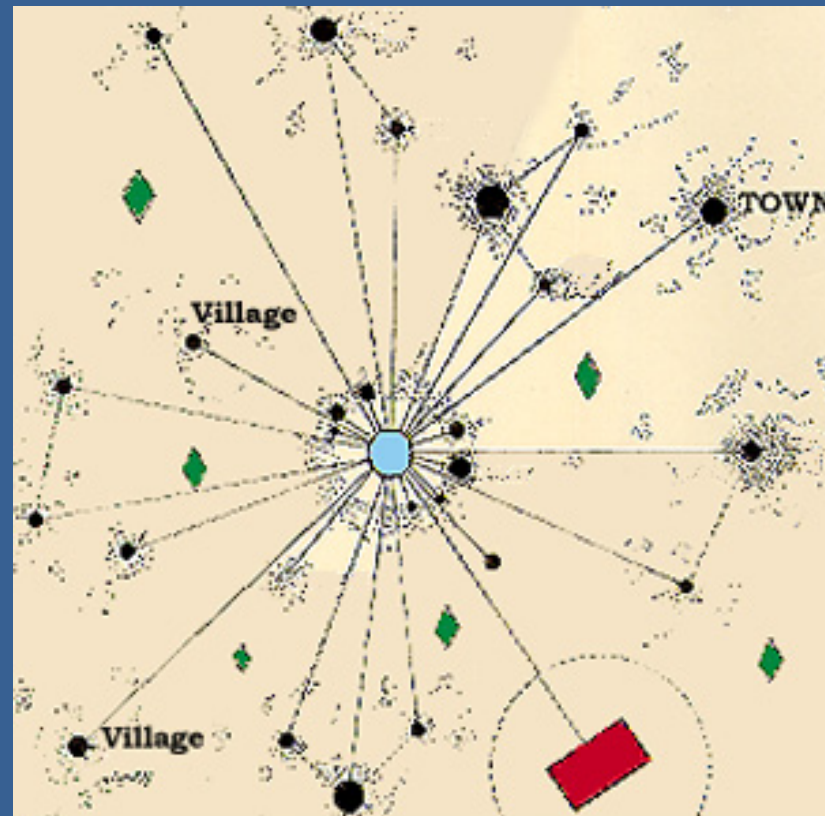


# Obiettivi e strategie per un cambiamento di paradigma nell'Assistenza primaria

Gavino Maciocco

[gavino.maciocco@unifi.it](mailto:gavino.maciocco@unifi.it)

# The Dawson Report, 1920



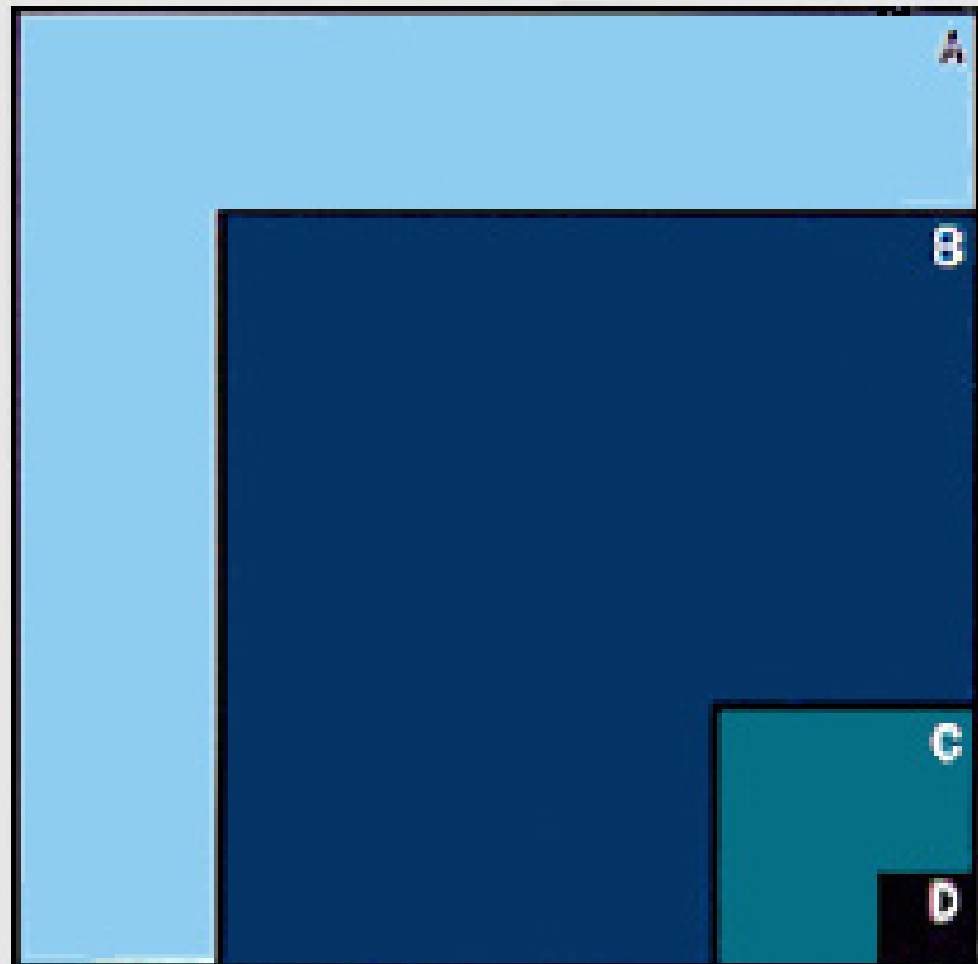
- = Primary Health Centers
- ◆ = Supplementary Services
- = Secondary Health Centers
- = Teaching Hospital
- = Domiciliary Services

# Kerr White e coll.

New England Journal of Medicine 1961

## Ecology of Health Problems Annual Rates, USA

- A** Total population at risk: 1000
- B** Persons receiving primary care: 720
- C** Persons admitted to general hospital: 100
- D** Persons admitted to university hospital: 10



# USA – Family Medicine

- ◎ Fornire ad ogni paziente un medico personale e garantire che esso rappresenti il punto di entrata nel sistema sanitario.
- ◎ Erogare un set completo di servizi: valutativi, preventivi e clinici generali.
- ◎ Assicurare una continua responsabilità nei confronti del paziente, incluso il necessario coordinamento dell'assistenza al fine di garantire la continuità delle cure.
- ◎ Operare nei confronti degli individui avendo presenti i bisogni e le preoccupazioni della comunità.
- ◎ Fornire un'assistenza appropriata ai bisogni fisici, psicologici e sociali del paziente nel contesto della famiglia e della comunità.

ALMA-ATA 1978

# PRIMARY HEALTH CARE

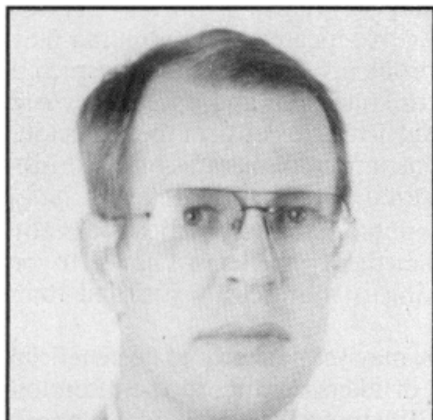


WHO UNICEF



# Health for all, primary health care and general practitioners

HANNU VUORI, MD, PhD, MA  
Chief, Research Promotion and Development, WHO  
Regional Office for Europe



*Hannu Vuori*

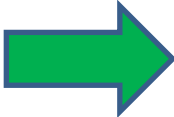
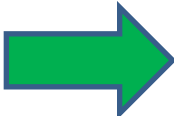
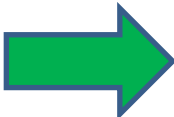
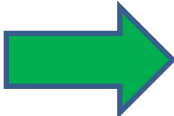
Not everybody, however, shares my conviction. There is a lot of scepticism, some ill will and distortion, and much plain ignorance about these concepts. In fact, many health professionals have never heard of them. Let me, therefore, first describe how the WHO sees 'Health for all' and 'Primary health care'. I shall then attempt to outline the possible role of general practitioners in promoting health for all and primary health care and the possible benefits that general practitioners may reap from being allies and proponents of these principles.

## **Health for all**

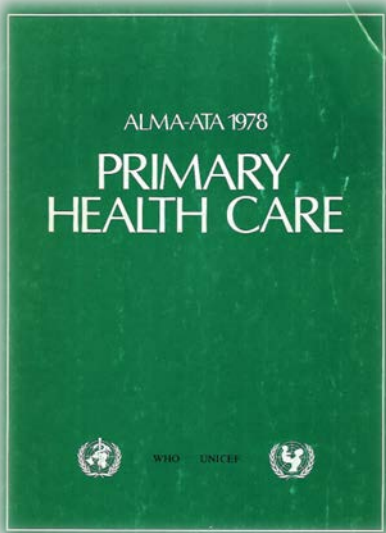
### *A Utopian goal?*

In 1977 the World Health Assembly — the WHO's worldwide 'parliament' consisting of the leading health authorities of the member states — resolved that 'the main social target of governments and WHO in the coming decades should be the attainment by all citizens of the world by the year 2000 of a level of

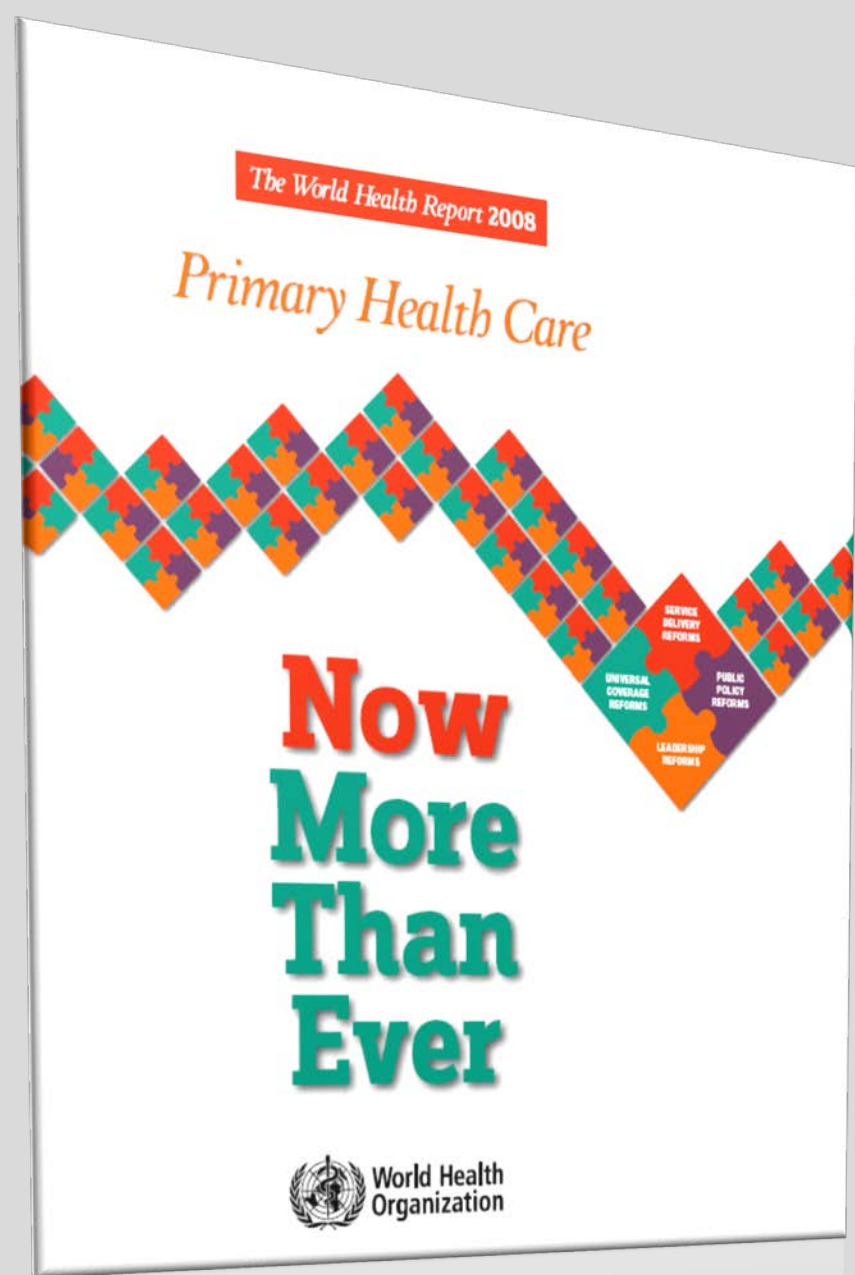
*Table 1: From Primary Medical to Primary Health Care*

<i>Conventional</i>			<i>New</i>	
	<i>Focus</i>			
Illness			Health	
Cure			Prevention, care and cure	
	<i>Content</i>			
Treatment			Health Promotion	
Episodic Problems			Continuous care	
Specific problems			Comprehensive care	
	<i>Organization</i>			
Specialist			General Practitioners	
Physicians			Other personnel groups	
Single-handed practice			Team	
	<i>Responsibility</i>			
Health sector alone			Intersectoral collaboration	
Professional dominance			Community participation	
Passive reception			Self-responsibility	

Adapted from Vuori (1985)<sup>25</sup>



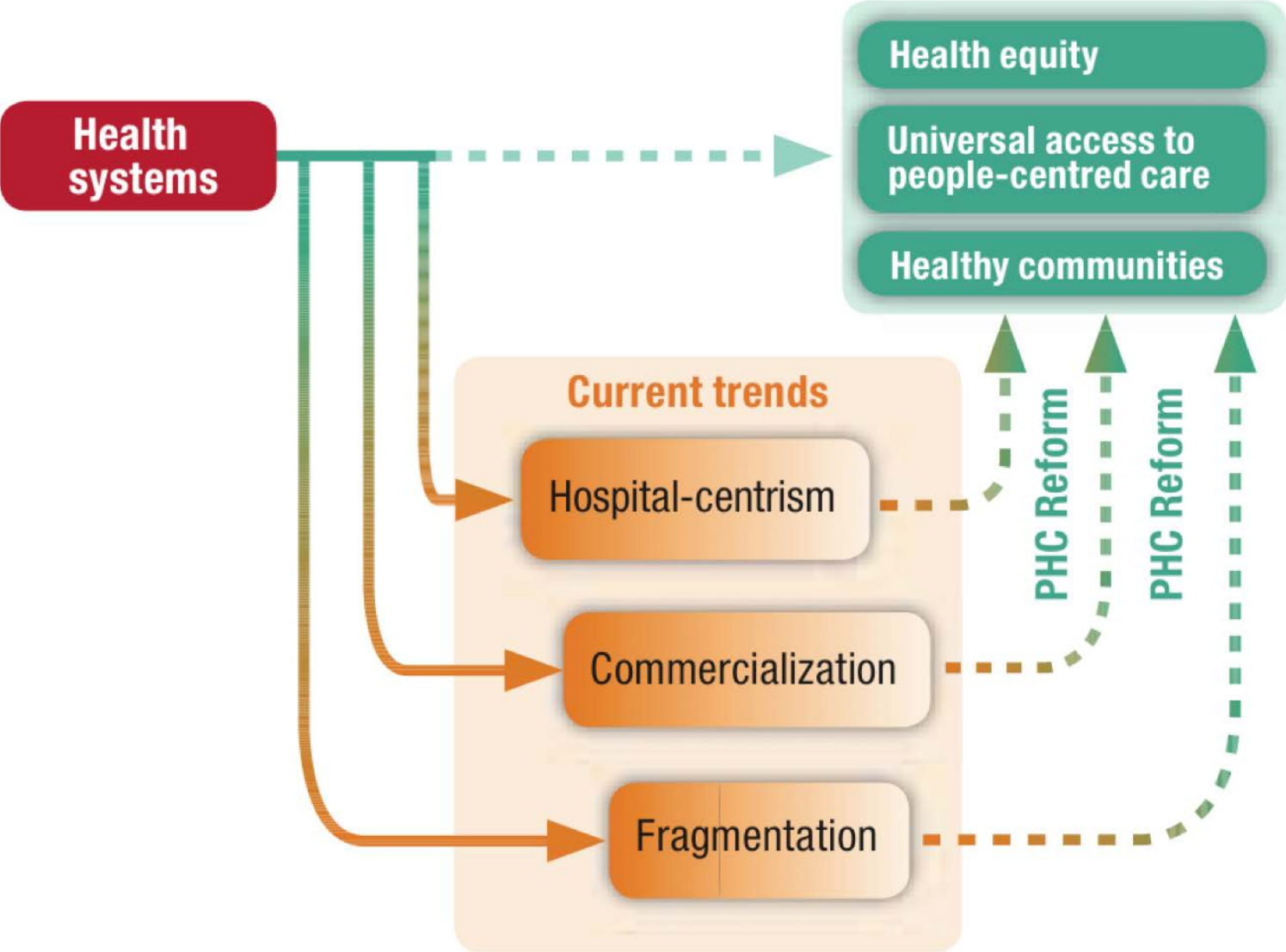
1978



2008



**Figure 1.10** How health systems are diverted from PHC core values





**EPIDEMIA  
MALATTIE  
CRONICHE**

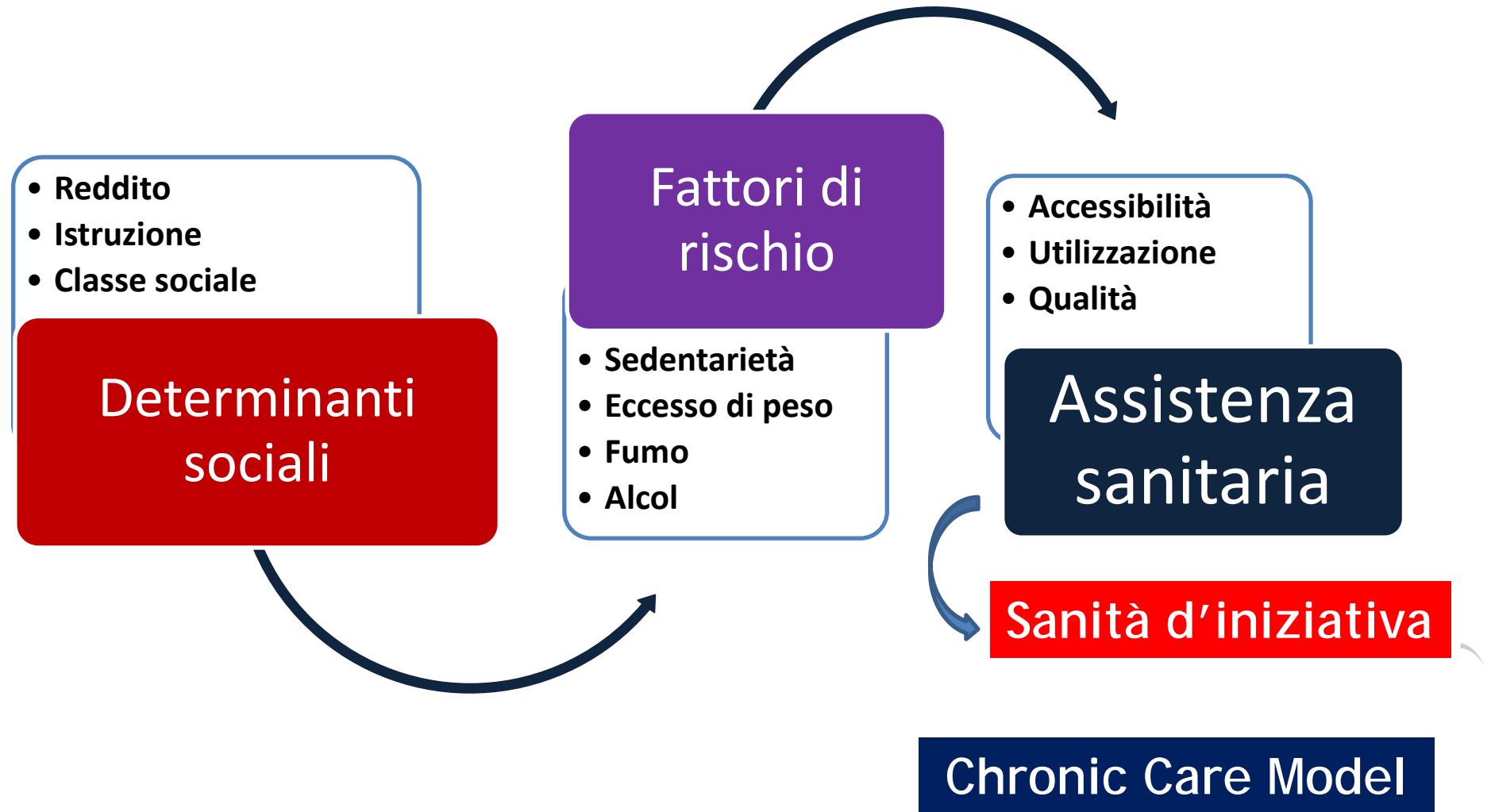
**SVILUPPO  
BIOTECNOL  
OGIE**

L'espressione **tempesta perfetta** si riferisce al verificarsi simultaneo di una serie di eventi che, presi singolarmente, sarebbero stati molto meno potenti che nella loro fortuita combinazione

**RIDUZIONE  
DELLE  
RISORSE  
DISPONIBILI**

**DILATAZIONE  
DISEGUAGLIAN  
ZE NELLA  
SALUTE**

# Malattie croniche. La catena delle cause



## Improving Primary Care for Patients With Chronic Illness

Thomas Bodenheimer, MD

Edward H. Wagner, MD, MPH

Kevin Grumbach, MD

**M**R SUGARMAN, A 64-YEAR-old patient with diabetes, comes for his 15-minute visit with Dr Madden. After evaluating Mr Sugarman's acutely painful knee and treating his gastroesophageal reflux disease, Dr Madden has 3 minutes left to assess diabetic control. Having fruitlessly searched through Mr Sugarman's medical records to find the last

The chronic care model is a guide to higher-quality chronic illness management within primary care. The model predicts that improvement in its 6 interrelated components—self-management support, clinical information systems, delivery system redesign, decision support, health care organization, and community resources—can produce system reform in which informed, activated patients interact with prepared, proactive practice teams. Case studies are provided describing how components of the chronic care model have been implemented in the primary care practices of 4 health care organizations.

*JAMA. 2002;288:1775-1779*

[www.jama.com](http://www.jama.com)

One hundred million persons in the United States have at least 1 chronic gnette describing Dr Madden—routinely experience this tyranny of the

## Improving Primary Care for Patients With Chronic Illness

### The Chronic Care Model, Part 2

Thomas Bodenheimer, MD

Edward H. Wagner, MD, MPH

Kevin Grumbach, MD

**A** PREVIOUS ARTICLE<sup>1</sup> DESCRIBED the chronic care model, a guide to improving the management of chronic illness, particularly within primary care. That article featured several case studies of organizations that have implemented components of the model. This article examines research evidence demonstrating that components of the model can improve quality and reduce costs and examines some

This article reviews research evidence showing to what extent the chronic care model can improve the management of chronic conditions (using diabetes as an example) and reduce health care costs. Thirty-two of 39 studies found that interventions based on chronic care model components improved at least 1 process or outcome measure for diabetic patients. Regarding whether chronic care model interventions can reduce costs, 18 of 27 studies concerned with 3 examples of chronic conditions (congestive heart failure, asthma, and diabetes) demonstrated reduced health care costs or lower use of health care services. Even though the chronic care model has the potential to improve care and reduce costs, several obstacles hinder its widespread adoption.

# BMJ



## The NHS versus Kaiser

*Same inputs: different outcomes. Why does the NHS do worse?* p 135

Getting more for their dollar: a comparison of the NHS with California's Kaiser Permanente

*BMJ* 2002;324:135-43

Richard G A Feachem, Neelam K Sekhri, Karen L White

**Table 3** Comparison of inputs and use in NHS and Kaiser, 2000

Inputs	NHS	Kaiser, California
<b>Specialists per 100 000 people</b>		
Pediatricians	4.9*	12.3
Obstetricians-gynaecologists	4.1*	8.3
Oncologists	0.9*	1.7
Radiologists	4.3*	6.0
Cardiologists	0.8†	2.4
<b>Primary care facilities</b>		
Percentage of primary care physicians in single handed practices	9%‡	0%
Average No of primary care physicians per office	3-5‡	20-40
Percentage of primary care physicians with laboratory, imaging, or pharmacy on site	25%-pharmacy (few with other services)	>95%
Percentage of primary care physicians connected to clinical IT system	100% by 2002	>95% today
<b>Use</b>		
Average acute length of stay (days)	5.0§	3.9
Acute bed days per 1000 per year	1000	270

Sources: NHS plan,<sup>1</sup> OECD,<sup>6</sup> HEDIS,<sup>8</sup> unpublished Kaiser data, Department of Health,<sup>23, 24</sup> Office of Health Economics.<sup>25</sup>

\*1999 Includes registrars as well as consultants for England.

†1998 Consultants for England.

‡1998 data.

§1996 latest OECD data.

¶1997 latest OECD data.

---

# Making the NHS more like Kaiser Permanente

Donald Light, Michael Dixon

*BMJ* 2004;328:763-5

The NHS needs to break down the barriers between primary, secondary, and tertiary care



# MANAGING CHRONIC DISEASE

What can we learn from the US experience?

 <p><b>King's Fund</b></p>	<p><b>Summary</b></p>  <p><b>Research paper</b></p>	<p><b>Contributors</b> JENNIFER DIXON RICHARD LEWIS REBECCA ROSEN BELINDA FINLAYSON DIANE GRAY</p>	<p><b>Date</b></p> <p>JANUARY 2004</p>
<p><b>Research paper orders</b></p> <p>MANAGING CHRONIC DISEASE £8.00 68pp 2004 ISBN 1 85717 476 3</p> <p>King's Fund Publications 020 7307 2591 <a href="http://www.kingsfund.org.uk/publications">www.kingsfund.org.uk/publications</a></p>	 <p><b>MANAGING CHRONIC DISEASE</b> What can we learn from the US experience?</p>	<p><b>Summary orders</b></p> <p>Free</p> <p>King's Fund Publications 020 7307 2591 or download at <a href="http://www.kingsfund.org.uk/summaries">www.kingsfund.org.uk/summaries</a></p>	

# Population management

More than care and case management

## Deciding the right approach

It is important to have the information and knowledge to be able to carry out a risk-stratification on local populations to identify those who are most at-risk.

### Level 3

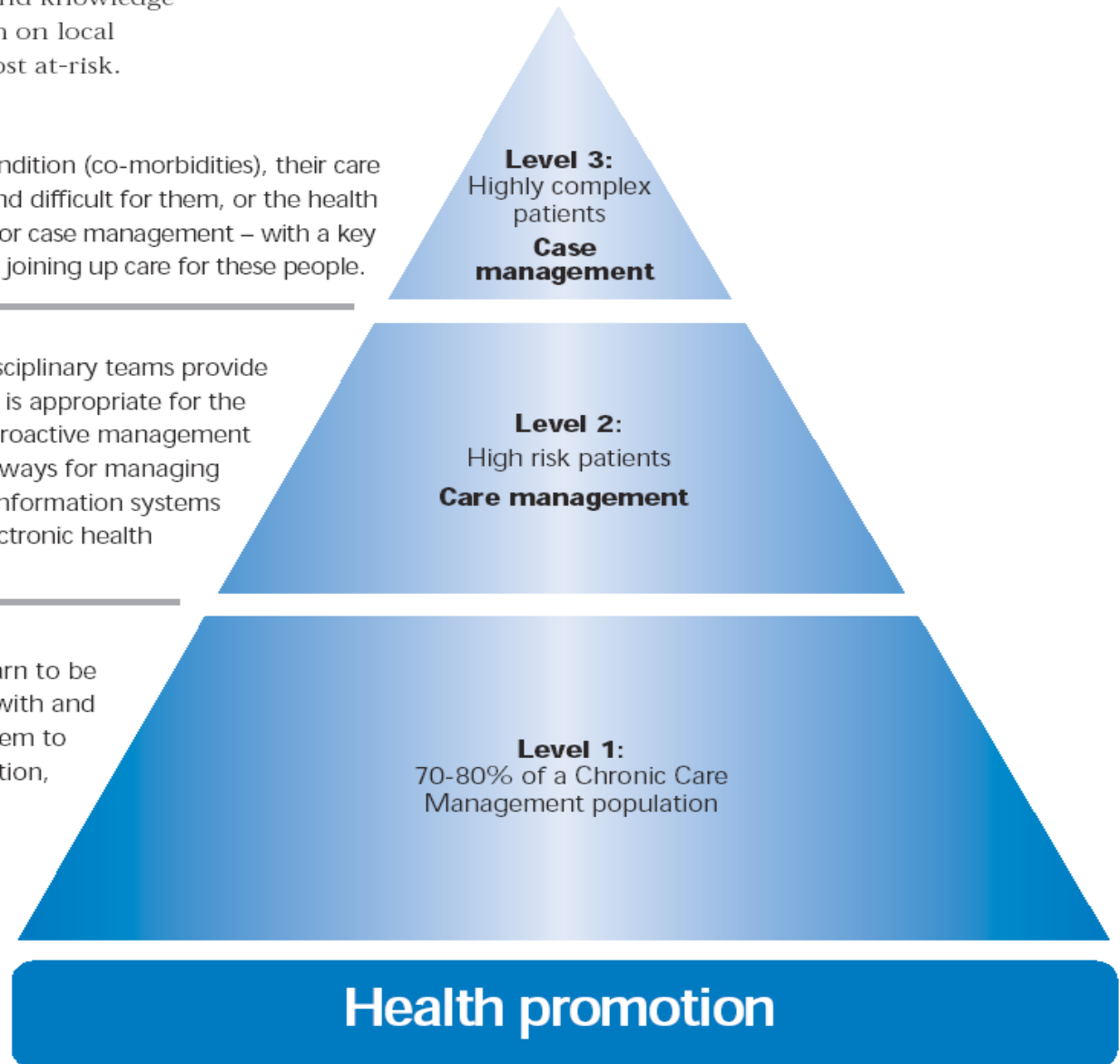
As people develop more than one chronic condition (co-morbidities), their care becomes disproportionately more complex and difficult for them, or the health and social care system, to manage. This calls for case management – with a key worker (often a nurse) actively managing and joining up care for these people.

### Level 2

Disease/care management, in which multidisciplinary teams provide high quality evidence based care to patients, is appropriate for the majority of people at this level. This means proactive management of care, following agreed protocols and pathways for managing specific diseases. It is underpinned by good information systems – patient registries, care planning, shared electronic health records.

### Level 1

With the right support many people can learn to be active participants in their own care, living with and managing their conditions. This can help them to prevent complications, slow down deterioration, and avoid getting further conditions. The majority of people with chronic conditions fall into this category – so even small improvements can have a huge impact.



# Sperimentare il CCM a Firenze





## *Vecchie malattie Nuove risposte*

*Modelli innovativi  
per l'assistenza  
alle malattie croniche*

**5-6 maggio 2005  
Palazzo degli Affari  
Firenze**

*Segreteria del Convegno:*  
**Ufficio Congressi  
Newtours S.p.A.**

Via A. Righi, 8 - 50019 Sesto F.no - FI -  
Phone: +39 055 3361.1 - Fax: +39 055 3033.895  
E-Mail: [belluomini@newtours.it](mailto:belluomini@newtours.it)



**Lettura magistrale: Il Chronic Care Model**

Ed Wagner - MacColl Institute for Healthcare Innovation,  
Seattle, USA

# **Chronic Care and the Future of Primary Care**

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Ed Wagner, MD, MPH

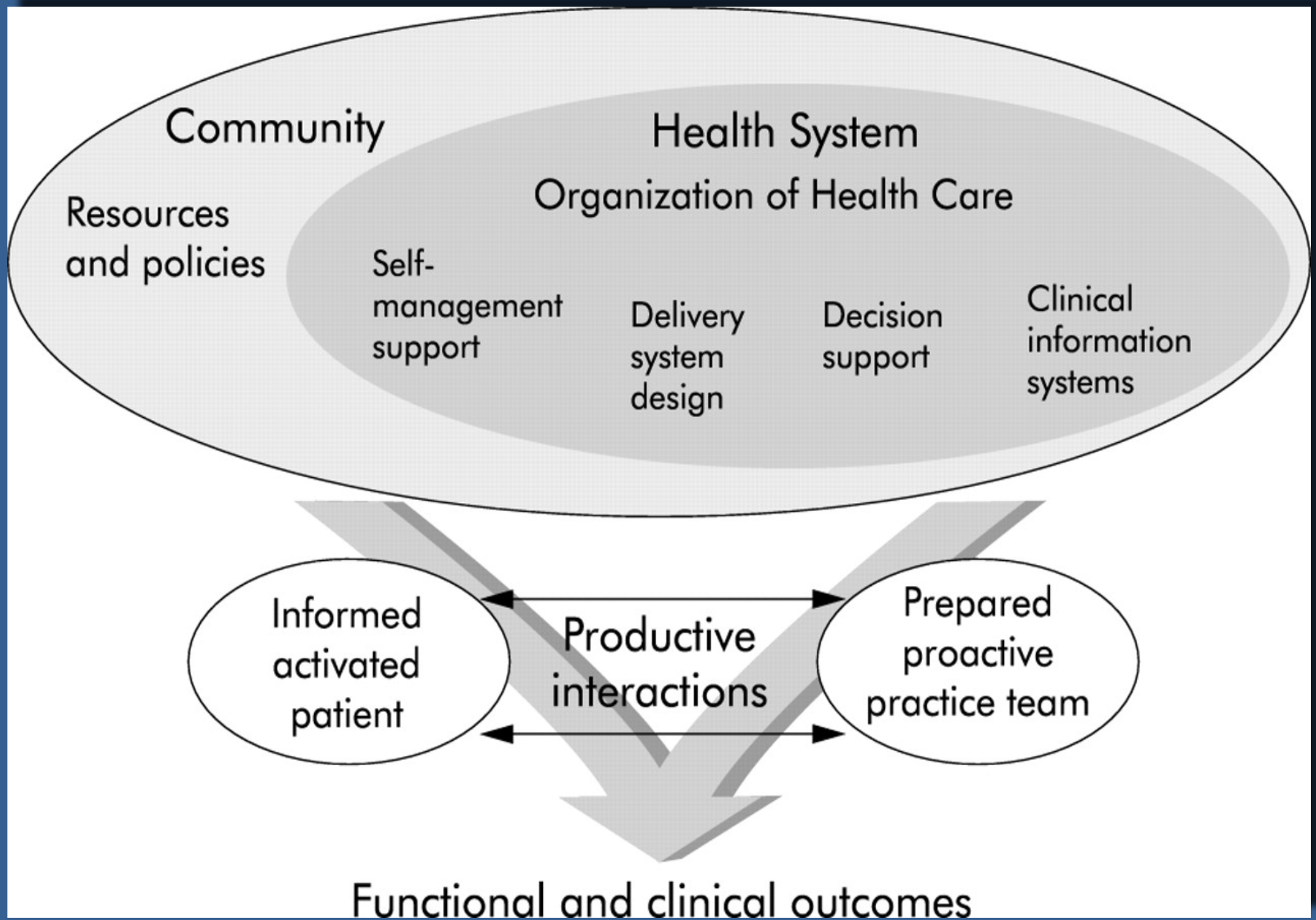
# “Current care systems cannot do the job”

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- Oriented to acute illness
- Interactions not productive of good care or satisfying to patients or clinical staff



# THE CHRONIC CARE MODEL





**Regione Toscana**

**Diritti Valori Innovazione Sostenibilità**

# **Piano Sanitario Regionale**

Aggiornamento ai sensi dell'art.18, comma 3,  
e dell'art.142, comma 3 della L.R. 40/2005

**2008 -2010**

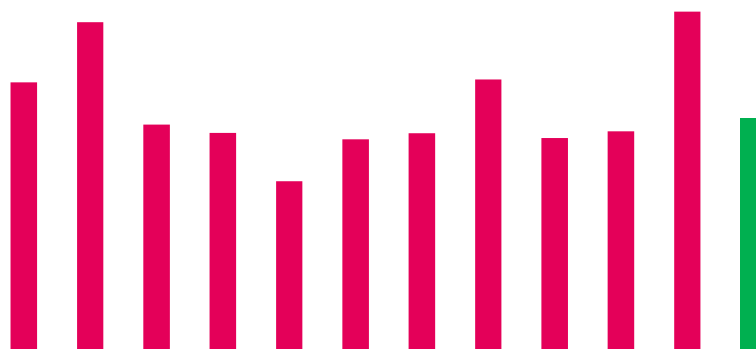
**Parte Prima**

**UN PIANO PER LA SALUTE,  
UNA SANITÀ D'INIZIATIVA**



# Estensione a livello regionale : stato attuale

Copertura popolazione > 16	<b>43%</b> <i>(ca. 1.350.000)</i>
N. MMG coinvolti	<b>1.098</b>
N. moduli sanità di iniziativa attivati	<b>137</b>



Pazienti in carico PDTA Sanità di iniziativa in Regione Toscana	
	N. assistiti in carico
Diabete	60.750
Scompenso Cardiaco	13.500
BPCO	33.750
Ictus/ TIA	27.000

**Si stima che circa il 9,1% degli assistiti di un MMG sia in carico ai PDTA Sanità di Iniziativa**

Il Sole  
**24 ORE**

**Sanità**



**Servizio  
Sanitario  
della  
Toscana**

# Toscana

Versione Pdf del supplemento al n. 41  
anno XV del 6-12 novembre 2012  
per la pubblicazione sul sito  
della Regione Toscana  
[www.regione.toscana.it](http://www.regione.toscana.it)

Roma

**MODELLI**

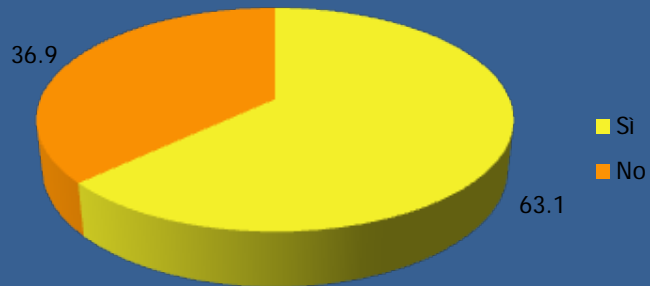
*Sondaggio tra 6.500 pazienti sui vantaggi del Chronic care model*

## Sanità d'iniziativa a pieni voti

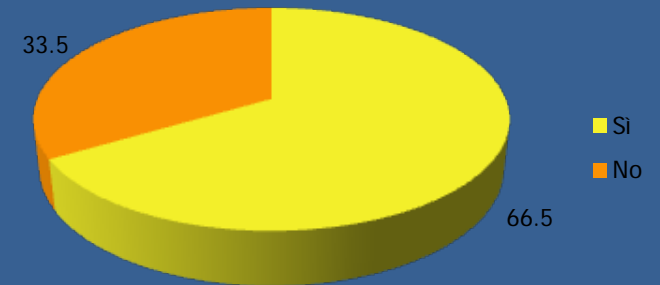
**Più informazione ed empowerment con la presa in carico da parte del team**

# Gli outcome

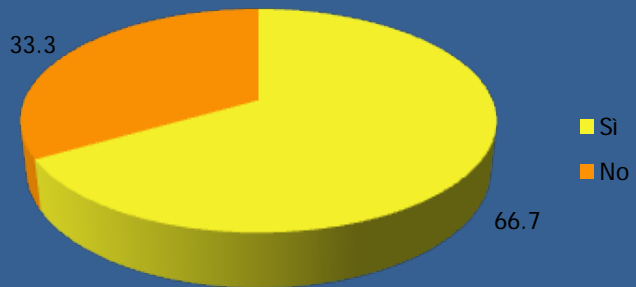
## Gestire meglio la malattia



## Maggiori informazioni



## Benefici per la salute



## Una migliore assistenza



Saluteinternazionale.info - Newsletter mensile - Numero 34 - Windows Internet Explorer

http://www.saluteinternazionale.info/newsletter/numero34.html

bing

Se non visualizzi correttamente questa email, leggi la [versione online](#)



**SALUTEINTERNAZIONALE.info**

Salute Internazionale  
è su  **facebook**



La newsletter di SaluteInternazionale #34

 **EDITORIALE** / Gavino Maciocco

## Chronic Care Model in salsa tedesca



L'introduzione del Chronic Care Model (CCM) non ha prodotto solo effetti positivi sulla salute della popolazione tedesca e sul budget delle assicurazioni sociali, ha anche rafforzato il sistema delle cure primarie, molto debole in Germania. I vari componenti del CCM sono stati applicati in maniera rigorosa: dalla creazione di registri di patologia alla proattività degli interventi, dal supporto all'autocura all'adesione a linee guida definite a livello centrale. Tutto ciò ha richiesto lo sviluppo di équipe di cure primarie coordinate da un medico di famiglia che ha la responsabilità della presa in carico del paziente e

# Arruolati CCM

	2006	2012
Diabete tipo 1	29.000	156.000
Diabete tipo 2	1.948.000	3.749.000
Cancro della mammella	67.000	126.000
Cardiopatía ischemica	635.000	1.700.000
Asma	6.000	799.000
BPCO	8.000	633.000
Totale	2.693.000	7.163.000

Figura 1. Mortalità e complicanze maggiori da diabete tra pazienti arruolati (*intervention*) e gruppo di controllo. 2007.

**Mortality And Major Diabetic Complications In Intervention (Enrolled) And Control Groups, German Disease Management Program, 2007**

	<u>Intervention</u>		<u>Control</u>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Mortality	458	2.30	935	4.70
<b>DIABETIC COMPLICATIONS</b>				
Myocardial infarction (ICD: I21, I22)	165	0.83	219	1.10
Stroke (ICD: I63)	180	0.91	226	1.14
Chronic renal insufficiency (ICD: N18, N19)	71	0.36	94	0.74
Amputation of lower leg or foot (OPS: 5-865, 5-864)	95	0.48	152	0.76
Occurrence of at least one of the four complications	496	2.49	667	3.35

1. Stock S. et Al. German Diabetes Management Programs Improve Quality Of Care And Curb Costs. Health Affairs 2010; 29(12): 2197–2205

Figura 2. Numero di pazienti per 1000 pazienti partecipanti al programma che sono stati ricoverati almeno una volta con la diagnosi descritta (in confronto con i pazienti non partecipanti). 2006.

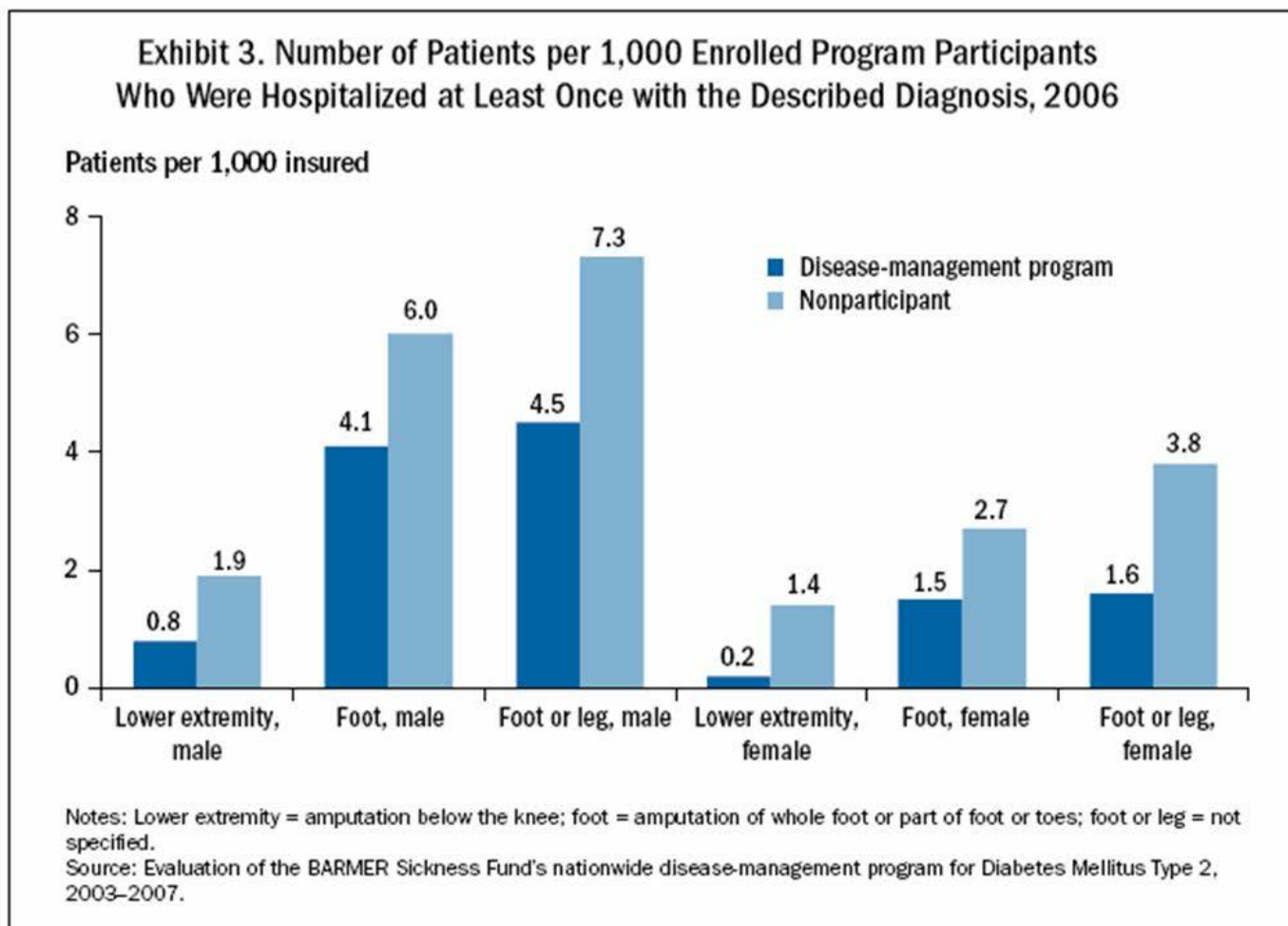


Figura 3. Costi e utilizzazione dei servizi tra pazienti arruolati (*intervention*) e gruppo di controllo. 2003-7.

**Various Cost And Health Services Use Indicators In Intervention (Enrolled) And Control Groups, German Disease Management Program, 2003-7**

	<b>Intervention</b>	<b>Control</b>
Overall cost difference, 2007-2003	US\$1,443.65	US\$1,890.40
Overall costs, 2007	US\$5,273.99	US\$5,896.54
Hospital costs, 2007	US\$2,664.71	US\$3,292.65
Drug costs, 2007	US\$2,609.28	US\$2,603.89
Length of hospitalization per insured, days, 2007 (mean/median)	4.97/0.00	6.41/0.00
Number of hospital stays per insured, 2007 (mean/median)	0.55/0.00	0.62/0.00

1. Stock S. et Al. German Diabetes Management Programs Improve Quality Of Care And Curb Costs. Health Affairs 2010; 29(12): 2197-2205



IL TEAM

LA COMUNITA'

LE  
STRUTTURE

LE  
MALATTIE

# Acute Care

**Intensività assistenziale**  
*"Technology-intensive"*

**Orientato alla produzione  
di prestazioni**

**Presidia  
soprattutto l'efficienza**

**Tende all'accentramento  
(Economie di scala)**

**Punta all'eccellenza**

# Primary Care

**Estensività assistenziale**  
*"Labor-intensive"*

**Orientato alla gestione  
di processi assistenziali**

**Presidia  
soprattutto l'efficacia**

**Tende al decentramento  
(Partecipazione)**

**Punta all'equità**

# I due pilastri del SSN e i due diversi paradigmi

