

WWW 591h: Closing the Evidence Gap: Health Care Comparative Effectiveness Research in the U.S.

Monday, 7-10 pm
029 Robertson Hall

Contact Information:

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1. Workshop Client

Centers for Medicare & Medicaid Services, Office of Research, Development, and Information

2. Focus Issue

Health care spending in the United States continues to increase dramatically. By 2011, per capita spending is forecast to reach 17 percent of the Gross Domestic Product. Escalating costs have increased the urgency of calls for reform of the health care payment system. This involves understanding whether U.S. health care spending is devoted to services that provide no apparent health benefits— and may be harmful.

Comparative effectiveness research—that is, finding out what works in medical care—aims to assist patients and health care providers in making informed health decisions. Better evidence on what works will lead to better health care choices and thus to improved quality of care and improved efficiency—that is, high-value health care.

Since the beginning of this decade, the Centers for Medicare & Medicaid Services (CMS), at the U.S. Department of Health and Human Services, has embarked into reforming the system for paying providers of care who serve Medicare beneficiaries. Using evidence that questions the widely held assumption that in medical care more is always better, CMS has adopted a value-based purchasing initiative for physicians and hospitals. As part of these initiatives, CMS aims to identify services that provide no apparent health benefit and could realize savings of up to 30 percent of Medicare spending and maintain the Medicare Trust Fund solvent into the indefinite future. However, CMS does not yet have a model that would allow it to translate evidence about the relative effectiveness of expensive specialist services, the most likely driver of the rapid increase in costs, into its value-based purchasing policies.

Thus, the specific issue that the workshop is being asked to address is:

- Can reductions in regional disparities in the utilization of expensive health services, such as imaging (for example, CT scans, MRI, and PET-CT scans) translate into

increased value for the Medicare program—that is, reduce costs to the Medicare program, improve the quality of care Medicare beneficiaries receive, and provide fair and reasonable compensation to providers for these services?

The primary recipient of this report is the Office of Research, Development, and Information at CMS, which handles several evaluations of value-based purchasing demonstrations. We expect that the report will be valuable to other federally-funded health insurance programs, such as Medicaid and the State's Children Health Insurance Program (SCHIP).

3. Logistics

We will meet in 029 Robertson Hall, usually from 7 to 10 p.m. However, we will need to adjust the time to accommodate the schedules of speakers (see week 5). Dinner will be served whenever a guest speaker is coming in.

Reading for the first five weeks are listed below. As we move forward, we will use the Blackboard site to keep drafts of sections of the report, supporting documents, and other materials, as needed.

4. Workshop Requirements and Assessment of Performance

a. Requirements. Workshop participants will be required to:

1. Attend workshop meetings on a regular basis
2. Either serve as one of two student liaisons, or make a workshop presentation during the first half of the semester. Presentation topics will be discussed and assigned during the first class.
3. Write a background memorandum (10-15 pages) on a topic that is relevant to the report. The documents will be circulated prior to the trip over fall break. We will make memorandum assignments around week 2 of the semester.
4. Make substantial contributions to the final report and to the presentation of the final report to the client.

b. Assessment of Performance. Workshop participants will be assessed on the basis of their contributions to the report. The overall grade will reflect the following information:

1. **Self assessment.** At the end of the semester, workshop participants will be asked to write a memo that describes and evaluates their contributions to the workshop.
2. **Peer assessments.** Participants will be asked to provide information on the performance of their colleagues. The purpose of the assessments will be to identify students who made exceptional contributions to the workshop and those who may

have made fewer contributions. Peer assessments will only be shared with the director and will be anonymous.

3. **Individual work products.** The quality of individual work products (memoranda, presentations, interventions during guest speaker presentations) will be assessed by the director.
4. **Final report and presentation.** The overall quality of the final report will be assessed by the director and the client.

Because workshop participants will have different responsibilities, it will be difficult to assign weights to each of the components listed above. About 50 percent of a participant's final grade will reflect the quality of the final report and the remaining 50 percent will reflect the other contributions.

Although the grade is important, a key objective of this workshop is to provide feedback to the participants on the quality and usefulness of their work. This feedback will be provided to each participant by the director and the client.

SYLLABUS

Week 1, September 21, 2009

Introductions: Discussion of student's background and expectations

Lecture: Comparative Effectiveness Research, Value-Based Purchasing, and Provider Payment Reform in the U.S.

- Recent Legislation
- Comparative Effectiveness Research in the U.S.
- Provider Payment Reform

Readings:

- Medicare: A Primer (<http://www.kff.org/medicare/upload/7615-02.pdf>)
- The Medicare Prescription Drug, Improvement, and Modernization Act of 2003 (www.cms.hhs.gov/mmaupdate/)
- The American Recovery and Reinvestment Act of 2009 (www.recovery.gov/?q=content/act)
- Senate Finance Committee. "Comparative Effectiveness Research. Transforming the Health Care Delivery System: Proposals to Improve Patient Care and Reduce Health Care Costs." April 29, 2009, pp. 24-25. Available at: finance.senate.gov/sitepages/leg/LEG%202009/042809%20Health%20Care%20Description%20of%20Policy%20Option.pdf
- Institute of Medicine Roundtable on Evidence-Based Medicine. "Learning What Works Best. The Nation's Need for Evidence on Comparative Effectiveness Research in Health Care." Washington, DC: Institute of Medicine, September 2007. Available at: [http://www.iom.edu/Object.File/Master/43/390/Comparative%20Effectiveness%20White%20Paper%20\(F\).pdf](http://www.iom.edu/Object.File/Master/43/390/Comparative%20Effectiveness%20White%20Paper%20(F).pdf)
- Holve, Erin, and Patricia Pittman. *A First Look at the Volume and Cost of Comparative Effectiveness Research in the United States*. Washington, DC: Academy Health, June 2009. Available at: http://www.academyhealth.org/files/FileDownloads/AH_Monograph_09FINAL7.pdf
- Agency for Healthcare Research and Quality. *The Effective Healthcare Program* (effectivehealthcare.ahrq.gov/)
- Emanuel, Ezekiel J., Victor R. Fuchs, and Alan M. Garber. "Essential Elements of a Technology and Outcomes Assessment Initiative." *Journal of the American*

Medical Association, vol. 298 no. 11, September 19, 2007, pp. 1323-1325.
Available at: <http://www.allhealth.org/BriefingMaterials/JAMA-Fuchs-1155.pdf>

- Fisher, Elliot S. "Medical Care: Is More Always Better?" *The New England Journal of Medicine*, vol. 349, no. 17, 2003, pp. 1665-1667. Available at: www.vaoutcomes.org/papers/NEJM_IMAB_edit.pdf
- Orszag, Peter R., and Philip Ellis. "Addressing Rising Health Care Costs—A View from the Congressional Budget Office." *The New England Journal of Medicine*, vol. 357, no. 19, November 8, 2007, pp. 1885-1887. Available at: content.nejm.org/cgi/content/full/357/19/1885
- Iglehart, John K. "Health Insurers and Medical Imaging Policy." *New England Journal of Medicine*, vol. 360, no. 10, March 5, 2009, pp. 1030-1037. Available at: http://content.nejm.org/cgi/content/full/360/10/1030?ijkey=4595b968950820b544b5846f2e5363e910bd15a6&keytype=tf_ipsecsha
- Pham, Hoangmai H., Bruce E. Landon, James D. Reschovsky, Beny Wu, and Deborah Schrag. "Rapidly and Modality of Imaging for Acute Low Back Pain in Elderly Patients." *Archives of Internal Medicine*, vol. 169, no. 10, May 25, 2009. Available at: archinte.ama-assn.org/cgi/reprint/169/10/972
- Dhruva, Sanket s., Steve E. Purrough, Marcel E. Salive, and Rita F. Redberg. "CMS's Landmark Decision on CT Colonography—Examining the Relevant Data." *New England Journal of Medicine*, vol. 360, no. 26, June 25, 2009, pp. 2699-2701. Available at: <http://content.nejm.org/cgi/content/full/360/26/2699>
- Chalkidou, Kalipso, Sean Tunis, Ruth Lopert, Lise Rochaix, Peter T. Sawicki, Mona Nasser, and Bertrand Xerri. "Comparative Effectiveness Research and Evidence-Based Health Policy: Experience from Four Countries." *The Millbank Quarterly*, vol. 87, no. 2, 2009, pp. 339-367. Available at: http://www.milbank.org/quarterly/milq_87_2-final-chalkidou.pdf
- Pearson, Steven D., and Michael D. Rawlins. "Quality, Innovation, and Value for Money. NICE and the British National Health Service." *Journal of the American Medical Association*, vol. 294, no. 20, November 2005, pp. 2618-2622. Available at: www.healthcarepriorities.org/Papers/Pearson%20and%20Rawlins%20NICE%20JAMA%20paper.pdf

Logistics: Choose student(s) liaison(s); discuss organization and communications issues; discuss trip over fall break.

Week 2, September 28, 2009

Lecture: Assessing Evidence Strength

- Methods for Assessing Evidence
- Summarizing the Strength of the Evidence

Readings:

- Berwick, Donald M. "The Science of Improvement." *Journal of the American Medical Association*, vol. 299, no. 10, March 12, 2008, pp. 1182-1184. Available at: <http://www.allhealth.org/BriefingMaterials/JAMA-Berwick-1151.pdf>
- *What Works Clearinghouse Procedures and Standards Handbook*: ies.ed.gov/ncee/wwc/references/idoctrviewer/doc.aspx?docid=19&tocid=1
- Caleb, Alexander G., and Randall S. Stafford. "Does Comparative Effectiveness Have a Comparative Edge?" *Journal of the American Medical Association*, vol. 301, no. 23, June 17, 2009, pp. 2488-2490.
- Teutsch, Steven M., Marc L. Berger, and Milton C. Weinstein. "Comparative Effectiveness: Asking the Right Questions, Choosing the Right Method." *Health Affairs*, vol. 24, no. 1, January/February 2005, pp. 128-132. Available at: content.healthaffairs.org/cgi/reprint/24/1/128?maxtoshow=&HITS=10&hits=10&RESU_LTFORMAT=&author1=teutsch&andorexactfulltext=and&searchid=1&FIRSTINDEX=0&resourcetype=HWCIT
- Gluck, Michael E. *Research Insights: Incorporating Costs into Comparative Effectiveness Research*. Washington, DC: AcademyHealth, June 2009. Available at: <http://www.academyhealth.org/files/publications/ResearchInsightsCER.pdf>
- Wang, Philip S., Christine M. Ulbricht, and Michael Schoenbaum. "Improving Mental Health Treatments through Comparative Effectiveness Research." *Health Affairs*, vol. 28, no. 3, May/June 2009, pp. 783-791. Available at: content.healthaffairs.org/cgi/reprint/28/3/783?maxtoshow=&HITS=10&hits=10&RESU_LTFORMAT=&author1=wang&andorexactfulltext=and&searchid=1&FIRSTINDEX=0&resourcetype=HWCIT
- National Institute for Clinical Excellence. *Guide to the Methods of Technology Appraisal (Reference N0515)*. London: National Health Service, April 2004. Available at: http://www.nice.org.uk/niceMedia/pdf/TAP_Methods.pdf

Logistics: Make student presentations assignments; finalize budgets for workshop and field research travel (due October 5).

Week 3, October 5, 2009

Lecture: Implications for Consumers-Patients and Health Professionals

- Consumers-Patients
- Health Care Professionals

Readings:

- Silberner, Joanne. "Public Wary of Government Deciding Medical Care." National Public Radio, April 30, 2009. Available at: www.npr.org/templates/story/story.php?sotryID=103458129
- Garber, Alan M., and Sean R. Tunis. "Does Comparative-Effectiveness Research Threaten Personalized Medicine?" *The New England Journal of Medicine*, vol. 360, no. 19, May 7, 2009, pp. 1925-1929. Available at: content.nejm.org/cgi/reprint/360/19/1925.pdf
- Naik, Aanand D., and Laura A. Petersen. "The Neglected Purpose of Comparative-Effectiveness Research." *The New England Journal of Medicine*, vol. 60, no. 19, May 7, 2009, pp. 1929-1931. Available at: content.nejm.org/cgi/reprint/360/19/1929.pdf
- Fisher, Elliot S., David E. Wennberg, Th rese A. Stukel, Daniel J. Gottlieb, F.L. Lucas, and  toile L. Pinder. "The Implications of Regional Variations in Medicare Spending. Part 1: The Content, Quality, and Accessibility of Care." *Annals of Internal Medicine*, vol. 138, 2003, no. 4, pp. 273-287. Available at: www.vaoutcomes.org/papers/Fisher_Annals_Part1.pdf
- Fisher, Elliot S., David E. Wennberg, Th rese A. Stukel, Daniel J. Gottlieb, F.L. Lucas, and  toile L. Pinder. "The Implications of Regional Variations in Medicare Spending. Part 2: Health Outcomes and Satisfaction with Care." *Annals of Internal Medicine*, vol. 138, 2003, no. 4, pp. 288-299. Available at: www.vaoutcomes.org/papers/Fisher_Annals_Part2.pdf
- Wennberg, John E., Elliot S. Fisher, and Jonathan S. Skinner. "Geography and the Debate over Medicare Reform." *Health Affairs*, vol. 21, February 13, 2002, Web Exclusive, pp. w96-w114. Available at: content.healthaffairs.org/cgi/content/short/hlthaff.w2.96v1

Guest:

Gail Wilensky is an economist and a senior fellow at Project HOPE, an international health education foundation. Among her appointments and assignments, Dr. Wilensky is the president of the Defense Health Board, a Federal advisory board to the Secretary of Defense, and also chairs the DHB Health Care Subcommittee. In addition, she serves as a trustee of the Combined Benefits Fund of the United Mineworkers of America and the National Opinion Research Center, is on the Board of Regents of the Uniformed Services University of the Health Sciences (USUHS)

and the Visiting Committee of Harvard Medical and Dental Schools. She recently served as a commissioner on the World Health Organization's Commission on the Social Determinants of Health and co-chaired the Department of Defense Task Force on the Future of Military Health Care.

She is an elected member of the Institute of Medicine and has served two terms on its governing council. She is a former chair of the board of directors of Academy Health, a former trustee of the American Heart Association and a current or former director of numerous other non-profit organizations. She is also a director on several corporate boards.

From 1990-1992, she was Administrator of the Health Care Financing Administration (now known as CMS), directing the Medicare and Medicaid programs. She also served as Deputy Assistant to President (GHW) Bush for Policy Development, advising him on health and welfare issues from 1992-1993.

From 1997-2001, she chaired the Medicare Payment Advisory Commission, which advises Congress on payment and other issues relating to Medicare and previously chaired one of its predecessor commissions, the Physician Payment Review Commission. From 2001 to 2003, she co-chaired the President's Task Force to Improve Health Care Delivery for Our Nation's Veterans and in 2007, served as a Commissioner on the President's Commission on Care for America's Returning Wounded Warriors (Dole/Shalala Commission).

Dr. Wilensky testifies frequently before Congressional committees, serves as an advisor to members of Congress and other elected officials, speaks nationally and internationally before professional, business and consumer groups. She received a bachelor's degree in psychology and a Ph.D. in economics at the University of Michigan and has received several honorary degrees.

Week 4, October 12, 2009*Trip Planning and Background Memorandum Discussions I*

During this week, students will begin their trip planning. They also will discuss their background memoranda and will decide on the contents of a briefing/itinerary binder for the trip, including protocols for interviews and requests for specific information (materials, data sets, among other) from the interviewees.

Week 5, October 19, 2009

Lecture: Implications for Policy Makers (*Meeting at 6 p.m.*)

- Key policy decisions:
 - Prioritizing research needs and independent assessments
 - Aligning incentives to providers
 - Providing better information to consumers
 - Constraining *supply-sensitive* services and promoting *preference-sensitive* services

Readings:

- Institute of Medicine. *Initial National Priorities for Comparative Effectiveness Research and 100 Initial Priority Topics for Comparative Effectiveness Research*. Washington, DC: Institute of Medicine, June 30, 2009. Available at: <http://www.nationalacademies.org/morenews/20090630.html>
- Wilensky, Gail R. "Developing a Center for Comparative Effectiveness Information." *Health Affairs*, Web Exclusive, November 7, 2006, pp. w572-w585. Available at: content.healthaffairs.org/cgi/reprint/25/6/w572?maxtoshow=&HITS=10&hits=10&RESULTFORMAT=&author1=wilensky&andorexactfulltext=and&searchid=1&FIRSTINDEX=0&resourcetype=HWCIT
- Wilensky, Gail R. "The Policies and Politics of Creating a Comparative Clinical Effectiveness Research Center." *Health Affairs*, Web Exclusive, June 25, 2009, pp. w719-729. Available at: <http://content.healthaffairs.org/cgi/reprint/hlthaff.28.4.w719v1>
- Engelbert Center for Health Care Reform at Brookings. *Implementing Comparative Effectiveness Research: Priorities, Methods, and Impact*. Washington, DC: Brookings, June 2009. Available at: http://www.brookings.edu/~media/Files/events/2009/0609_health_care_cer/0609_health_care_cer.pdf
- Iglehart, John K. "Comparative-Effectiveness Research—IOM Recommendations." *New England Journal of Medicine*, vol. 361, no. 4, July 23, 2009, pp. 325-328. Available at: <http://healthcarereform.nejm.org/?p=691?query=TOC>
- Conway, Peter H., and Carolyn Clancy. "Comparative-Effectiveness Research—Implications of the Federal Coordinating Council's Report." *New England Journal of Medicine*, vol. 361, no. 4, July 23, 2009. Available at: <http://healthcarereform.nejm.org/?p=689?query=TOC>
- Volpp, Kevin G., and Anup Das. "Comparative Effectiveness—Thinking beyond Medication A versus Medication B." *New England Journal of Medicine*, vol. 361, no. 4, July 23, 2009. Available at: <http://healthcarereform.nejm.org/?p=689?query=TOC>

- Rowe, John W. "Pay-for-Performance and Accountability: Related Themes in Improving Health Care." *Annals of Internal Medicine*, vol. 145, no. 9, November 7, 2006, pp. 695-699. Available at: www.annals.org/cgi/reprint/145/9/695.pdf
- Fisher, Elliot S. "Paying for Performance — Risks and Recommendations." *The New England Journal of Medicine*, vol. 355, no. 18, November 2, 2006, pp. 1845-1847. Available at: content.nejm.org/cgi/reprint/355/18/1845.pdf
- Rosenthal, Meredith B. "Nonpayment for Performance? Medicare's New Reimbursement Rule." *The New England Journal of Medicine*, vol. 376, no. 16, October 18, 2007, pp. 1573-1575. Available at: content.nejm.org/cgi/content/full/357/16/1573
- Fisher, Elliot S., Mark B. McClelland, John Bertko, Steven M. Lieberman, Julie J. Lee, and Jonathan S. Skinner. "Fostering Accountable Health Care: Moving Forward in Medicare." *Health Affairs*, vol. 28, no.2, 2009, Web Exclusive, pp. w219-w231. Available at: content.healthaffairs.org/cgi/reprint/28/2/w219
- Congressional Budget Office. *Health Care Reform and the Federal Budget*. Washington, DC: Congressional Budget Office, June 16, 2009. See pages 10 and 11. Available at: <http://www.cbo.gov/ftpdocs/103xx/doc10311/06-16-HealthReformAndFederalBudget.pdf>

Guest:

Harold Sox graduated from Stanford University (B.S. Physics) and Harvard Medical School. After serving as a medical intern and resident at Massachusetts General Hospital, he spent two years doing research in immunology at the National Institutes of Health and three years at Dartmouth Medical School, where he served as chief medical resident and began his studies of medical decision making. He then spent 15 years on the faculty of Stanford University School of Medicine, where he was the chief of the division of general internal medicine and director of ambulatory care at the Palo Alto VA Medical Center. In 1988 he returned to Dartmouth where he served for 13 years as Joseph M. Huber Professor of Medicine and chair of the department of medicine. He was the Editor of the *Annals of Internal Medicine* from 2001 to 2009.

Dr. Sox was the President of the American College of Physicians during 1998-1999. He chaired the U.S. Preventive Services Task Force from 1990 to 1995, the Institute of Medicine Committee to Study HIV Transmission through Blood Products, and the Institute of Medicine Committee on Health Effects Associated with Exposures Experienced in the Gulf War. He chaired the Medicare Coverage Advisory Committee of the Center for Medicare Services from 1999 to 2003 and served on the Report Review Committee of the National Research Council from 2000 to 2005. He recently chaired the Institute of Medicine committee to set national priorities for Comparative Effectiveness Research. He also chairs the National Advisory Committee for the Robert Wood Johnson Foundation Physician Faculty Scholars Program and is a member of the Board of Directors of the Foundation for Informed Medical Decision Making. He was elected to the Institute of Medicine of the National Academies in 1993 and to fellowship in the American Association for the Advancement of Science in 2002. His books include *Medical Decision*

Making, Common Diagnostic Tests: Selection and Interpretation, and HIV and the Blood Supply: an Analysis of Crisis Decisionmaking.

Week 6, October 26, 2009*Trip Planning and Background Memorandum Discussions II*

During this week, students will finalize their trip planning. They will also finalize discussion of the background memoranda and any other materials that need to be included in the briefing/itinerary binder for the trip.

November 2, 2009*Break Week*

During this week, students are expected to conduct field research.

Week 7, November 9, 2009*Presentation of Field Reports and Outlining of Final Report*

During this week, students will summarize the key results from their field trip and will contribute to preparing a detailed outline for the final report.

Week 8, November 16, 2009*Student Presentations (4 students)*

During this week, students will begin discussing the key messages and topic sentences of the sections they were assigned to write.

Week 9, November 23, 2009*Student Presentations (3 students)*

During this week, students will continue discussing their documents and will begin working on the key findings and recommendations from the report.

Week 10, November 30, 2009*Work on Final Report*

During this week, students will begin combining sections of the report. This process should allow them to identify areas that have not been fully discussed or require additional research or writing.

Week 11, December 7, 2009*Briefing Rehearsal and Finalize Report*

During this week, students will prepare an outline for their presentation to the client and will finalize writing the report.

Week 12, December 14, 2009*Presentation to Outside Panel*

During this week, students will present orally their findings to the client at CMS's headquarters in Baltimore, MD.