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## Letter from the Chairman—Marc Sedwitz, M.D.



### Does XiMED matter?

Perhaps a more appropriate question is “Is there relevancy for any organized physician group in today’s healthcare environment?” Cynicism, frustration and criticism are rampant in our physician culture. As professionals, not only are we disillusioned in our expectations, but feel abandoned by, and disconnected from, our leadership. We pay dues, along with annual increases, without accountability of the organization. The AMA, ACS, national and local medical societies, as well as XiMED, all have annual membership dues. Have we become so disconnected from the act of paying these dues that we don’t have reasonable expectations in return?

After almost two years as Chief of Staff, I have come to an optimistic conclusion. This is our time. “Change your thinking and you change the world.” No organization has succeeded without the creativity, expertise, enthusiasm and commitment from its leadership. Nor has any organization survived without its membership realizing the value of being connected. In addition to feeling connected, membership must be involved, must understand the issues, and more importantly, be committed to success.

The theme of physician unity and the leveraging power of physician groups has been a consistent theme since XiMED was started over 30 years ago. What is the leverage we speak of? Is it compelling payors into better contracts or the hospital into better stipends? In a previous life, I would have said yes without hesitation. Today, the notion of leverage needs to be replaced by concepts of collaboration, gain sharing and partnership. Leverage, by itself, is not a solution.

My goal for XiMED is to function as a collaborative force supporting every private medical group in the Scripps system. The recent participation of XiMED, along with other critical medical groups to develop “Scripps Care” should be seen as a surrogate for the type of collaboration that the health system and its physician groups need to do more of. Our recent engagement with Physician Partners to develop Physician Portals (VIP Select) to improve communication for both groups, demonstrates the value of gain sharing with other physician groups. XiMED’s development of a medical malpractice program, health insurance/PEO, and our Group Purchasing program dealing with medical equipment & supplies, highlights the cost reductions available through partnership.

Private practice has always been resilient and able to adapt to the challenges that come with change. Today, it is more important than ever to remain open to new ideas and be supportive of the organizations that you belong to. I invite every member to become more involved with our organization. I challenge every member to be an effective communicator for physicians in private practice. My promise to you is that I will work tirelessly to support your best interest and will strive to ensure the success of our organization.

Marc Sedwitz, M.D.

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## CEO Perspective

While healthcare reform continues its pinball journey through our legal system, the political debate continues. Many Americans view the state of the economy and the need to improve the efficiency and quality of health care as closely linked. Our current health care system is fragmented and inefficient, resulting in a constant drag on the economy. Many experts feel that in order to reduce unproductive fragmentation, better alignment among hospitals and physicians needs to occur. As the CEO for the Mayo Clinic recently said “Physicians need hospitals; hospitals need physicians. And most of all, patients need their providers to work together.” There seems little doubt that efficiency will drive alignment.

So what will alignment look like? Clinical Integration (CI) is a way physicians can work together like never before that has demonstrated efficient outcomes. Under a CI model, physicians collaborate within their specialties to identify and adopt specific clinical measures and best practice guidelines. Technology is used to capture and analyze clinical data relative to these clinical measures to help physicians measure their performance. Physicians can receive feedback on how their performance has changed over time, how it compares to other providers in the CI program, and how it compares to national benchmarks. Some measures will focus strictly on process, other measures will focus on outcomes, and measurement of actual costs will be common to both.

The benefits of Clinical Integration are also well established. Working together, physicians can pool resources providing economies of scale and scope; collaborate to develop clinical protocols aimed at improving outcomes; have input in developing reporting mechanisms to ensure optimized Pay-for-Performance results; and assist in the adoption of technology through cost sharing programs. Clinical Integration programs that are operational have demonstrated reductions in the cost and burden of complying with health plan requirements such as pre-certification and utilization review, as well as providing access to data and experience in negotiating contracts.

XiMED, as an organization, is fully engaged in developing a Clinical Integration model. Our recent collaborative effort with Scripps Mercy Physician Partners is a demonstration of that commitment. The leadership of both organizations believes that Clinical Integration will provide physicians an effective means to deliver greater efficiency while also improving quality outcomes. XiMED continues to be driven by a single imperative; specifically, to ensure that the independent private practice model not only survives but thrives in the years to come.

Tom Sounhein

## XiMED at a Glance

### 2011 Annual Meeting

XiMED Medical Group and Scripps/XiMED LP held the 2011 Annual Meeting April 27th in the Schaezel Center Great Hall. In addition to a wonderful catered dinner by Atlanta West Catering, Guest Speaker Marc Sedwitz, SMHLJ Chief of Staff, spoke to the group.

We also held our first raffle, with prizes including an Apple iPad, and three \$150 gift cards to Donovan's Steak and Chop House.

### Prize winners were:

**iPad:** Craig Sclar, M.D.

### Donovan's:

Ernest Pund, M.D.

Frank Zalman, M.D.

Michael Porter, M.D.

**CONGRATULATIONS!**

## XiMED Foundation

As education is one of the primary purposes of the Foundation's mission, the first educational course sponsored by the Foundation was held in February/March of 2011. XiMED, working closely with the Rady School of Management, held a 3-day course designed to familiarize physicians with core economic concepts. UCLA Professor David Ravetch addressed concepts such as cost & profit analysis, investment decision making, overhead allocation, identifying important performance measures, and building operational dashboards. 30 physicians attended from multiple physician organizations, including XiMED, Scripps and Connect the Docs, with an overwhelmingly favorable response. This course, completely underwritten by the Foundation, was the first in our Medical Leadership Forum. XiMED is making an effort to make education in healthcare economics a priority, and will continue to offer programs designed to assist physicians.

## XiMED IPA

XiMED's Independent Physician Association (IPA) is alive and well with over 128 physician members. The IPA functions as a clinically integrated model of care using clinical protocols selected for use by providers that reflect local practice patterns, experience and needs. The protocols are built on evidence-based guidelines and recommendations in published medical literature. Work has started on an array of processes and interventions designed to improve quality and efficiency. Such areas will include Credentialing, Peer Review, Disease Registries, Preventive Care, EMR, Medical Home Care and more. In addition, Peer Review process is being implemented with members from the IPA. If you are interested in finding out more about the IPA, please contact XiMED Administration.

## Letter from the Vice Chairman Steven Higgins, M.D.



Steven Higgins, M.D., Vice Chair for the XiMED Medical Group, has submitted the following article spotlighting a personal project he has developed in collaboration with Scripps Memorial Hospital-La Jolla.

Beginning July 1, 2011, Scripps Memorial Hospital La Jolla's Emergency Department (ED) was the first in southern California to offer a new form of outpatient heart rhythm recording, called the ZioPatch. This new advance is a simple to apply heart monitor, without wires or an attached box, that continuously records a patient's heart rhythm for a week or longer, stored for subsequent analysis.

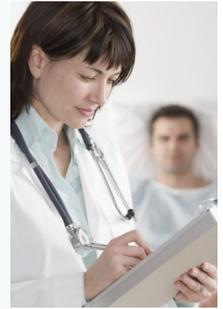
In the current health care environment, with a focus on both cost-containment and quality, the "front line" physicians in the ED face daily challenges. Patients may present with intermittent complaints that may be due to a heart rhythm irregularity such as palpitations, dizziness, light-headedness, fainting and others. However, the initial evaluation may not reveal any current rhythm problem. If the concern is high, the patient may need to be admitted to the hospital for monitoring and evaluation by a cardiologist. However, if the concern is lower, patients are referred to their physician for outpatient care. The new option allows the specialty and primary care physician to obtain information on the heart rhythm prior to an outpatient visit.

Dr. Higgins, Director of Cardiac Electrophysiology at Scripps La Jolla states "The availability of this new heart monitor is exciting. Because they are infrequent, heart rhythm problems are often difficult to diagnose, even though they can be quite serious. The ZioPatch is a new wireless advance that will allow us to better diagnose challenging cases so we can provide our patients the best care." Sparked by a question from an Emergency Department physician, Dr. Higgins arranged for the availability of the wireless monitors at Scripps La Jolla. In consultation with the cardiac rhythm specialist on call, the ZioPatch can be ordered by the ED physician and immediately applied. Dr. Martin Griglak, Chairman of the SMH LJ ED also welcomed the advance. "The ED is open 24 hours with one of our biggest challenges triage of care between inpatient admission and outpatient referral. The ZioPatch will provide us with an opportunity to provide better care for our patients." Both physicians were pleased that this advance could be offered first at Scripps La Jolla.

The Scripps Cardiovascular Institute is presently under construction on the Scripps La Jolla campus. This facility will serve as a destination hospital for cardiac care, providing advanced treatment options, centralized cardiac research and education for residents of San Diego and beyond.

## XiMED Hospitalists

XiMED's Hospitalists Program, which provides internal medicine coverage to patients needing hospital admission at Scripps Memorial Hospital La Jolla, has been steadily growing. Now in our 5th year, our Hospitalists team includes 13 full-time hospitalists, and 5 part-time hospitalists.



The collaboration between our resident team of XiMED Hospitalists and the Scripps Memorial team is also evolving, as growing census needs and technological advances push our two groups together. With the upcoming changes in healthcare, and as hospitals and medical groups partner, our goal is to move with the flow and demands of a collaborative campus.

### Hospitalists NEWS

**\*New Physicians** - We would like to welcome the following additions to the XiMED family.

Asim Guha-Roy, M.D.	<i>joined 3/2011</i>
Kamron Mirkarimi, M.D.	<i>joined 5/2011</i>
Terence Gan, M.D.	<i>joined 7/2011</i>
Jeremy Pettus, M.D.	<i>joined 8/2011</i>
Megan Hamreus, D.O.	<i>joined 9/2011</i>

*For more information on the Hospitalists program, please visit our website at [www.ximedhospitalists.com](http://www.ximedhospitalists.com)*

## XiMED Welcomes New Physicians

Please welcome the following physicians who have recently joined the XiMED Medical Group. All of our new Hospitalists have become XiMED members as well.

Lejla Delic, M.D.	<i>Gynecological Oncology</i>
Christopher Hajnik, M.D.	<i>Orthopaedic Surgery</i>
Bruce Prenner, M.D.	<i>Allergy &amp; Immunology</i>
Michelle Crosby, M.D.	<i>Ophthalmology</i>
Lokesh Tantuwaya, M.D.	<i>Neurosurgery</i>
James Italiano, M.D.	<i>Family Medicine</i>

## XiMED Forum & XiMED Facebook

To get XiMED updates, you can access us a variety of ways. Our main website provides information to both physicians and patients. Our online family has now expanded to include our XiMED Forum, and our new XiMED Facebook page!

The XiMED Forum has been created to provide physicians a forum where they can quickly and easily communicate on important issues. This bulletin board is available for all XiMED Members. You can access the bulletin board directly from the homepage of our website. First time visitors will need to register by creating a user name and password.

Our most recent addition is our XiMED Facebook page. We plan to expand the content available on our page once we receive feedback from our members. Have fun exploring!

# XiMED Group Purchasing Program



Is the cost of purchasing surgical and pharmaceutical supplies cutting into your bottom line? Do you ever wonder why you can't get the type of reduced cost savings that big hospital systems get? Well wonder no more. XiMED is proud to announce that we have teamed up with Henry Schein Medical and Provista to bring you large discounts on medical supplies. Together, Henry Schein and Provista are the largest providers of healthcare products and services with more than 700,000 customers and 70,000 hospitals worldwide.

By using XiMED's aggregated purchasing power you will be able to leverage savings on supplies just like large hospital systems do today. The program, effective as of October 2011, includes the following key products:

**Medical**—This broad product solution represents 300 agreements from exam gloves to bandages to needles and syringes. Many of our medical-surgical products are available in the NOVAPLUS private label, which offers a substantial 17% savings over supplier-branded products.

**Pharmacy**—From generics to name-brand drugs, this comprehensive solution offers injectables, oral solids and much more at up to a 7% price advantage over the competition.

**Surgical**—About one in three surgeries in the nation are performed with products from this product solution, which includes 86 product categories ranging from surgeon's gloves to spinal implants.

Representatives from Henry Schein and Provista will be contacting all XiMED Medical Group Members over the next couple of months to sign up new members. You may also contact XiMED directly if you have any questions, or would like to sign up for any of these services.

## XiMED Medical Malpractice Program

XiMED/TDC Medical Malpractice Program is entering its second year with 188 FTE's and all deductible reserves in place. 2010 was a successful first start for the program with more physicians joining than anticipated. We projected that enrollment would not cross the 150 threshold until the end of 2011. Needless to say, we are quite happy with the results. The increase in program enrollment has allowed us to increase cash reserves early with additional funding flowing into trust reserves. The discounts range from \$1500-\$4500 for participating physicians. We are creating a Risk Purchasing Group this year which would allow an experience rating calculation resulting in additional discounts. We are accepting applications all the time, so if you are not a member of the Malpractice Program, let us give you a rate quote! If you have not signed up for this highly beneficial program and would like to, please contact XiMED Administration at 858-452-1279.

## XiMED Healthcare Benefits Program

XiMED Healthcare Benefits is official! All legal documentation has been filed, and the new entity has been established. Our initial goal of 500 interested members was surpassed with over 650 responses, well over what was needed to start the program. We are now in the process of obtaining applications from all interested enrollees to go out to bid. Current applicants stand at over 300. The program is open to all XiMED Medical Group Physicians, their staff, and family members. We are currently in negotiations with the traditional insurance companies, and are still collecting applications. The larger the group, the better the premium discount! XiMED is committed to deliver freedom of choice to all its members. If you decide to join the XiMED Healthcare Benefits Program and you can find better coverage and/or pricing on an individual basis, you are free to go back to your insurance of choice and obtain your own independent coverage. Either way, it is a Win-Win for you! If you have not submitted your application yet, please contact XiMED administration.

*XiMED Administrative Offices are located at 9850 Genesee Avenue, Suite 900, La Jolla, CA 92037. If you have questions regarding newsletter items, or would like to offer an item for the next XiMED newsletter, please contact Yvonne Montelius at 858-452-1279, or [ymontelius@ximedin.com](mailto:yvonne@ximedin.com).*

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