

1. Ethics/Professionalism/Privacy
2. Payment Models
3. System Issues (IPE/Team Care/Information Systems)
4. Physician Value (Relationships/Inquiry/Individualization of care/Praxis)

1. Disruptive Innovation- a market-driven approach that has balanced cost and quality in other industries.

a. Healthcare System

Harnessing Disruptive innovation in Healthcare P. Plesk. Agency for Healthcare Research and Quality Innovations Exchange, 2014.

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b. Role of Professionals

Teams, tribes and patient safety: overcoming barriers to effective teamwork in healthcare J. Weller, M. Boyd, D. Cumin. *Postgraduate Medical Journal* 90:1061, 149-154, 2014.

<http://www.ncbi.nlm.nih.gov/pubmed/24398594>

c. Role of Business in Healthcare

The Trade-Off Among Quality, Quantity, And Cost: How To Make It—If We Must M. Pauley. *Health Affairs* 30:4 574-580, 2011.

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d. Rise of Technical Practitioners (Scope Creep)

How does provider supply and regulation influence health care markets? Evidence from nurse practitioners and physician assistants K. Stange. *Journal of Health Economics*. 1–27, 2014.

<http://www.sciencedirect.com/science/article/pii/S0167629613001410>

New Steam from an Old Cauldron — The Physician-Supply Debate D. Blumenthal. *New England Journal of Medicine* 350:1780-1787, 2014.

<http://www.nejm.org/doi/full/10.1056/NEJMhpr033066>

2. The move to employee status for physician

a. Dealing with Dual Masters (patients and payors)

Physicians as Double Agents Maintaining Trust in an Era of Multiple Accountabilities JAMA. 280(12):1102-1108, 1998.

<http://jama.jamanetwork.com/article.aspx?articleid=188008>

Will My Job Be Safe If I Defend My Patients? CA. Manthous, AR. Moncrieff. *Chest*. 144(4):1106-1110. 2013.

<http://www.ncbi.nlm.nih.gov/pubmed/24081344>

Hospitals' Race to Employ Physicians — The Logic behind a Money-Losing Proposition R. Kotcher, N. Sahni. *N Engl J Med*; 364:1790-1793, 2011.

<http://www.nejm.org/doi/full/10.1056/NEJMp1101959#t=article>

b. Payment Issues/Incentives

Paying for performance – great in theory, not so much in reality. Academy Health Blog (April 30, 2014).
<http://blog.academyhealth.org/paying-for-performance-great-in-theory-not-so-much-in-reality/>

Reforming Physician Payments to Achieve Greater Value in Health Care Spending. American College of Physicians Position Paper, 2009.
https://www.acponline.org/advocacy/where_we_stand/assets/reforming_physician_payments_healthc_are_spending_2009.pdf

c. Ethical Issues

AMA Principles for Physician Employment

<http://www.ncmedsoc.org/wp-content/uploads/2013/09/ama-principles-for-physician-employment.pdf>

Incentives and Motivation in Medical Care. American Medical Association Journal of Ethics 15:7 2013.
<http://virtualmentor.ama-assn.org/2013/07/pdf/vm-1307.pdf>

3. The Role of Systems in the Healthcare of Individuals

a. Healthy Lifestyles: What is the Physician Role?

i. Self Care

Implementation of self-management support for long term conditions in routine primary care settings: cluster randomised controlled trial A. Kennedy BMJ 346: f2882, 2013.
<http://www.bmj.com/content/346/bmj.f2882>

ii. Nutrition

Barriers to providing nutrition counseling cited by physicians: a survey of primary care practitioners. K. Kolasa, K. Rickett, Nutrition in Clinical Practice, 2010.
<http://www.ncbi.nlm.nih.gov/pubmed/20962310>

iii. Environmental Contribution to Health and Illness

Conceptual Model from Arbaje, et al. Gerontologist, (2008).
<http://theincidentaleconomist.com/wordpress/wp-content/uploads/2013/01/readmit-conceptual-model.jpg>

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Socioeconomic Status And Readmissions: Evidence From An Urban Teaching Hospital, J. Hu, Health Affairs, 33:5 778-785, 2014.
<http://content.healthaffairs.org/content/33/5/778.abstract>

b. Compliance with Care: What is the Physician Role

Medication Nonadherence A Diagnosable and Treatable Medical Condition, ZA. Marcum, MA. Sevick, SM. Handler, JAMA 309(20):2105-2106, 2013.
<http://jama.jamanetwork.com/article.aspx?articleid=1690707>

c. Population Health: What is the Physician Role

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[http://www.ajpmonline.org/article/S0749-3797\(10\)00616-1/abstract](http://www.ajpmonline.org/article/S0749-3797(10)00616-1/abstract)

4. Team Based Care/Inter-Professional Education

a. What is the role and responsibility of the physician?

Interprofessional Education and Healthcare Simulation Symposium Materials (2012).

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Reforming Health Professions Education Will Require Culture Change And Closer Ties Between Classroom and Practice. G. Thibault, *Health Affairs*, 2013.

<http://content.healthaffairs.org/content/32/11/1928.full>

Principles Supporting Dynamic Clinical Care Teams. American College of Physicians Position Paper (2013).

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b. Techne/Praxis Knowing and Doing

Praxis and reflexivity for interprofessional education: towards an inclusive theoretical framework for learning, M. Hutchings. *Journal of Interprofessional Care*, 2013.

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The Critical Cultural Turn in Health Communication: Reflexivity, Solidarity and Praxis. MJ. Dutta, *Health Communication*. 2010 Sep;25(6-7):534-9. doi: 10.1080/10410236.2010.497995.

<http://web.ics.purdue.edu/rche/cophi/wp-content/uploads/2011/08/CriticalCulturalTurnDutta.pdf>

5. How Many Doctors are needed in an evidence based system of care?

Evidence based medicine: a movement in crisis? T. Greenhalgh, *British Medical Journal*, 2014.

<http://www.bmj.com/content/348/bmj.g3725>

Harnessing implementation science to improve care quality and patient safety: a systematic review of targeted literature, J. Braithwaite, D. Marks, N. Taylor *International Journal for Quality in Health Care*, 2014.

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The Checklist Conundrum, L. Leape, New England Journal of Medicine 370:11, 1063-1064, 2014.
<http://www.ncbi.nlm.nih.gov/pubmed/24620871>

b. Can there be a healthcare system without physicians?

Health Care Without the Doctors Coming to a Walmart Near You, J. Appleby, Kaiser Health News PBS NewsHour, 2013.

<http://www.pbs.org/newshour/rundown/health-care-without-the-doctors-coming-to-a-walmart-near-you/>

Health Care Without the Doctor: How New Devices and Technologies Aid Clinicians and Consumers, M.K. Scott, California HealthCare Foundation, 2009.

<http://www.chcf.org/publications/2009/05/health-care-without-the-doctor-how-new-devices-and-technologies-aid-clinicians-and-consumers#ixzz33WBiYYsh><http://www.chcf.org/publications/2009/05/health-care-without-the-doctor-how-new-devices-and-technologies-aid-clinicians-and-consumers>

Solo Health

<https://solohealth.com/solohealth-station/>

c. The Medical Home Model

Recognition as a Patient-Centered Medical Home: Fundamental or Incidental? D. Dohan et al. Annals of Family Medicine, 2013.

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Association Between Participation in a Multipayer Medical Home Intervention and Changes in Quality, Utilization, and Costs of Care, M. Friedberg et al. JAMA, 2014.

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i. ACO's

First National Survey Of ACOs Finds That Physicians Are Playing Strong Leadership And Ownership Roles C. Colla et al. Health Affairs, 2014.

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Health Reform and Physician-Led Accountable Care The Paradox of Primary Care Physician Leadership, F. Mostashari, JAMA, 2013.

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ii. Strategic Partnerships

PowerPoint Hospitals and Care Systems of the Future 2011 American Hospital Association Committee on Performance Improvement Report, 2011.

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The Patient-Centered Medical Home Neighbor The Interface of the Patient-Centered Medical Home with Specialty/Subspecialty Practices. American College of Physicians Position Paper, 2010.

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6. Moving Towards E-Portfolio's and a Badge System of Credentialing

a. GME and mastering a complete body of knowledge

A New Pathway For Medical Education, S. Shannon, B. Buser, M. Hahn, J. Crosby, T. Cymet, J. Mintz, K. Nichols. Health Affairs, 2013.

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b. E-Portfolio's, Maintenance of Licensure and Certification

Physician ePortfolio: The Missing Piece for Linking Performance with Improvement, N. Davis, L. Myers, American Journal of Managed Care, 2010.

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c. GUMP vs Technically Skilled Practitioner

Closing the Gap Between Can and May in Health-Care Providers' Scopes of Practice: A Primer for Policymakers. B.Safriet. Yale Journal on Regulation, 2003.

<http://www.ortleib.com/closing-the-gap-between-can-and-may.pdf>

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<http://www.iom.edu/~media/Files/Activity%20Files/Workforce/Nursing/Federal%20Options%20for%20Maximizing%20the%20Value%20of%20Advanced%20Practice%20Nurses.pdf>

7. Payment Models

a. Where does Fee for Service go in a closed system?

Health care utilization by old-old long-term care facility residents: how do Medicare fee-for-service and capitation rates compare? VL. Phillips, W. Paul, ER. Becker, Journal of American Geriatric Society, 2000.

<http://www.ncbi.nlm.nih.gov/pubmed/11037023>

b. When the deductible amounts are unreasonable, where is the physician recourse?

AMA Point of Care Pricing Toolkit

<http://www.ama-assn.org/ama/pub/advocacy/topics/administrative-simplification-initiatives/electronic-transactions-toolkit/point-of-care-toolkit.page>

8. Big Data

a. ICD-10 and its effect on managing and evaluating physician care

Helping Physicians Succeed in an ICD-10 World Munson HealthCare White Paper, begin pg 5.

https://www.munsonhealthcare.org/upload/docs/ICD10/Precyse%20White%20Paper%20-%20Helping%20Physicians%20Succeed%20in%20ICD-10_032013.pdf

b. Bringing Healthcare costs under control, does this mean bringing physicians under control as well?

Views of US Physicians About Controlling Health Care Costs. JC Tilburt, et al. JAMA, 2013.

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9. Defining Quality Care and the goal of going to a physician.

What is value in health care? Porter ME. N Engl J Med. 2010 Dec 23;363(26):2477-81. doi: 10.1056/NEJMp1011024. Epub 2010 Dec 8.

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