%, 54%, 100%, 95%, 100%, 95%, 80%
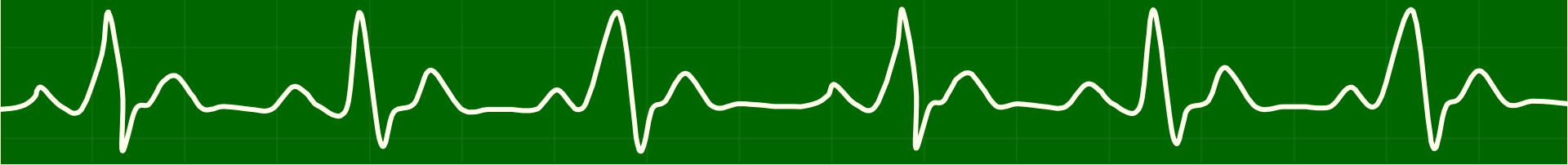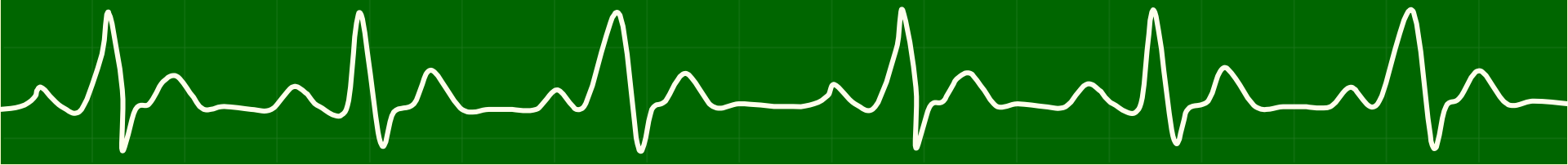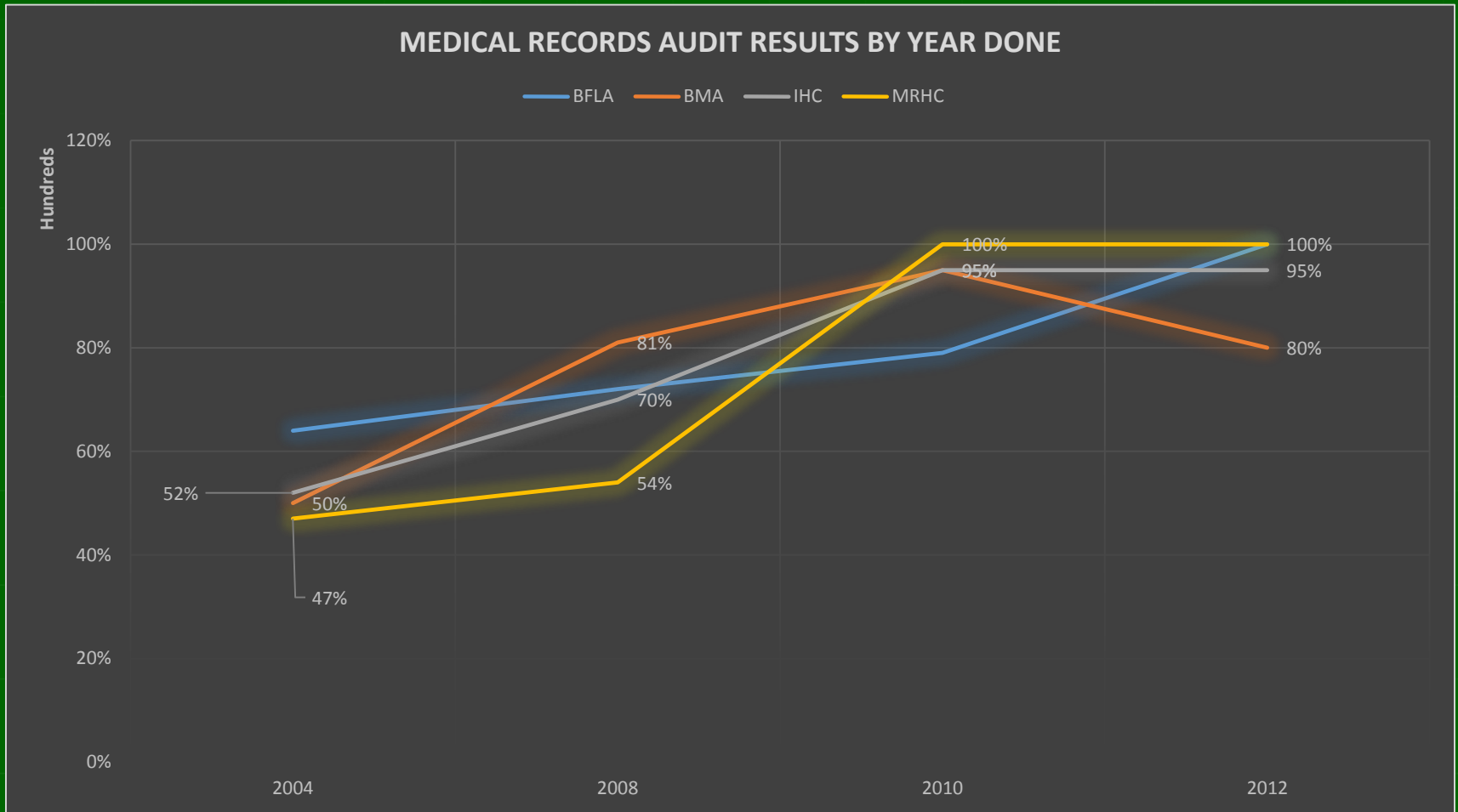
Cancer Screening Programs-2010 (6m)

KPI	BMA	BFLA	BHP	Matron Roberts
Percentage of women aged 19-64 who had a Pap smear test in the last two years (50%)	1408/4059 35%	667/3560 19%	641/4010 16%	691/3677 19%
Jan.-Dec. 2009	32%	18%	17%	16%
Percentage of pregnant women with 1 prenatal care visits during the first trimester (50%)	52/120 43%	67/168 40%	85/147 58%	61/101 60%
Jan.-Dec. 2009	30%	31%	56%	59%
Percentage of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period (80%)	16/29 55%	38/47 81%	24/24 100%	16/18 89%
Jan.-Dec. 2009	80%	95%	83%	83%
Percentage of men ages over 50yrs of age who had PSA test a during the last 2 years (50%)	355/814 43.6%	165/426 39%	311/649 48%	269/781 34%
Jan.-Dec. 2009	50%	34%	46%	35%

BMA PCP-2011

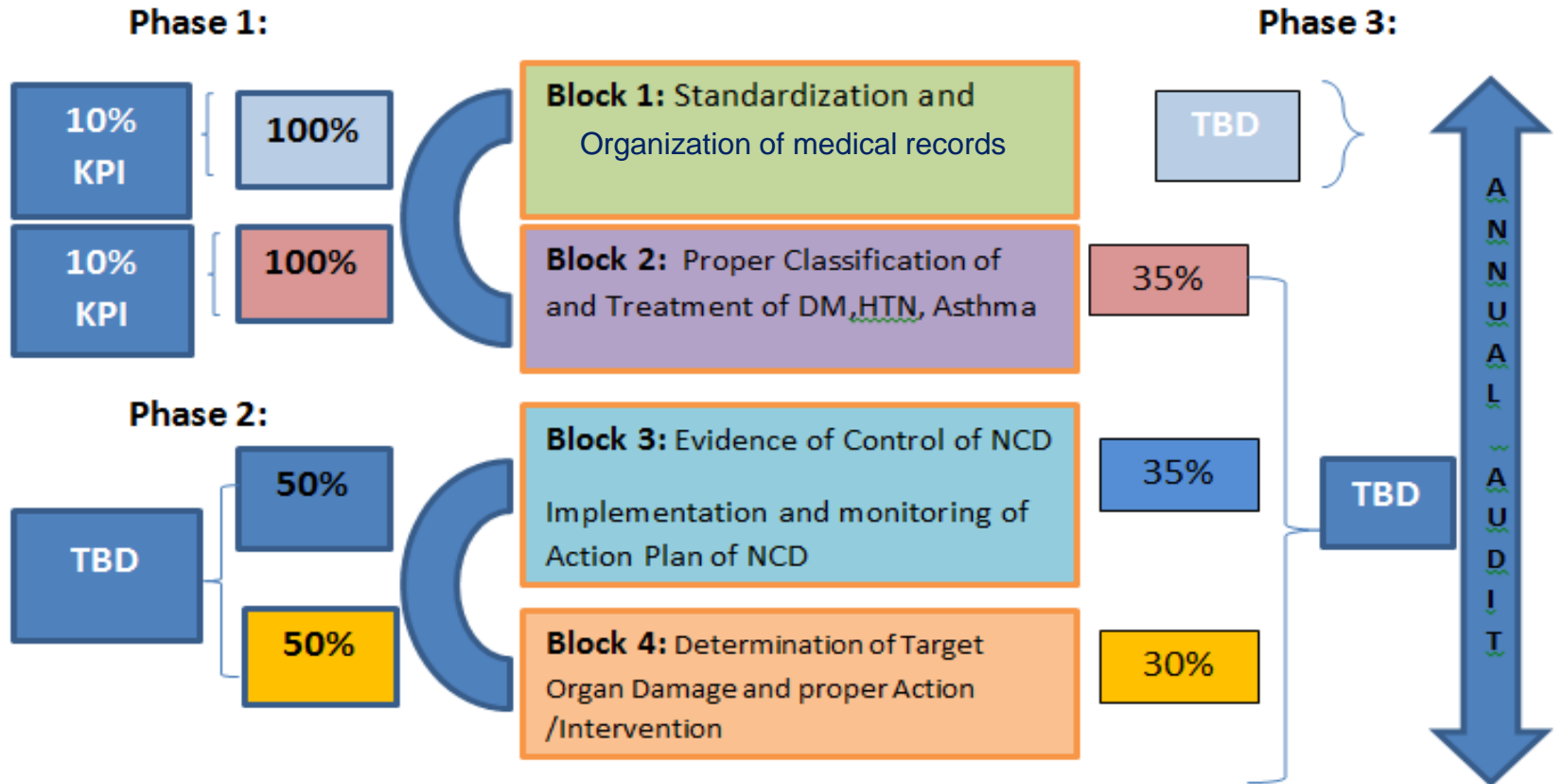| PRIMARY CARE PROVIDERS	Target	Bonus	Means of Verification	Score
Coverage for biological (as per MOH schedule of vaccination); third dose coverage. BCG, 3rd DPT/HepB; 3rd OPV, 1st MMR.	95%	10% (98.5%)	Reports from PCP's and data analysis by NHI/MCH	10%
System for suggestions/complaints in place	Yes	5%	Facility Evaluation by NHI (direct observation)	5%
At least 90 percent of PCP patients expressed full satisfaction with regard to services received from the PCP	90%	15% (65%)	Patient Satisfaction Survey by NHI	0%
Percentage of women aged 19-64 who had a Pap smear test in the last two years	50%	10% 2097/4185 (50%)	Reports from PCP's and data analysis by NHI	10%
Percentage of pregnant women with 1 prenatal care visits during the first trimester	50%	10% 129/218 (59%)	Reports from PCP's and data analysis by NHI	10%
Percentage of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period	80%	10% 71/81 (88%)	Reports from PCP's and data analysis by NHI	10%
Percentage of men ages over 50yrs of age who had PSA test a during the last 2 years	50%	10% 509/604 (84%)	Reports from PCP's and data analysis by NHI	10%
KPI PASS				80%

MRHC PCP:2011

PRIMARY CARE PROVIDERS	Target	Bonus	Means of Verification	Score
Coverage for biological (as per MOH schedule of vaccination); third dose coverage. BCG, 3rd DPT/HepB; 3rd OPV, 1st MMR.	95%	10% (97%)	Reports from PCP's and data analysis by NHI/MCH	10%
System for suggestions/complaints in place	Yes	5%	Facility Evaluation by NHI (direct observation)	5%
At least 90 percent of PCP patients expressed <u>full satisfaction</u> with regard to services received from the PCP	90%	15% (57%)	Patient Satisfaction Survey by NHI	0%
Percentage of women aged 19-64 who had a Pap smear test in the last two years	50%	10% 2175/3852 (57%)	Reports from PCP's and data analysis by NHI	10%
Percentage of pregnant women with 1 prenatal care visits during the first trimester	50%	10% 149/217 69%	Reports from PCP's and data analysis by NHI	10%
Percentage of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period	80%	10% 51/56 91%	Reports from PCP's and data analysis by NHI	10%
Percentage of men ages over 50yrs of age who had PSA test a during the last 2 years	50%	10% 344/611 56%	Reports from PCP's and data analysis by NHI	10%
KPI PASS				80%

BHP PCP:2011

PRIMARY CARE PROVIDERS	Target	Bonus	Means of Verification	Score
Coverage for biological (as per MOH schedule of vaccination); third dose coverage. BCG, 3rd DPT/HepB; 3rd OPV, 1st MMR.	95%	10% 94%	Reports from PCP's and data analysis by NHI/MCH	0%
System for suggestions/complaints in place	Yes	5%	Facility Evaluation by NHI (direct observation)	5%
At least 90 percent of PCP patients expressed <u>full satisfaction</u> with regard to services received from the PCP	90%	15% (54%)	Patient Satisfaction Survey by NHI	0%
Percentage of women aged 19-64 who had a Pap smear test in the last two years	50%	10% 1238/4076 (30%)	Reports from PCP's and data analysis by NHI	0%
Percentage of pregnant women with 1 prenatal care visits during the first trimester	50%	10% 170/262 (65%)	Reports from PCP's and data analysis by NHI	10%
Percentage of high-risk pregnancy cases with at least 7 prenatal care visits during their pregnancy period	80%	10% 50/70 (71%)	Reports from PCP's and data analysis by NHI	0%
Percentage of men ages over 50yrs of age who had PSA test a during the last 2 years	50%	10% 561/640 (87.6%)	Reports from PCP's and data analysis by NHI	10%
KPI				37%

BUILDING BLOCK APPROACH

NHI Responsibilities:

1. Facilitate Refresher Training of Protocols
2. Establish Criteria that will be utilized by audit
3. Conduct External Audit of Building Blocks
4. Assign weights to the established Indicators of the Building Blocks
5. Conduct an Annual Audit at a defined timeframe
6. Establish Minimum Standard
7. Analyze and report findings on a timely manner
8. Facilitate relevant consultations

PCP Responsibilities

1. Adopt the Standardized Medical Records
2. Facilitate in house training and revision of protocols
3. Orient new or part-time physicians on protocols and Med Rec Standards
4. Conduct in house reviews of medical records
5. Attend relevant NHI trainings/ meetings
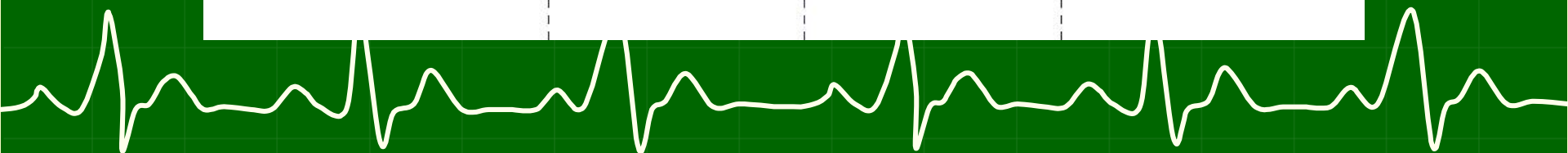6. Maintain a Register of Chronic Patients

BELIZE NCD PASSPORT PILOT

SUMMARY
Lessons Learned

➢ STANDARDIZATION OF CARE IS IMPORTANT BUT PROVIDING SUPPORTING SERVICES NECESSARY.

➢ TRAINING IS IMPORTANT BUT NOT ENOUGH

➢ TURNOVER OF MEDICAL STAFF (NEED ORIENTATION PROGRAM)

➢ MONITORING AND EVALUATION IS KEY TO SUCCESS

➢ INVOLVEMENT OF STAKEHOLDERS IN SEEKING IMPROVEMENTS IS ESSENTIAL.

➢ FINANCIAL INCENTIVES PROVIDES THE DRIVING FORCE FOR IMPROVEMENT- challenge with Public Sector

➢ SIGNIFICANT IMPACT CAN ONLY BE ACHIEVED WHEN COMMUNITY AND SERVICES WORK TOGETHER.

➢ NCD PASSPORT: NEED TO BE SIMPLIFIED AND MADE PEOPLE FRIENDLY!

THANK YOU!
GRACIAS!
MERCI!
Dank u!