

Case studies: Value-based care for the practice and the patient

Paxton Medical Management

Seminole, Florida



32
PCPs

12
Locations

7,084
Humana
MA members



Infrastructure investment was key to success for value-based practice



Sharing Paxton Medical Management's best practices and journey to value-based care is **Dr. Jeffrey Grove, president and chief executive officer**

How did the practice start in value-based care?

At its inception, in Florida, when the rule was created that you needed 100 or more Gold Plus health plan members to join a management services organization (MSO), we chose to join Gary Dahmkoehler and JSA (John Short & Associates) as its third affiliate. We bought a failing wholly-owned JSA practice in Hernando County and turned it into one of our most successful centers. We recognized the benefits of value-based care for patients and providers and have loved it ever since.

What have been or continue to be some key areas of focus and investment?

One of the biggest key areas of focus and investment has been the actual infrastructure of the MSO. Creating and building upon that solid foundation has been instrumental in our success.

This focus included finding the most efficient electronic medical records system for our practices and transitioning company-wide. We established a marketing team, hired registered nurses for utilization management, quality improvement with Stars/Healthcare Effectiveness Data and Information Set (HEDIS) and phone-a-friend programs. Also, investment was made in a reporting system that helps identify patients who may be high risk and need extra assistance.

We added a coding department to oversee billing and coding in each office, in addition to a clinical pharmacist for all medication needs. Lastly, we made site-specific physical enhancements, such as coffee bars. We have developed a whole-system approach, which means having the right people in the right job with the right tools to ensure patient care comes first, and they receive the care that they need.

How have relationships evolved between PCPs and specialists, with payers and other entities?

Long ago, we chose to exclusively accept Humana, and this was integral to creating a cadre of specialists we work with who are familiar with value-based care, and opened the lines of communication to create a consensus on best outcomes and patient care.

What is a lesson the practice learned that led to success?

Always put patient care and clinical outcomes first. Taking care of your patient is the highest priority.

Second to this is having stability among doctors and staff. We ensure our staff feels supported and confident and shares the vision of our “family” company culture, which transitions over to our providers and staff seeing patients as a whole and treating them like family as well.

Third would be the physical aspect of the practice. Invest in an aesthetically pleasing office. Create a welcoming space.



The healthcare industry is continually changing, and this can be overwhelming, especially to seniors. We want our patients to feel comfortable and at ease from the moment they step foot in the door. For us, the value-based care approach means our patients have a team behind them, to help guide and navigate them through their healthcare journey.

What is a lesson learned that identified a challenge or opportunity?

All MSOs are not created equal. We were part of an MSO that was grown to sell and sold to grow.

Each time it was bought, that infrastructure deteriorated. We found ourselves doing most of the work that we were paying for. This led us to create our own MSO, Paxton Medical Management.

What are some outcomes your practice and patients have experienced?

Taking what we have learned in previous years and decades, we founded Paxton based on keeping that sense of family in medicine and our culture. In our first year of operation, and during a pandemic, we were ranked the No. 1 large MSO in the Tampa Bay area. Since that ranking, we have grown into an extra-large MSO, growing at a time when growth was not expected.



Our offices have been ranked by their communities and patients as the best medical practices in their respective areas, letting us know we are striving and achieving the right goals. Our providers did their very best at keeping patients out of the hospital with our inpatient volume way below the market average for 2020, and our quality scores were among the top ranked to show the level of care provided to our patients.

We acted quickly to make sure our patients had access to the COVID vaccines and made sure they had access to us to ask questions and get the correct, quality information.

If you could offer your peers one critical piece of advice, what would it be?



Value-based care is full-time work, and it takes a village to manage it. Finding a group that not only has a record of success but truly cares about its people and patients is critical. We truly believe in the value-based care approach to management and doing what is best for our patients.

When they win, we win.