

# Finding a BETTER Way to Chronic Disease Prevention and Screening



## The BETTER 2 Program

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# Presenter Disclosure



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## **Relationships with commercial interests:**

**Production of this presentation has been made possible through a financial contribution from Health Canada, through the Canadian Partnership Against Cancer.**

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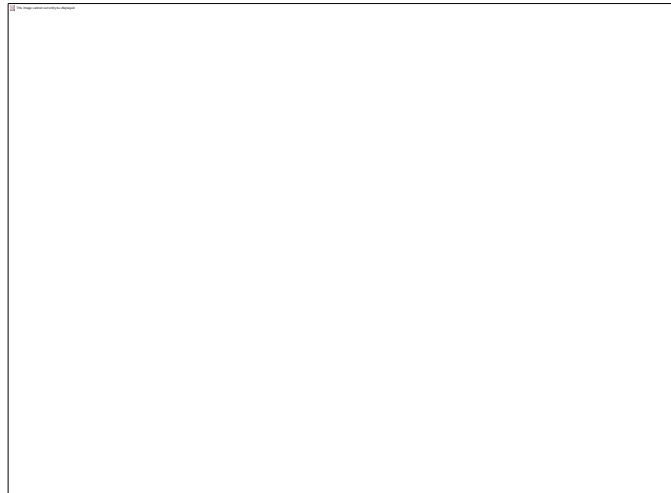
**There have been no biases identified to mitigate**

# Learning Objectives

- Develop an understanding of the BETTER approach to chronic disease prevention and screening and how it can be adapted.
- Decide how to approach and improve prevention and screening in your practice, including how you will target at-risk patients.

# Why Chronic Disease Prevention and Screening?

- **We are facing a Tsunami of Chronic Disease**
  - 3 out of 5 Canadians have a chronic disease<sup>1</sup>
  - 50% of cancers arise from modifiable lifestyle factors<sup>2</sup>
  - People do not know that they can prevent chronic disease



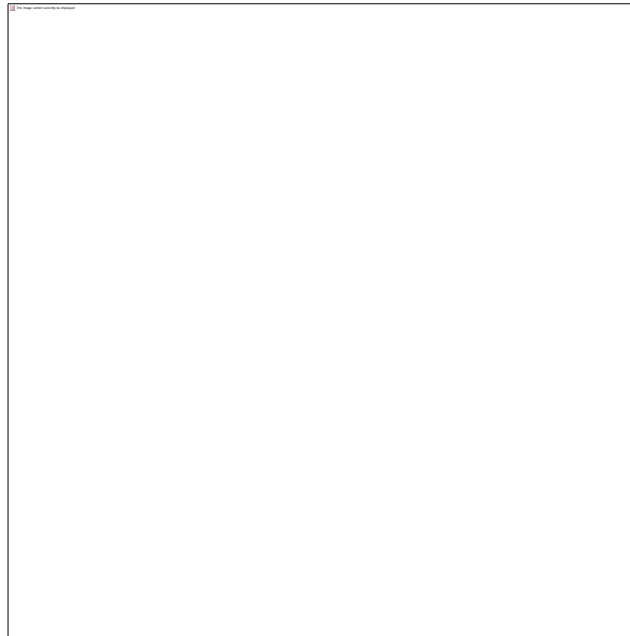
1. Public Health Agency of Canada. Fact Sheet: Government of Canada chronic disease initiatives [Internet]. Ottawa (ON); [modified 2011 Sep 19; cited 2013 Jun 24]
2. Global Toronto. New campaign aims to cut the risk of cancer in Alberta by half. 2014 May 9

# Context

- Family Practice is the ideal setting for most CDPS maneuvers offered by the health care system
- Evidence-based tools and strategies are available to improve CDPS, but inconsistently applied. For example:
  - EMRs for rostering, audit and feedback, patient invitations, use of incentive fee codes
  - Evidence-based guidelines and tools for each maneuver
  - Outreach facilitation
  - Practice based quality improvement strategies
- Provincial governments have introduced a number of strategies to improve primary care (Multidisciplinary team practices, fee codes, etc.)

# Context

- Barriers to prevention and screening in family practice:
  - To fully satisfy the US preventive task force recommendations it would take an additional 7.4 hours a day.
  - There is a plethora of guidelines with many lacking rigor, including conflicting guidelines that confuse providers.





# BETTER History

## BETTER 2009-12

- CPAC
- HS Foundation
- RCT of BETTER vs. Usual Care
- Factorial Design
  - Prevention Practitioner
  - Prevention Facilitator
  - Both
  - Usual Care (Control)

## BETTER 2 2012-14

- CPAC CLASP Renewal
- Rural, Remote
- Vulnerable
- Dissemination and Implementation

# Why BETTER 2?

- Using an RCT design, the original BETTER project demonstrated a significant impact on CDPS.
- Eight urban/suburban practices in Alberta and Ontario participated in the original BETTER project
- Practices thought they were doing well in CDPS (the BETTER project assessed 28 CDPS maneuvers)



# Why BETTER 2?

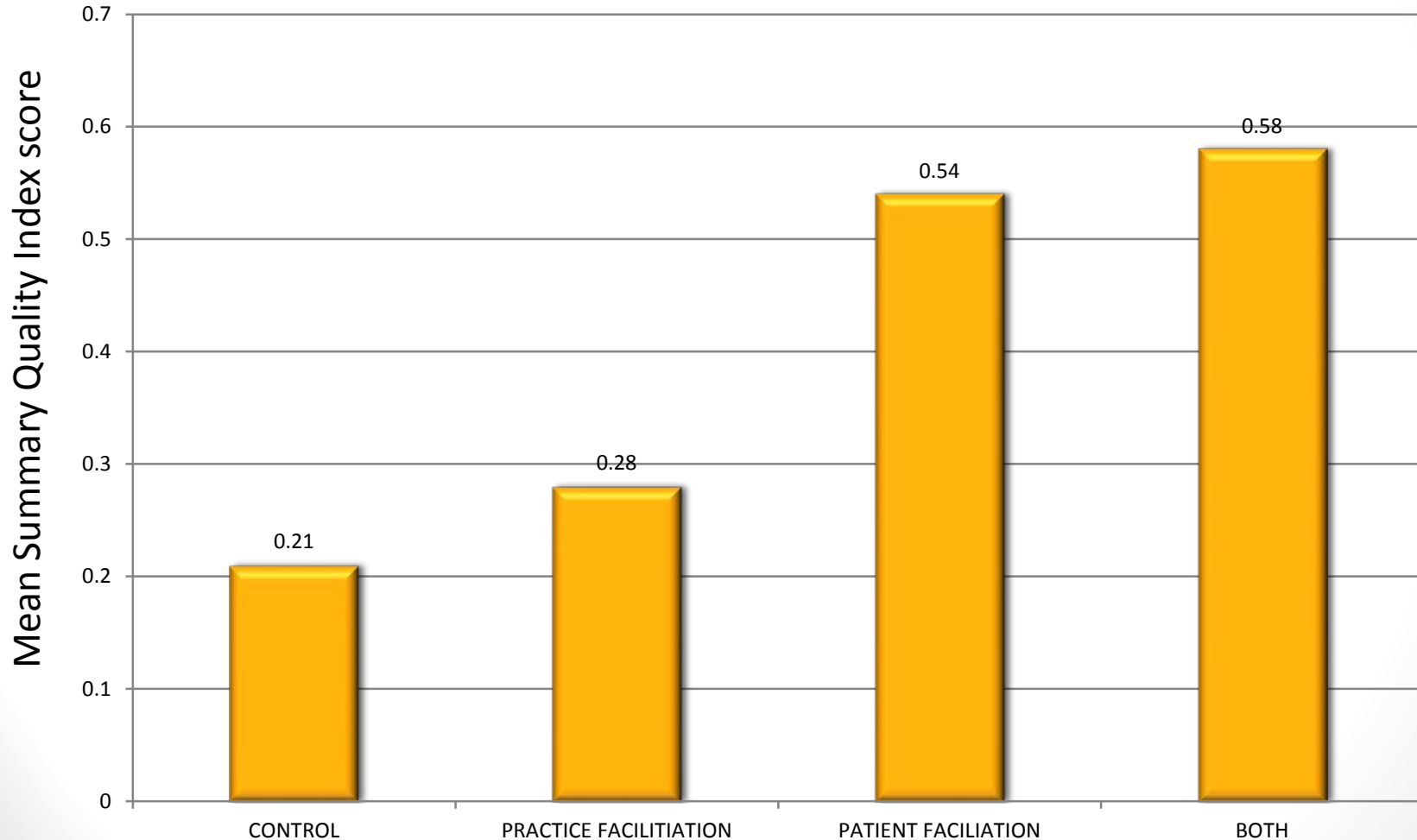
- Patients were deficient in an average of 8.9 (SD 3.2) CDPS maneuvers



- The substantial gap between evidence and application is well known and documented yet we still believe we are doing well

# BETTER Project Results

Grunfeld E, Manca D, Moineddin R, Thorpe KE, Hoch JS, Campbell-Scherer D, Meaney C, Rogers J, Beca J, Krueger P *et al*: **Improving chronic disease prevention and screening in primary care: results of the BETTER pragmatic cluster randomized controlled trial.** *BMC family practice* 2013, **14**(1):175.



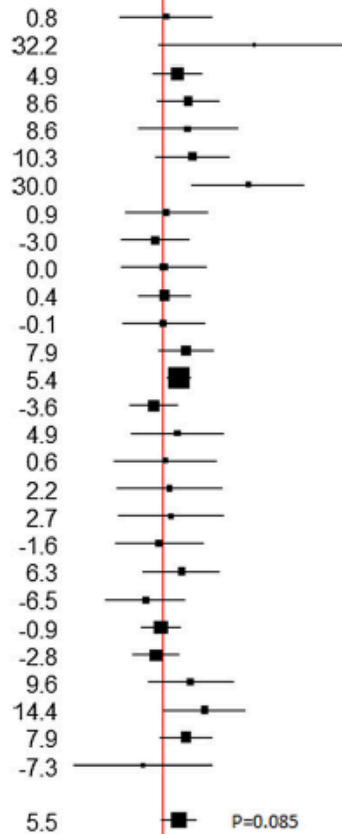
# The BETTER Trial Results

## Prevention and Screening Actions

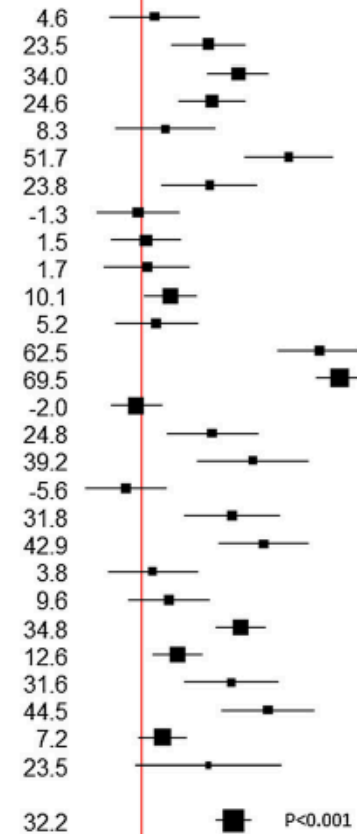
1. Fasting blood sugar screening (N=255)
2. Fasting blood sugar monitoring (N=28)
3. Blood pressure screening (N=442)
4. Blood pressure monitoring (N=192)
5. Hypertension treatment (N=92)
6. Framingham calculated (N=422)
7. Framingham improved (N=80)
8. LDL improved (N=81)
9. Cholesterol treatment (N=82)
10. Breast cancer screening (N=198)
11. Colorectal cancer screening (N=226)
12. Cervical cancer screening (N=166)
13. BMI screening (N=164)
14. Waist circumference measured (N=714)
15. Weight control (N=444)
16. Weight control referral (N=446)
17. Smoking screening (N=164)
18. Smoking cessation (N=98)
19. Smoking cessation referral (N=98)
20. Alcohol screening (N=229)
21. Alcohol control (N=151)
22. Alcohol cessation referral (N=151)
23. Physical activity screening (N=686)
24. Physical activity >90 minutes/week (N=390)
25. Physical activity program referral (N=390)
26. Nutrition screening (N=459)
27. Healthy diet score improved (N=58)
28. Nutrition counseling referral (N=58)

Overall (N=777)

## Percent Improvement Practice Facilitator



## Percent Improvement Prevention Practitioner



Grunfeld E, Manca D, Moinuddin R, Thorpe KE, Hoch JS, Campbell-Scherer D, Meaney C, Rogers J, Beca J, Krueger P *et al*: Improving chronic disease prevention and screening in primary care: results of the BETTER pragmatic cluster randomized controlled trial. *BMC family practice* 2013, **14**(1):175.

# The BETTER framework

- The BETTER Project patient level intervention impacts CDPS by:
  1. A newly developed role, the prevention practitioner (PP)
  2. A unique combination of internal and external practice facilitation
- Key components identified include:
  1. Approaching CDPS in a comprehensive manner,
  2. An individualized and personalized approach at multiple levels,
  3. Integrated continuity of the patient and the practice in CDPS,
  4. Adaptable

# Important Features

1. Develops a chronic disease prevention and screening resource for the practice
2. Proactive targeting of patients at risk for Chronic Disease
3. Dedicated patient appointments for a prevention visit
4. A Tailored Patient Prevention Prescription that
  - Informs patient of their present status
  - Identifies actionable goals with a motivational component

# The Prevention Practitioner (PP) Role

- A health care provider on the team trained in CDPS
- Provided with the BETTER Toolkit
- Review each patient's eligibility for CDPS maneuvers
- Meet with patients – prevention visit
  - Baseline visit – 30-60 minutes, in-person; assess patient risk and set CDPS goals
  - Follow-up visit – 15 minutes, in-person or via telephone; review patient's progress on previously established CDPS goals
- Through shared decision-making, developed an individualized prescription for each patient



# The Prevention Practitioner (PP) Role

## Participants

- Identify a target population (e.g 40-65 yo)
- Invite to attend a visit with the Prevention Practitioner

## Preliminary Assessment

- Participants complete a health survey before the visit
- Participants' surveys and medical histories are reviewed and eligible CDPS maneuvers are identified

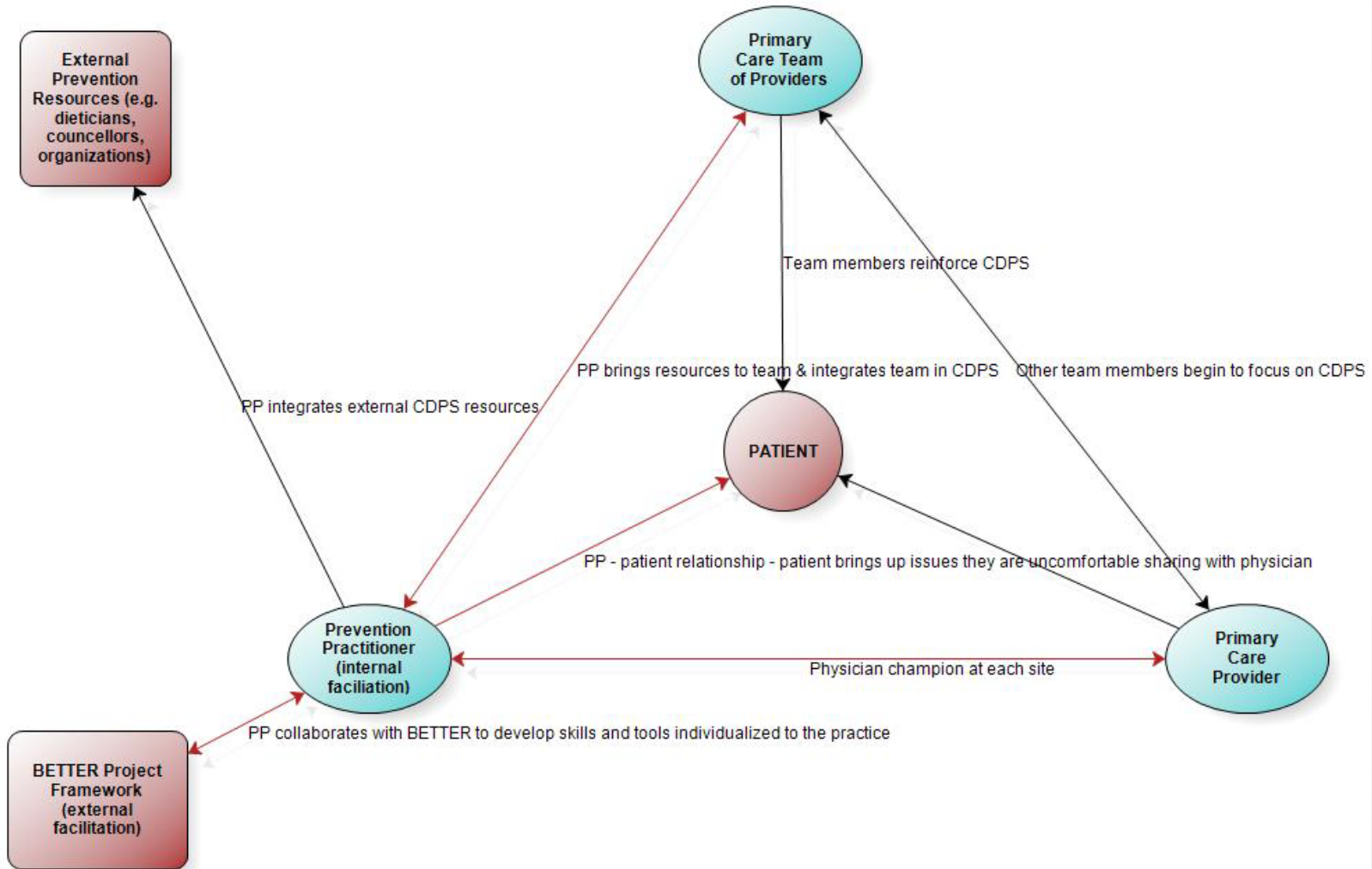
## Prevention Practitioner Visit

- Through shared decision making and motivational interviewing a personalized prevention prescription tailored to the patient is developed and the patient is provided with a copy
- A follow-up visit time frame is identified
- The participant may be linked to community/local resources (e.g. to help with smoking cessation)

## Follow-up

- Reasses participant on follow-up
- Participant completes a health survey at 6 and 12 months after the initial visit

# Prevention Practitioner (PP) Role



PATIENT

COST

- Initially - Negative
- More time spent/patient

- Positive
- Avoids unnecessary potentially harmful CDPS

**BETTER APPROACH to CDPS**

1

**Comprehensive, Proactive**

- Includes multiple evidence-based CDPS maneuvers
- Selects at risk patients for a CDPS visit



2

**Individualized and Personalized CDPS**

- Identifies eligible CDPS tailored to the patient



3

**Integrated Continuity**

- Patient referred to appropriate resource
- Internal and/or external to the practice setting
- Other clinicians in the practice made aware of patients' CDPS goals

COST

- Initially - Positive
- Less time spent/patient

- Negative
- If not individualized inappropriate tests may be ordered (e.g. colon cancer screen in low risk groups)

**OTHER APPROACH to CDPS**

1. Disease or condition focused
2. Not individualized
3. May not be integrated with patients' primary care provider



**CDPS Focused Resources**

(e.g. colon cancer screening, diabetes workshop, etc.)

- Specific tests
- Workshops focused on specific condition



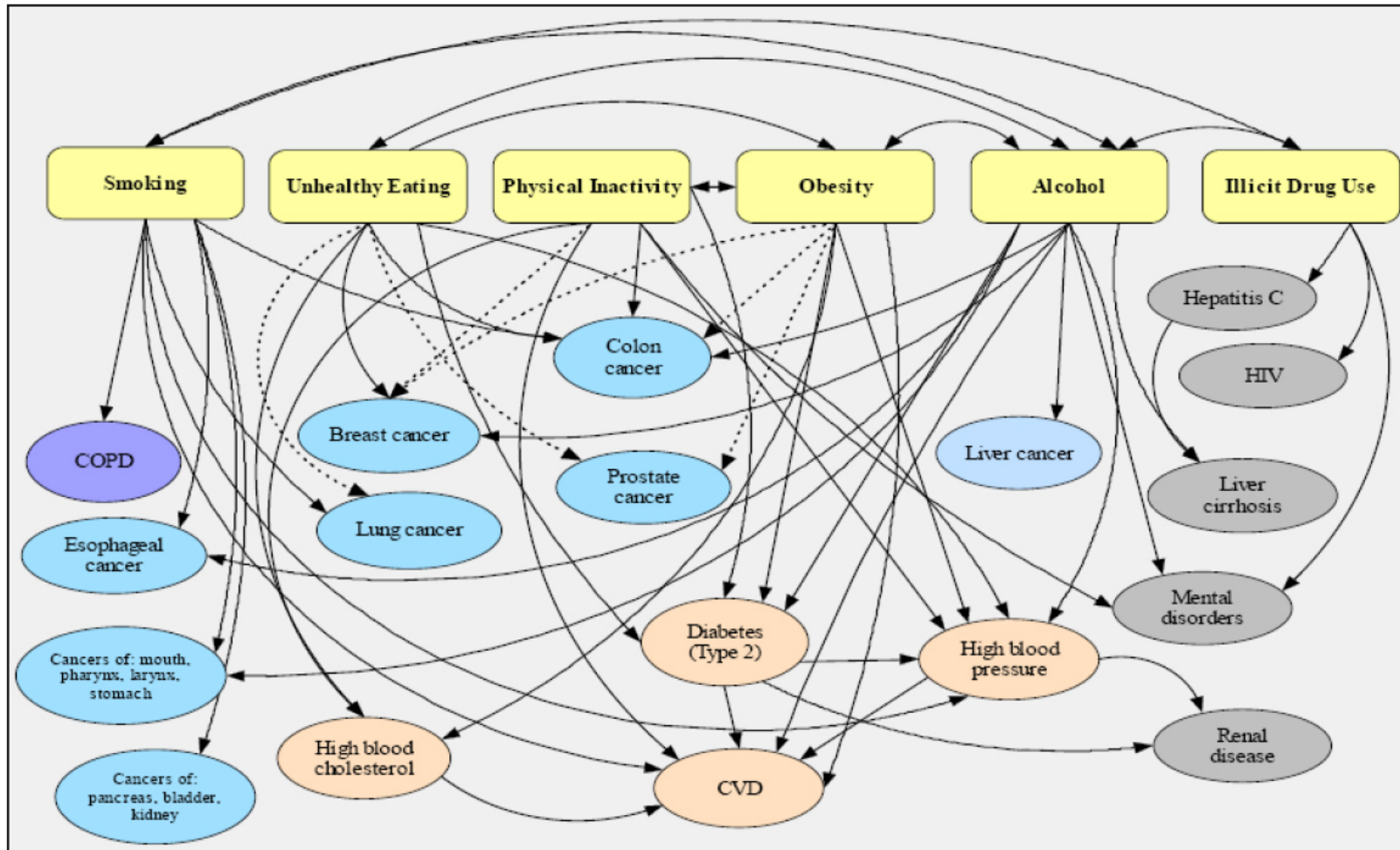


# Clinical Working Group

- **BETTER trial**
  - Literature review – high quality clinical practice guidelines
  - Maneuvers with good or strong evidence for primary prevention in the 40-65 year old
  - Cardiovascular disease:
    - Lipid profile, blood pressure, Framingham Risk Chart, body mass index, and waist circumference
  - Diabetes:
    - Blood sugar
  - Cancer:
    - Breast, cervical, lung, and colorectal
  - Common lifestyle risk factors for chronic diseases (cardiovascular, diabetes and cancer):
    - Physical activity, alcohol, diet/nutrition, smoking cessation

# Spaghetti Diagram

BETTER Developed Tools to Access & Address the Modifiable Risk Factors



Haydon E, Roerecke M, Giesbrecht N, Rehm J, Kobus-Matthews M. (2006, March).

Determinants, risk factors and prevention priorities: Summary of full report.

Prepared for the Ontario Chronic Disease Prevention Alliance & the Ontario Public Health Association.

Available from: <http://www.ocdpa.on.ca/docs/CDP-SummaryReport-Mar06.pdf>

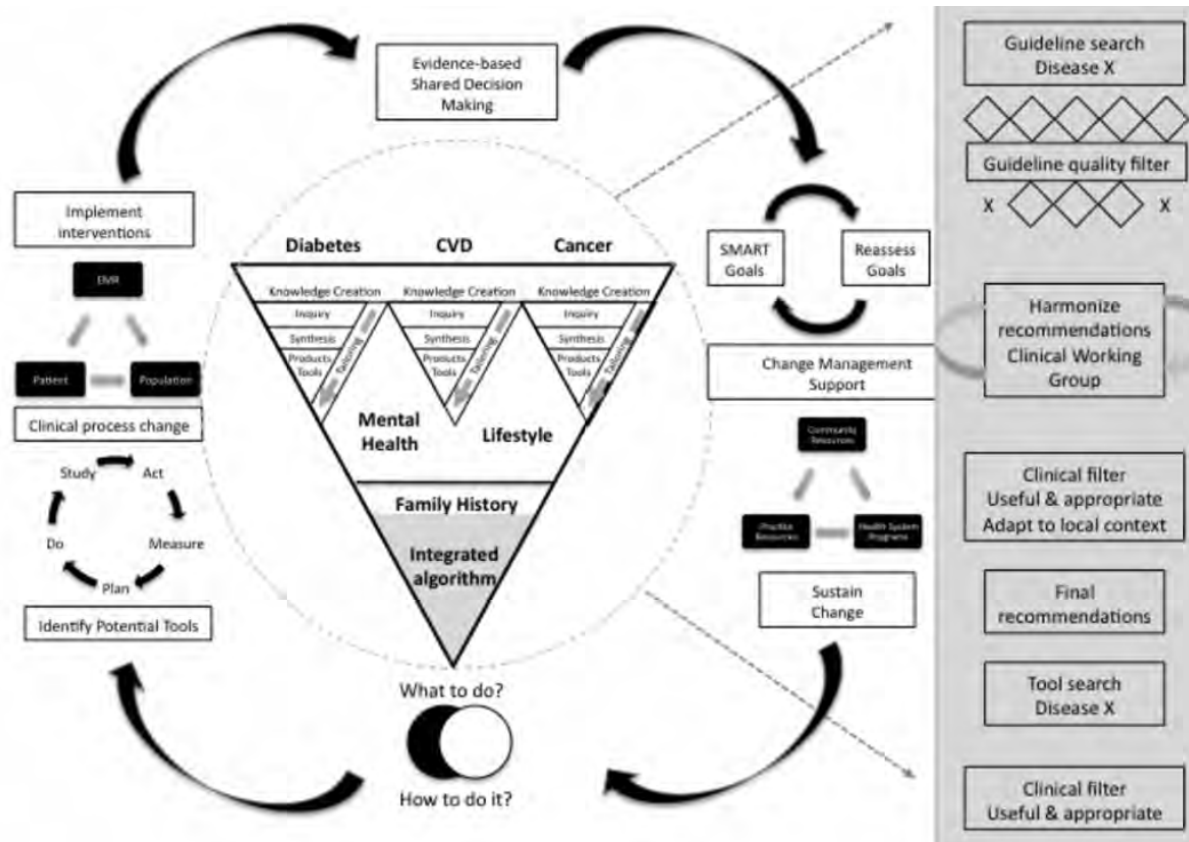


# Clinical Working Group Guideline Review

- BETTER 2 Update
  - Targeted search of key resources was conducted to identify new or changed recommendations:
    - Date of publication after 2009, or
    - Those that addressed a gap or special population not considered in the original search, and
    - New strongly recommended guidelines

# Guideline Harmonization through Integrated Knowledge Translation

Clinicians, Researchers & Policy Working Together



Campbell-Scherer D, Rogers J, Manca D, Lang-Robertson K, Bell S, Salvalaggio G, Greiver M, Korownyk C, Klein D, Carroll JC et al: **Guideline harmonization and implementation plan for the BETTER trial: Building on Existing Tools to Improve Chronic Disease Prevention and Screening in Family Practice.** *CMAJ Open* 2014, **2**(1):E1-E10.

# BETTER Program


## Summary of NEW CWG Recommendations

- Colorectal Cancer – FIT test
- Diabetes – add HbA1c
- Risk Calculators – UKPDS, FINDRISK
- Waist Circumference – ?useful with BMI < 24.9 in higher risk patients
- Alcohol – Audit in the patient survey; present safe guidelines are not in line with evidence of increased risk of breast cancer > 1 drink/day
- Physical Activity -  $\geq$  150 min/week (was 90 in BETTER trial) and includes the general practice physical activity questionnaire (GPPAQ) also assesses sedentary risks
- Nutrition – Patient Survey – Starting the Conversation Tool



# CWG & Clinician Engagement

- Clinicians (PPs) provided input on recommendations & conducted environmental scans of local settings to identify resources and tools to use within the scope of BETTER 2

 **THE BETTER PROJECT** | Building on Existing Tools to Improve Chronic Disease Prevention & Screening in Family Practice

**BETTER 2 PROJECT – ENVIRONMENTAL SCAN WORKSHEET**

Prevention Practitioner: \_\_\_\_\_ Site: \_\_\_\_\_

Name of Resource – Program	Associated Disease/Lifestyle Factor	Frequency of use in your setting (always, subset of patients, rarely, etc.)	Summary of Resource (how used and when)

BETTER 2 Environmental Scan Worksheet\_07JAN2013 Page 1 of 5

# The BETTER 2 Tools

- TOOLS Specific to BETTER 2
  - The BETTER 2 Algorithm
  - The BETTER 2 Health Survey
  - The BETTER 2 Prevention Visit Form
  - BUBBLE Diagram
  - Prevention Prescription
- TOOLS identified for use in BETTER 2
  - Special Topic Tools (Alcohol, Diet, Exercise)
  - Cardiac Risk Factor Tools
  - Family History Tools
  - Jurisdictional Tools

# Alcohol Screening Tools

- College of Family Physicians of Canada – “Alcohol Screening, Brief Intervention and Referral: A Clinical Guide”
- A simple 3-step overview
  1. Screening and assessment
  2. Brief Intervention and Referral
  3. Follow-up and Support
- **CAVEAT** – drinking guidelines for at-risk drinkers focus on dependency/addiction risk.
- **BETTER** focus is on reduction of chronic disease risk:
  - **Men** -  $\geq 14$  drinks per week or  $> 2$  drinks per day
  - **Women** -  $\geq 7$  drinks per week or  $> 1$  drink per day

# Tools identified for use in BETTER 2

## DIET - starting the Conversation Questionnaire

Over the past few months:

- |  |  |   |  |
|--|--|---|--|
| 1. How many times a week did you eat fast food meals or snacks?  | Less than 1 time<br><input type="checkbox"/> 0 | 1-3 times<br><input type="checkbox"/> 1 | 4 or more times<br><input type="checkbox"/> 2  |
| 2. How many servings of fruit did you eat each day?  | 5 or more<br><input type="checkbox"/> 0        | 3-4<br><input type="checkbox"/> 1       | 2 or less<br><input type="checkbox"/> 2        |
| 3. How many servings of vegetables did you eat each day?   | 5 or more<br><input type="checkbox"/> 0        | 3-4<br><input type="checkbox"/> 1       | 2 or less<br><input type="checkbox"/> 2        |
| 4. How many regular sodas or glasses of sweet tea did you drink each day?                                      | Less than 1<br><input type="checkbox"/> 0      | 1-2<br><input type="checkbox"/> 1       | 3 or more<br><input type="checkbox"/> 2        |
| 5. How many times a week did you eat beans (like pinto or black beans), chicken, or fish?                      | 3 or more times<br><input type="checkbox"/> 0  | 1-2 times<br><input type="checkbox"/> 1 | Less than 1 time<br><input type="checkbox"/> 2 |
| 6. How many times a week did you eat regular snack chips or crackers (not low-fat)?                            | 1 time or less<br><input type="checkbox"/> 0   | 2-3 times<br><input type="checkbox"/> 1 | 4 or more times<br><input type="checkbox"/> 2  |
| 7. How many times a week did you eat desserts and other sweets (not the low-fat kind)?                         | 1 time or less<br><input type="checkbox"/> 0   | 2-3 times<br><input type="checkbox"/> 1 | 4 or more times<br><input type="checkbox"/> 2  |
| 8. How much margarine, butter, or meat fat do you use to season vegetables or put on potatoes, bread, or corn? | Very little<br><input type="checkbox"/> 0      | Some<br><input type="checkbox"/> 1      | A lot<br><input type="checkbox"/> 2            |

SUMMARY SCORE (sum of all items):

# Tools identified for use in BETTER 2

## Physical Activity (Question & GPPAQ)

- Assesses adult physical activity levels
  - All patients doing < 150 mins of physical activity per week (obtained on Health Survey) are eligible to be offered a brief intervention
- The general practice physical activity questionnaire (GPPAQ) on the Health survey categorizes patients into 4 levels of activity correlated with CVD risk
  - Active
  - Moderately Active
  - Moderately Inactive
  - Inactive
- Calculation for score can be done manually OR an Excel calculator can be used (enter patient's answers to receive score)
- All patients who receive a score less than “active” are eligible to be offered a brief intervention

# Updated BETTER Tools

## Prevention Prescription

Your Initials: \_\_\_\_\_  
Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ (month) (day) (year)  
Patient Identifier: \_\_\_\_\_

**Your Health Care Team and You Working Together: THE PREVENTION PRESCRIPTION**

At your visit, we worked together to identify a number of important actions you can take to help prevent chronic disease. This tool can be used to increase your understanding of the recommended guidelines for regular screening around some of the following potential lifestyle concerns and chronic diseases. Together, we can take steps to support and improve your health and well-being!

Screening For:	Your Status/Results	When to Re-Check	Referral's/Actions
<b>Cardiovascular Disease</b>			
BMI			
WC			
Blood pressure			
Cholesterol			
<b>Diabetes</b>			
FBS/HbA1c			
<b>Cancer Screening</b>			
FOBT/FIT			
Sigmoidoscopy			
Colonoscopy			
Pap test			
Mammogram			
<b>Lifestyle Concerns</b>			

Patient Initials: \_\_\_\_/\_\_\_\_/\_\_\_\_

Date completed: \_\_\_\_/\_\_\_\_/\_\_\_\_ (month) (day) (year)

## BETTER Health Survey First Visit

Thank you for completing the BETTER Health Survey!

Your answers will help During the visit, you and the screening tests and create a plan that Later, your healthcare plan, if needed, and see

**PREVENTION VISIT FORM** Page 1 of 5

PATIENT ID: \_\_\_\_\_ PATIENT INITIALS: \_\_\_\_\_

Record the most recent details in each section as recorded on the patient's chart/record or Health Survey that occurred:

- Between the date of the previous Prevention Visit (date 1) and the date of the current Prevention Visit (date 2) OR
- If this is the patient's first Prevention Visit (date 2), record details that occurred up to 2 years prior to the Prevention Visit (date 1), unless otherwise specified by a question.
- Complete Sections A1 and B-1 prior to the visit and Sections A2, K and L during the visit.

Today's DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_ Type of Visit:  In person  Telephone  Video

DATE RANGE  
DATE 1: \_\_\_\_/\_\_\_\_/\_\_\_\_ TO DATE 2: \_\_\_\_/\_\_\_\_/\_\_\_\_

**INSTRUCTIONS: Please**

For each of the questions as needed.

Your answers will help You are free to refuse if you wish to make a

Please complete

**SECTION A1: General Patient Information (As per C)**

Not Recorded Record Details record

1. Gender: \_\_\_\_\_ Male

2. Date of birth: \_\_\_\_/\_\_\_\_/\_\_\_\_

3. Ethnicity: \_\_\_\_\_

4. Height: \_\_\_\_\_ cm OR \_\_\_\_\_ in

5. Weight: \_\_\_\_\_ lbs OR \_\_\_\_\_ kg

6. BMI: \_\_\_\_\_

7. Waist Circumference: \_\_\_\_\_ cm OR \_\_\_\_\_ in

8. Blood Pressure: \_\_\_\_\_ systolic / diastolic

**SECTION A2: General Patient Information (As per P)**

Not Measured Measure

1. Height: \_\_\_\_\_ cm OR \_\_\_\_\_ in

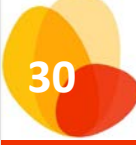
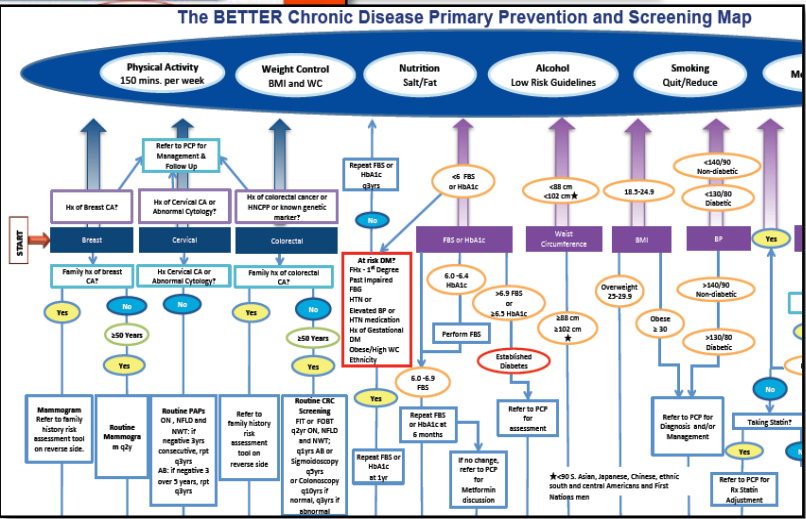
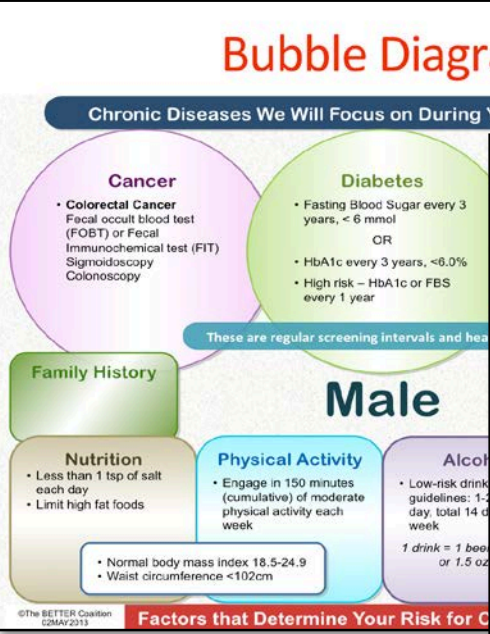
2. Weight: \_\_\_\_\_ lbs OR \_\_\_\_\_ kg

3. BMI: \_\_\_\_\_

4. Waist Circumference: \_\_\_\_\_ cm OR \_\_\_\_\_ in

5. Blood Pressure: \_\_\_\_\_ systolic / diastolic

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# BETTER 2 Health Survey

- Obtained before the prevention visit
  - Helps determine what CDPS maneuvers the patient is eligible to receive
  - May be obtained orally to facilitate rapport with patients
- Specific information obtained on (\*including readiness to change):
  - Colorectal screening
  - Cervical screening
  - Breast cancer screening
  - Medications
  - Smoking\*
  - Exercise quantified & tool\*
  - Diet habits – tool “Starting the Conversation”\*
  - Alcohol – quantified & 3-item Audit\*
  - General health & two question (PHQ 2)
  - Family history
  - General questions – SES & food security

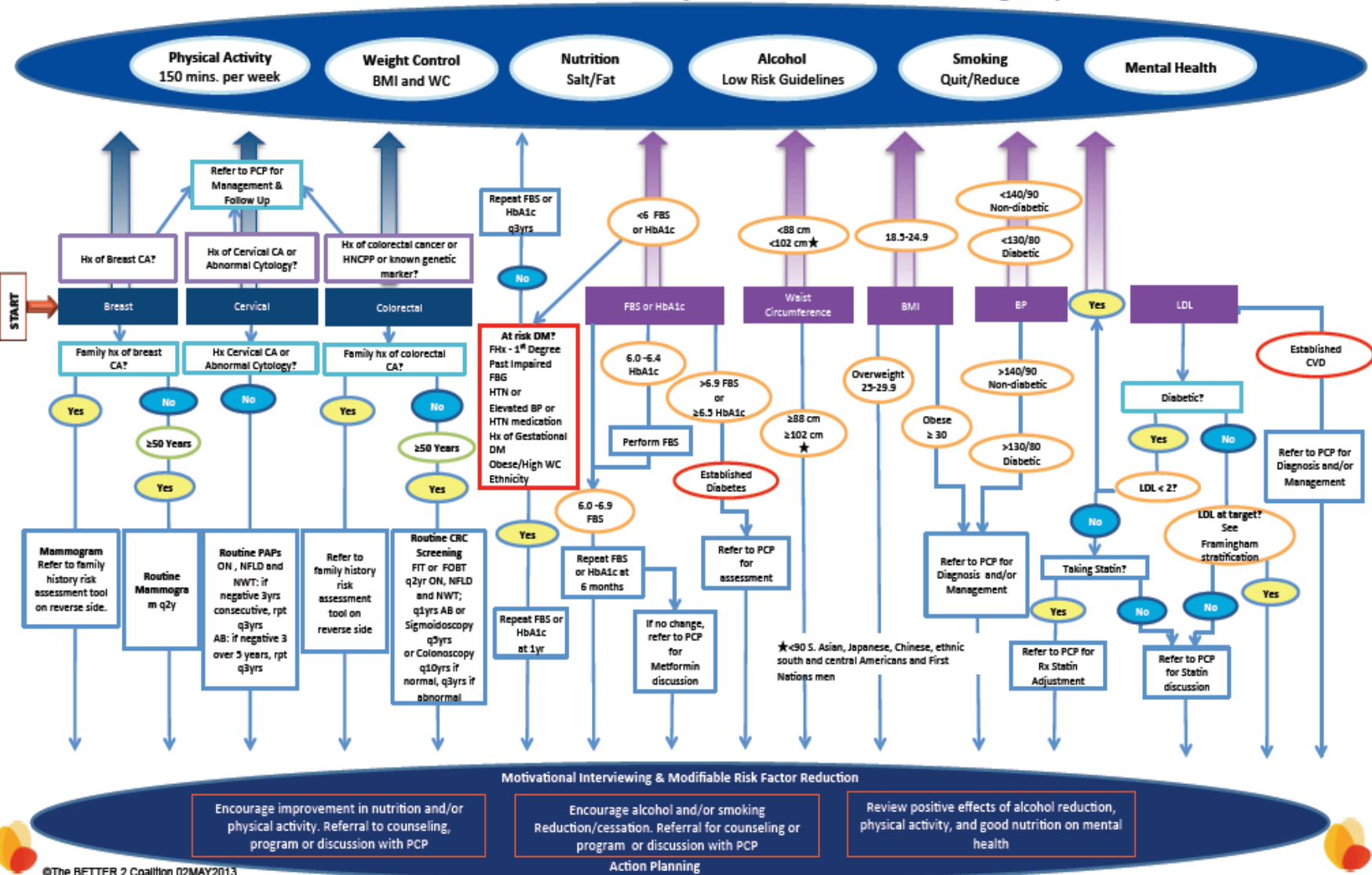
# BETTER 2 Prevention Visit Form

- Before the visit
  - Pulls information from the survey and patients' chart to identify what CDPS maneuvers patients are eligible to receive
- At the time of the visit
  - Capture physical findings (BMI, waist circumference, BP)
  - In conjunction with Bubble diagram and prevention prescription –share information on CDPS with patient (what they are due to receive, lifestyle risks to address, etc)
  - Capture information on what patients found helpful
  - Capture information on time – preparation & visit time



# Algorithm

## The BETTER Chronic Disease Primary Prevention and Screening Map



# Bubble Diagram

## Chronic Diseases We Will Focus on During Your Prevention Visit

### Cancer

- **Colorectal Cancer**  
Fecal occult blood test (FOBT) or Fecal Immunochemical test (FIT)  
Sigmoidoscopy  
Colonoscopy

### Diabetes

- Fasting Blood Sugar every 3 years, < 6 mmol
- OR
- HbA1c every 3 years, <6.0%
- High risk – HbA1c or FBS every 1 year

### Heart Disease

- Blood pressure  $\leq 140/90$ , Framingham risk score <10%
- Target blood pressure  $\leq 130/80$ , UKPDS score
- LDL (Diabetic): < 2 mmol/L
- LDL (Non-Diabetic):
  - <3.5 mmol/L (moderate risk)
  - <5 mmol/L (low risk)

These are regular screening intervals and healthy targets

### Family History

## Male

### Mental Health

### Nutrition

- Less than 1 tsp of salt each day
- Limit high fat foods

### Physical Activity

- Engage in 150 minutes (cumulative) of moderate physical activity each week

### Alcohol

- Low-risk drinking guidelines: 1-2 drinks a day, total 14 drinks each week

1 drink = 1 beer, 5 oz wine  
or 1.5 oz liquor

### Smoking

- Set a quit date
- Plan to reduce

- Normal body mass index 18.5-24.9
- Waist circumference <102cm

# Prevention Prescription



Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
(month) (day) (year)

Patient Identifier:

## Your Health Care Team and You Working Together: THE PREVENTION PRESCRIPTION

At your visit, we worked together to identify a number of important actions you can take to help prevent chronic disease. This tool can be used to increase your understanding of the recommended guidelines for regular screening around some of the following potential lifestyle concerns and chronic diseases. Together, we can take steps to support and improve your health and well-being!

Screening For:	Your Status/Results	When to Re-Check	Referrals/Actions
<i>Cardiovascular Disease</i>			
BMI			
Blood pressure			
Cholesterol			
<i>Diabetes</i>			
Fasting blood sugar			
<i>Cancer Screening</i>			
Fecal Occult Blood Test (FOBT)			
Sigmoidoscopy			
Colonoscopy			
Pap test			
Mammogram			
<i>Lifestyle Concerns</i>			
Physical activity			
Diet			
Alcohol			
Smoking			
Other lifestyle concerns:			

Resources available to help you (websites, handouts, etc.):

Date:      /      /       
(month) (day) (year)

Patient Identifier: 

--	--	--	--	--	--

Your Name: \_\_\_\_\_  
Last First

	1	2	3	4	5	6	7
	WAYS I CAN IMPROVE MY HEALTH – WHAT? <small>(Set Your Goal)</small>	WHAT WILL STOP YOU?	HOW MUCH?	HOW OFTEN?	WHEN?	WHERE?	RATE YOUR CONFIDENCE <small>(Choose One per Goal)</small>
Goal #1							<input type="radio"/> 0 – Not at all confident <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 – A little confident <input type="radio"/> 4 <input type="radio"/> 5 – Somewhat confident <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 – Very confident <input type="radio"/> 9 <input type="radio"/> 10 – Totally confident
Goal #2							<input type="radio"/> 0 – Not at all confident <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 – A little confident <input type="radio"/> 4 <input type="radio"/> 5 – Somewhat confident <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 – Very confident <input type="radio"/> 9 <input type="radio"/> 10 – Totally confident
Goal #3							<input type="radio"/> 0 – Not at all confident <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 – A little confident <input type="radio"/> 4 <input type="radio"/> 5 – Somewhat confident <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 – Very confident <input type="radio"/> 9 <input type="radio"/> 10 – Totally confident

# What patients say about the BETTER Program

- **What did you like about your visit(s) with your Prevention Practitioner?**

*“Very thorough reading my complicated medical history on my 1<sup>st</sup> visit. I didn’t have to re-hash a lots of stuff as she knew already. Made sure that all the little issues like blood work, occult blood test, colonoscopy was done. Doctor misses these things but not the LPN. Wish I saw her on a regular basis. Top notch. Hated to finish with the program.”*

# What patients say about the BETTER Program

- **What would you like to be different?**

*“Needs to be a permanent part of Health Care. Preventative care before health issues get out of hand. If I had been seeing a LPN I would not have the chronic illness now without question. She would have picked up issues long before they became a serious problem.”*

- **Any other comments?**

*“It only makes sense to focus on wellness & prevention but for some reason the Province deals with health issues after they are well established.”*

# Economic Evaluation

Intervention	Costs per patient	Actions met per patient	ICER
Control	\$43	2.06	--
PF	\$106	2.73	Inefficient
PP	\$122	4.94	\$28 / action met
PF/PP	\$155	5.26	\$103 / action met

ICER = Incremental cost-effectiveness ratio for the extra cost for one additional action met

# Cost to the family practice

Intervention	Average practice costs per patient	Average practice revenues per patient	Net practice costs per patient
Control	\$6	\$14	-\$9
PF	\$54	\$21	\$33
PP	\$74	\$26	\$49
PF/PP	\$115	\$24	\$91

- Practice costs: Time spent by PF, PP, allied health professionals (nursing, internal referrals) within the practice. Excluding costs incurred outside the practice (procedures, lab tests, physician costs and external referrals).
- Practice revenues: Income generated through billings and incentives.
- Net practice costs = Practice costs – practice revenues.



# Questions?



**Contact us:**

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