

2013 ANNUAL REPORT



**Measure Up
Pressure Down™**

OUR FIRST YEAR | OUR FIRST CAMPAIGN

THE CHRONIC CARE CHALLENGE

Chronic disease. We see its effects everywhere, and we are touched by it every day.

Conditions such as hypertension, also known as high blood pressure, feel like they've always been part of healthcare. The scope of the situation — and the task of improving it — can seem insurmountable.

But the American Medical Group Foundation, the nonprofit, research arm of the American Medical Group Association, and our supporters refuse to accept the status quo. We believe that our lofty goal — mobilizing medical groups and health systems to achieve 80 percent of high blood pressure patients with their condition in control by 2016 — is achievable. Working together, we can win in our fight against preventable diseases by improving the healthcare delivered to millions of Americans and lowering risk of heart attacks, strokes, and other complications of high blood pressure.

This is where the Chronic Care Challenge begins.



Donald W. Fisher, PhD, CAE

*President and Chief Executive Officer
American Medical Group Association*

A Letter from the CEO

TAKING ON THE CHALLENGE

What if members of the American Medical Group Association (AMGA)—the most prestigious and innovative medical groups and integrated health systems in the nation—worked together with strategic partners to address one of the nation’s most important public health challenges?

This idea inspired the Chronic Care Challenge, a long-term effort by the American Medical Group Foundation (AMGF) to improve quality of care and patient outcomes for chronic conditions with the greatest impact. The first challenge: hypertension, which affects one in three Americans.

CREATING THE GROUNDWORK

For decades, AMGF has supported and disseminated research on better ways to deliver healthcare that is scientifically sound and effective. During our collaborative research projects, which focus on specific disease states, AMGA member groups work together to develop tools and programs for improving health outcomes, lowering the cost of care, and increasing patient satisfaction—ultimately achieving the “triple aim.” The successes that emerged—such as one medical group keeping more than 90 percent of patients at blood pressure goal for three years—led AMGF to reach for more. It launched the Chronic Care Challenge—a platform for sharing learnings and best practices with 430 AMGA member groups comprised of 150,000 physicians.

Our idea is more than a lofty aspiration. It is now reality, thanks to Measure Up/Pressure Down™, a national hypertension campaign that is the first initiative of the Chronic Care Challenge.

RALLYING FOR CHANGE

Measure Up/Pressure Down™ challenges medical groups, health systems, patients, employers, and the entire nation to work toward achieving significant improvements in high blood pressure—a leading cause of heart attack, stroke, and kidney failure. The campaign leverages the coordinated delivery systems of AMGA members to improve care. Concurrently it taps the resources and reach of national partners and sponsors to raise awareness of what hypertension is, the risks it poses, and what people can do to prevent and manage it.

Thank you for your support of Measure Up/Pressure Down™ in its first year. I look forward to continuing successes as we collectively improve hypertension care and patient outcomes across the nation.

A large heart shape is formed by a dirt path that winds through a field of tall grass. The path starts in the foreground and leads towards a bright sunset on the horizon. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue. The overall mood is peaceful and hopeful.

HOW OUR JOURNEY BEGAN

WHY HYPERTENSION?

High blood pressure is more than two abstract numbers recorded on a piece of paper or measured by a machine. Defined as excess force on your arteries when your heart pumps blood, it's a condition that increases the risk for heart disease and stroke—two of the leading causes of death in America.

Every year in the United States, high blood pressure results in \$47.5 billion in direct healthcare services and an additional \$3.5 billion in lost productivity. Nearly one in three adults in America has high blood pressure. Yet out of these 68 million people, only half have their condition under control.

WHY AMGA?

For years, AMGA member groups have been developing best practices to manage and prevent chronic conditions such as hypertension—delivering these practices in patient care and sharing an increasingly rich collection of lessons learned. Many of these efforts were made possible by AMGF, a nonprofit 501(c)(3) organization that supports critical research, demonstration projects, and learning collaboratives. We knew we had the unique combination of resources, expertise, connections, and insight to make a difference on a large scale.

Chronic conditions become nationwide crises through a complex interplay of physical, social, psychological, and environmental factors. Transforming the situation requires a unified effort across healthcare systems, clinicians, patients, employers, and the entire nation. It demands data, best practices, evidence-based guidelines, physician leadership, transparency—all areas where AMGA members have excelled for years. Through this network, including 430 medical groups and the resources provided by AMGF, we knew we could successfully lead the way.

COLLABORATION BUILDS OUR FOUNDATION

The Measure Up/Pressure Down™ campaign evolved out of incremental efforts to identify care processes that lead to measureable improvements.

- In 2005, AMGF launched the first in a series of Best Practices in Managing Hypertension Learning Collaboratives, to help medical groups make lasting breakthroughs.
- In the 2008–2009 collaborative, 12 medical groups compared patient data across a variety of interventions — and reported tremendous improvements.
- Documented outcomes like these and other lessons learned were shared at our 2010 Best Practices Symposium, where 11 groups presented on the results of their initiatives.
- Today's Best Practices in Managing Hypertension Compendium is a living document, currently featuring 19 peer-reviewed case studies representing 14 medical groups and health systems.

A CAMPAIGN TAKES SHAPE

These AMGA collaboratives transformed corporate culture, nurtured professional networks, and created an innovative, replicable vehicle for successfully spurring positive change. Focusing this power on a national hypertension campaign was a natural next step in the journey.

We chose the name *Measure Up/Pressure Down™* for the campaign, and we set our goals: mobilize medical groups to achieve measurable improvements in high blood pressure prevention, detection, and control; and engage and empower patients to actively manage their health.

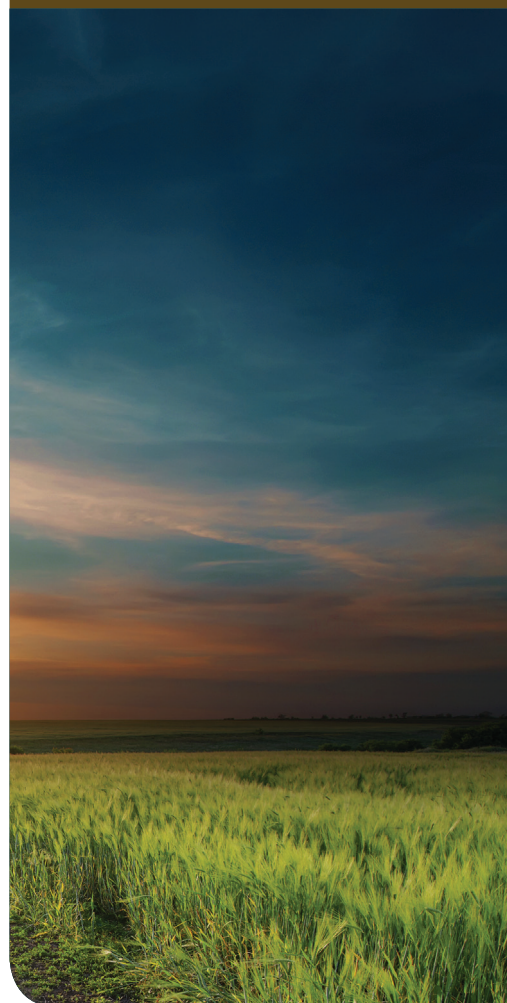
We persuaded hypertension leaders from across the country to lend their expertise and counsel to our National Campaign Steering Committee and our Scientific Advisory Council.

Consulting with the National Campaign Steering Committee and Scientific Advisory Council, we determined eight evidence-based campaign planks (care processes) based on best practices from AMGA's learning collaboratives. We then rallied sponsors, partners, and nearly 150 medical groups behind our mission and developed the resources to launch our campaign and make it memorable. These resources included a logo created by National Campaign Steering Committee member Guy Mansueto of Phytel and a Provider Toolkit for medical groups.

DESTINATION: 2016

At the end of this three-year campaign, **Measure Up/Pressure Down™** aims to have:

- 80% of member group patients in control of their high blood pressure
- 50% of AMGA member groups adopting at least one campaign plank (evidence-based care process)



“For years, the American Medical Group Foundation rallied interest and support for improving population health and wellness through successful collaboratives. Given the prevalence of high blood pressure and its possible dire consequences, the AMGF Board determined a nationwide effort like Measure Up/Pressure Down™ was the next logical step for quality improvement efforts among our medical groups and health systems.

-William A. Conway, MD

Executive Vice President and Chief Quality Officer, Henry Ford Health System; Chief Executive Officer, Henry Ford Medical Group; and Immediate Past Chair, American Medical Group Foundation Board of Directors

LAUNCHING THE INITIATIVE

The November 29, 2012 Measure Up/Pressure Down™ campaign launch at the National Press Club attracted healthcare leaders from the highest levels of government, nonprofits, and health systems. Speakers and panelists included:

- **Ola Akinboboye, MD, MPH, MBA**

President, Association of Black Cardiologists

- **Regina Benjamin, MD, MBA**

18th Surgeon General of the United States

- **William A. Conway, MD**

Executive Vice President and Chief Quality Officer, Henry Ford Health System; Chief Executive Officer, Henry Ford Medical Group; and Immediate Past Chair, American Medical Group Foundation Board of Directors

- **Donald W. Fisher, PhD, CAE**

President and Chief Executive Officer, American Medical Group Association

- **Don Goldman, MD**

Chief Medical and Scientific Officer, Institute for Healthcare Improvement

- **Iris Molotsky**

Patient with Hypertension from Mid-Atlantic Permanente Medical Group

- **Robert E. Nesse, MD**

Chief Executive Officer, Mayo Clinic Health System; Professor of Family Medicine, Mayo Medical School; and Immediate Past Chair, American Medical Group Association Board of Directors

- **Oliseyenum M. Nwose, MBBS, MRCPPath, AFPM**

Executive Medical Director, Medical Affairs, Therapeutic Area Head, Daiichi Sankyo, Inc.

- **Jerry Penso, MD, MBA**

Chief Medical and Quality Officer, American Medical Group Association

- **Kevin Rigby**

Vice President, Public Affairs & US Country Public Affairs Head, Novartis Pharmaceuticals Corporation

- **Janet Wright, MD**

Executive Director, Million Hearts®

Since the official launch, nearly 150 AMGA medical groups, 11 national partners, and 9 sponsor organizations have joined our efforts.

DATA DRIVES OUR EFFORTS

From medical groups continually asking “how do we quantify success?” to patients tracking their blood pressure on a daily basis, measurement has been interwoven into the Measure Up/Pressure Down™ campaign from the very beginning. Measurement plays an important role in the campaign by tracking improvement as participating groups move the needle in control rates — day by day, month by month, and year by year, through 2016 and beyond.

Evaluation techniques and technology developed, pioneered, and tested by member groups informed our efforts, as did overall guidance on research and evaluation from the AMGF Scientific Advisory Board.

AMGA's Anceta Collaborative facilitates data-driven collaboration to improve population health. This makes it a natural ally for measuring progress and evaluating the Measure Up/Pressure Down™ campaign. Work with the AMGA's Anceta Collaborative helped us understand how to measure patient progress against established guidelines and find ways to collaborate to enhance quality, safety, and cost-efficiency.

In 2013, to plan for campaign evaluation, Anceta:

- Field-tested measurement specifications
- Obtained permission to use National Committee on Quality Assurance's (NCQA) code sets for the most widely used measure of hypertension control
- Created a portal for medical groups to easily upload data

By November 2013, we were able to share final measurement specifications and reporting protocols with all Measure Up/Pressure Down™ member groups.

AMGF BOARD OF DIRECTORS SET THE STAGE

AMGF's Board of Directors proved instrumental in the creation of the Chronic Care Challenge and its first initiative — Measure Up/Pressure Down™. The support and enthusiasm of Board Chair Dr. William A. Conway and other Board members reached across the nation to our medical groups, sponsors, and partners.



A TRULY COLLABORATIVE CAMPAIGN



AMGA MEMBERS STEP UP TO THE CHALLENGE — AND START SEEING RESULTS

Medical groups know firsthand the challenge of controlling high blood pressure and avoiding its myriad complications. Those that had participated in AMGF's collaboratives and pursued their own initiatives knew that their efforts would be essential to making tangible inroads against the condition.

In the first year of Measure Up/Pressure Down™, nearly 150 AMGA medical groups serving 42 million patients committed to the campaign. Many of these groups are already experiencing success. Several were featured in Premier's *Quality Outlook* and at the 2013 AMGA Institute for Quality Leadership conference. More are featured at www.MeasureUpPressureDown.com.

ThedaCare Physicians: Knowledge Brings Power

Hypertension was the diagnosis for more than 14,000 patients served by this northeastern Wisconsin community health system. The solution: fight the battle with information. ThedaCare equipped patients with free home blood pressure monitors and educational DVDs and physicians with EHR templates for consistent documentation and automated emails to share results. ThedaCare has seen hypertension go from being the number-one problem among patients to having 81 percent of patients in control.

Riverside Medical Group: Scorecards Serve Up Results

Riverside is one of the largest multispecialty group practices in Virginia. After its quality committee made hypertension a priority, the medical group started engaging patients via automated phone reminders for appointments and web-based communications tools. Riverside also included hypertension control results in a formula for physician compensation. A monthly scorecard tracked progress by practice, provider, and patient. In only two years, the medical group improved its hypertension control rate from 57 percent to 71 percent.

Mercy Clinics, Inc.: Coaches Deliver Motivation

In a major practice redesign, the Des Moines, Iowa, physician group embedded nurse health coaches into the system to work with more than 13,000 diabetic patients. Guided by patient data and chart reviews, coaches reached out to those with poor hypertension control and helped them manage their conditions with food diaries and one-on-one motivational coaching. In 20 months, the number of patients with blood pressure at goal rose from 61 percent to 73 percent.

SPONSORS HELP SPREAD THE MESSAGE

Without tools and materials that equip patients and communities with the information they need to prevent and manage hypertension, the Measure Up/Pressure Down™ campaign could not thrive. Organizations that helped to build this crucial foundation include:

- Presenting Sponsors
 - Daiichi-Sankyo
 - Novartis
- Pilot Program Sponsor
 - Withings
- Supporting Sponsor
 - Baptist Medical Group
- Contributing Sponsors
 - Aetna
 - Humedica
- Benefactor Sponsor
 - Palo Alto Medical Foundation
- Endorsing Sponsors
 - Epic
 - Ralphs

PARTNERS CONTRIBUTE STRENGTHS AND KNOWLEDGE

Much work has already been done in the area of hypertension research, treatment, and outreach. To join forces and leverage capacity for local events, resource development, and patient and provider engagement, the Measure Up/Pressure Down™ campaign forged partnerships with organizations already promoting blood pressure management and working in risk factor areas such as heart disease, stroke, and chronic kidney disease.

The campaign's 2013 partners include:

- American Heart Association
- American Kidney Fund
- American Society of Hypertension
- American Stroke Association
- Association of Black Cardiologists
- Institute for Healthcare and Productivity Management
- Institute for Healthcare Improvement
- Million Hearts®
- Preventive Cardiovascular Nurses Association
- Right Care Initiative
- WomenHeart

JOINING FORCES FOR HEALTHIER HEARTS

High blood pressure increases the risk for heart disease and stroke—two of the leading causes of death in the United States. The American Heart Association, a national nonprofit with 144 local chapters, helps people build healthier lives that are free from these threats. Over the last year, collaboration activities included co-branding of resources, a blog series on campaign planks, and joint policy efforts.

“As a partner organization, the American Heart Association has witnessed firsthand the successful efforts of Measure Up/Pressure Down™ in its inaugural year. As we work to improve the cardiovascular health of all Americans by 2020, we are confident that our collaboration with AMGF and its medical groups will continue to move the needle in hypertension control.”

-Mariell Jessup, MD
President, American Heart Association

SHARING AMBITIOUS GOALS

The Department of Health and Human Services launched the Million Hearts® national initiative in September 2011, with the goal of preventing 1 million heart attacks and strokes by 2017. In the first year of our partnership, we provided counsel on national protocols, featured Executive Director Janet Wright at the AMGA 2013 Annual Conference and various regional meetings, and promoted the 2013 Million Hearts® Hypertension Control Challenge to campaign participants.

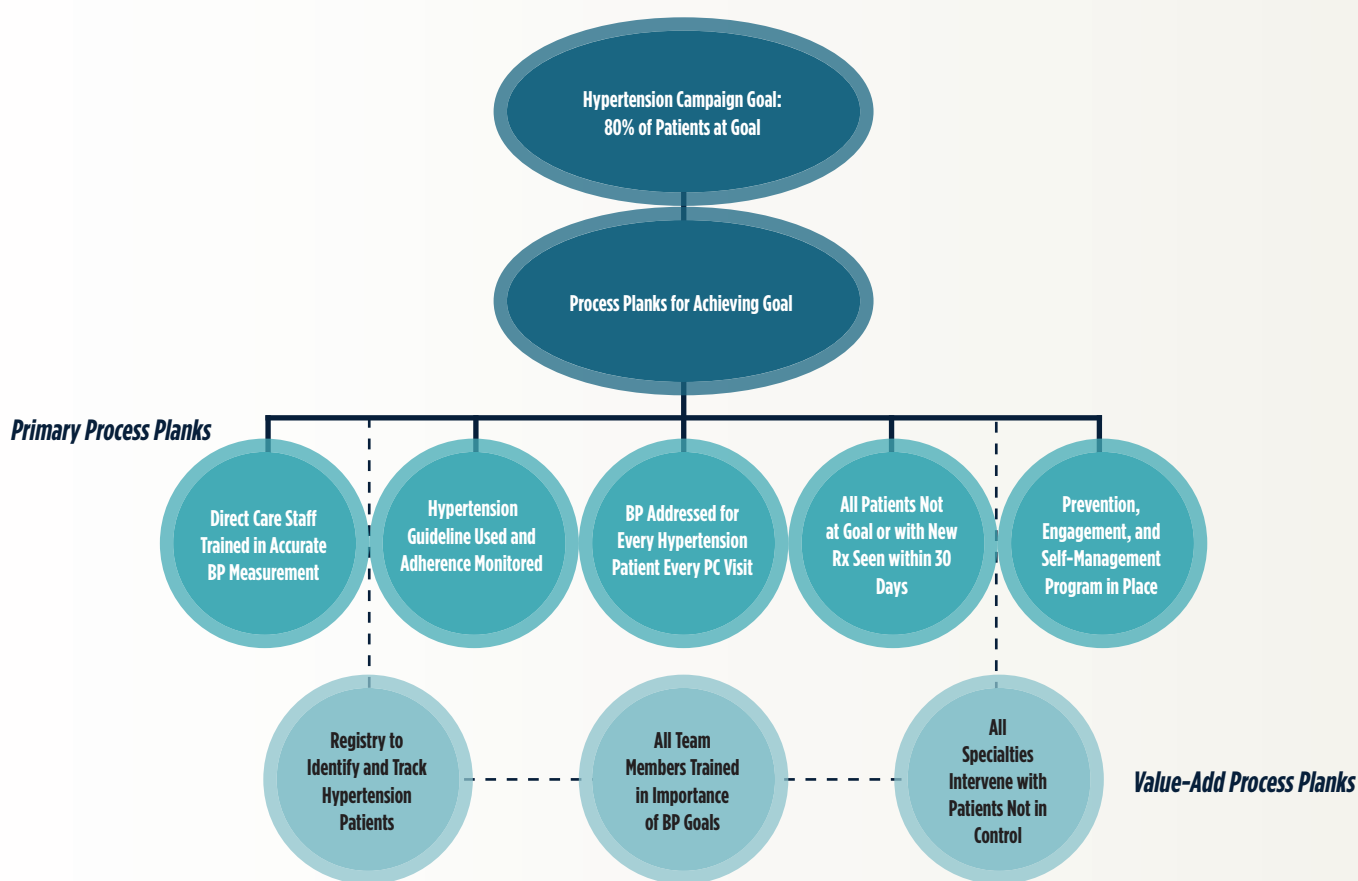
“Million Hearts® is delighted to continue to collaborate with Measure Up/Pressure Down™ and AMGF in providing evidence-based tools that encourage team-based care, regular patient following, and strong use of health information technology. Together this will help us achieve the Million Hearts® goal of helping 10 million more Americans get their blood pressure under control.”

-Janet Wright, MD, FACC
Executive Director, Million Hearts®

ACTIVITIES THAT BROUGHT OUR PLAN TO LIFE

EIGHT WAYS TO GET TO 80%

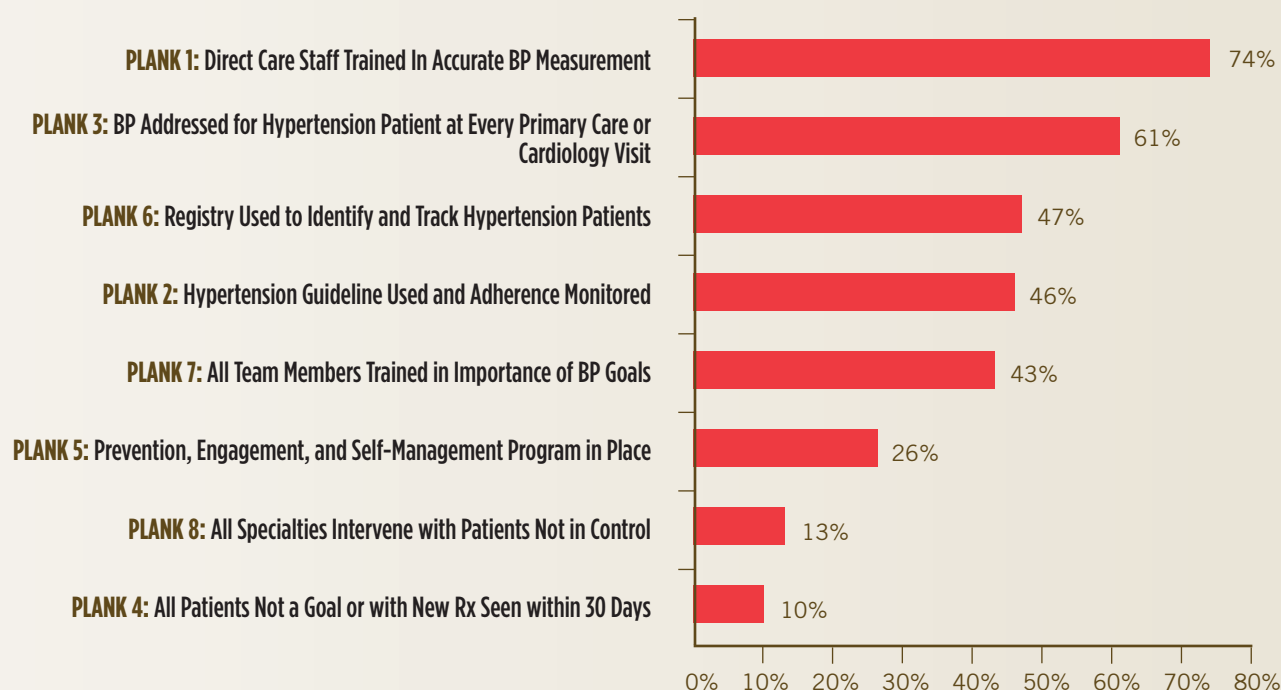
To guide member groups' efforts toward the campaign's goal—80 percent of patients in control of their high blood pressure by 2016—we introduced eight evidence-based care processes, or “campaign planks.”



These planks were developed out of best practices from our hypertension learning collaboratives and consultation with the campaign's National Steering Committee and Scientific Advisory Council. We asked groups actively participating in the campaign to put at least one plank into practice—and several have made progress on many more.

In early 2013, Measure Up/Pressure Down™ conducted a campaign planks assessment survey with participating groups to determine early adoption (see figure opposite). Plank 1 was the most popular—implemented by 74 percent of medical groups, with Planks 3 and 6 following. Since the survey, groups have implemented additional planks to continue improvement in hypertension control.

EARLY ADOPTION OF CAMPAIGN PLANKS



PUTTING THE PLANKS INTO PRACTICE

Here is how three medical groups are taking on the Measure Up/Pressure Down™ challenge:

PLANK 1

Direct care staff trained in accurate blood pressure measurement

Colorado Springs Health Partners, P.C.

Blood pressure readings can be compromised by many factors — caffeine, patients talking during a reading, stretched equipment cords, and patients not placing their feet flat on the floor, to name a few. These inaccurate readings happen every day across the country and affect providers' guidance on lifestyle changes and medication. When Colorado Springs Health Partners, P.C. inventoried its exam rooms to address this problem, staff who received hypertension competency training based on this plank discovered that many blood pressure units were in less-than-ideal locations. To resolve this issue, they moved all wall units in the exam rooms next to chairs so patients could sit with their feet flat on the floor and cords wouldn't get stretched.

PLANK 2

Hypertension guidelines used and adherence monitored

Kaiser Permanente

For many patients, the journey to high blood pressure

control has many stops: diagnosis, addressing risk factors, making lifestyle changes both small and substantial, and maintaining medication adherence. A variety of processes, algorithms, and guidelines can help providers navigate this little-understood path and develop evidence-based recommendations. To this end, Kaiser Permanente developed an algorithm to guide the treatment of adult hypertension (available on the Measure Up/Pressure Down™ website and in the Provider Toolkit).

PLANK 5

Prevention, engagement, and self-management program in place

Billings Clinic

Education and engagement are crucial to helping patients understand and manage their conditions. To help, Billings Clinic created "Your Blood Pressure Report Card" (available on the Measure Up/Pressure Down™ website). At each appointment, patients receive a card with a rich trove of data, such as recent blood pressure readings, arm circumference, and weight measurements from EHRs. Coupled with motivational messages including goals in specific areas (like diet, exercise, and stress management) and actionable tips for working toward these goals.

“The American Medical Group Foundation has years of experience in establishing best practices in the care of hypertensive patients and the ability to achieve lasting improvements in health for millions of patients. Every day, participating medical groups and their patients are seeing the impact of the Measure Up/Pressure Down™ campaign and its valuable resources—from webinars to the Provider Toolkit—in improved blood pressure control and health outcomes.”

-Julie Sanderson-Austin, RN

Senior Advisor, American Medical Group Association and Ancuta; Former Vice President, Quality Management and Research, American Medical Group Association; and Director, American Medical Group Foundation Board of Directors

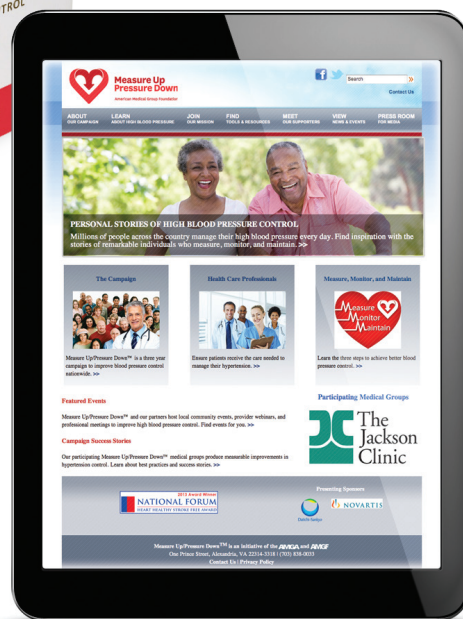
TOOLS TO PUT THE PLANKS INTO ACTION

The Measure Up/Pressure Down™ Provider Toolkit equips member groups with an easy-to-use guide for implementing the campaign planks. Released in May 2013, in conjunction with High Blood Pressure Education Month, this free, continuously evolving resource includes an overview of the planks, best practices tools from some of the nation's leading healthcare organizations, and case studies telling the implementation story drawn from AMGA's Best Practices in Managing Hypertension Compendium.

Tools and resources for the first year's Provider Toolkit were contributed by medical groups including Cleveland Clinic, Colorado Springs Health Partners, Cornerstone Healthcare, Fletcher Allen Healthcare/University of Vermont, Mercy Clinics, Inc., Mid-Atlantic Permanente Medical Group, Park Nicollet (now HealthPartners), PriMed Physicians, Providence Medical Group, Sharp Rees-Stealy Medical Group, and ThedaCare Physicians.

REACHING OUT THROUGH WEB AND SOCIAL MEDIA

Launched in May, www.MeasureUpPressureDown.com has two extensive sections, one for patients and one for healthcare professionals, each packed with web pages full of information and links to tools and resources. Members, partners, and the public can also keep up with Measure Up/Pressure Down™ on Facebook (facebook.com/MeasureUpPressureDown) and Twitter (twitter.com/MUPDcampaign).



MONTHLY WEBINARS FOR SHARING KNOWLEDGE

To regularly share information about the eight planks, we developed and hosted webinars with health systems, partners, and organizations. Here, AMGA member groups demonstrated the value of collaboration by presenting hypertension learnings from their own practices. Webinars are recorded and made available on the Measure Up/Pressure Down™ website after each presentation.

- Welcome Orientation, December 14, 2012
- Applying the Science of Improvement to Medical Group Practice, January 17, 2013 (with partner Institute for Healthcare Improvement)
- Plank 1: Blood Pressure Monitoring and Competency, February 21, 2013 (with Cleveland Clinic)
- Plank 2: Hypertension Guidelines and Adherence, March 21, 2013 (with Kaiser Permanente – Mid-Atlantic)
- Plank 3: Blood Pressure Addressed During Every Visit, April 18, 2013 (with PriMed Physicians)
- American Heart Association Presents: Learn About Patient Engagement Tools, Self-Management Monitoring, and Other Valuable Resources, April 23, 2013 (with partner American Heart Association)
- Plank 4: HTN Patients Seen Within 30 Days, May 16, 2013 (with Sharp Rees-Stealy Medical Group)
- Plank 5: Patient Self-Management, June 20, 2013 (with Mercy Clinics Iowa)
- Plank 6: Patient Registry, July 18, 2013 (with AMGA's Anceta Collaborative)
- Plank 8: All Specialties Intervene with Patients Not in Control, August 15, 2013 (with Park Nicollet Health Services)
- Plank 7: All Team Members Trained in Importance of Blood Pressure Goals, September 19, 2013 (with Billings Clinic)
- Physician Engagement, October 17, 2013 (with Columbia St. Mary's Physicians)
- Measure Up/Pressure Down™: Measurement Reporting Update, November 13 and 14, 2013 (with AMGA's Anceta Collaborative)
- Health Equity, November 21, 2013 (with partners Association of Black Cardiologists and the Preventive Cardiovascular Nurses Association)
- Pharmacist Role, December 19, 2013 (with Marshfield Clinic)

“The Measure Up/Pressure Down™ campaign is delivering resources to participating medical groups and health systems across the United States to help providers and patients better manage high blood pressure together and foster more productive dialogue around disease management. Daiichi Sankyo is proud to support the Measure Up/Pressure Down™ campaign in its effort to advance patient care for hypertension — a widespread and serious condition.”

-Oliseyenum M. Nwose, MBBS, MRCPath, AFPM

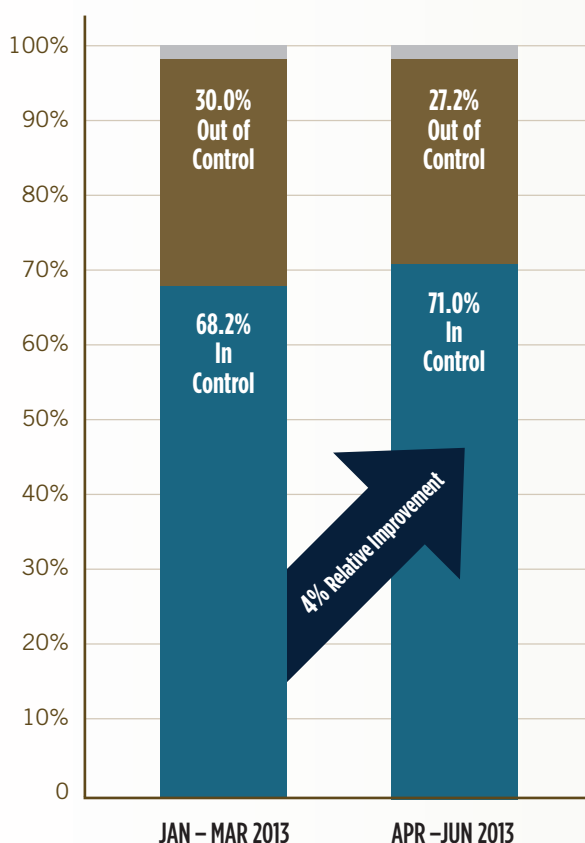
*Executive Medical Director,
Medical Affairs, Therapeutic Area
Head, Daiichi Sankyo, Inc.*



WHERE WE'VE BEEN, WHERE WE'RE GOING

MOVING THE NUMBERS IN THE RIGHT DIRECTION

AMGA's Anceta Collaborative represents approximately 20 percent of the medical groups participating in Measure Up/Pressure Down™. Collectively, they treat more than 30 percent of the 42 million patients currently covered by the campaign. In preliminary results from the first two calendar quarters of 2013, the Anceta groups saw tangible improvement—an absolute increase of 2.8% in blood pressure control. This represents a 4% relative improvement in the overall control rate, but more importantly, it means that 30,000 more patients with high blood pressure are now in control, thanks to Measure Up/Pressure Down™.



MAKING NEWS, FROM COAST TO COAST

The campaign received national recognition, including the 2013 Heart Healthy, Stroke Free Award from the National Forum for Heart Disease & Stroke Prevention. At events and through national and regional media outlets, Measure Up/Pressure Down™ got healthcare professionals, policymakers, and the general public talking about ways to prevent and manage high blood pressure.



“Through its national Measure Up/Pressure Down™ campaign, AMGA and its members have built a local-to-national model for action that is making a real difference in blood pressure control, public health, and most importantly, people’s lives. Reducing the burden of heart disease and stroke in the United States is a national priority and Measure Up/Pressure Down™ is a model for the type of collaboration that will help achieve our vision of a heart-healthy and stroke-free future.”

-John M. Clymer

*Executive Director, National Forum
for Heart Disease & Stroke Prevention*

NEXT STEPS FOR 2014: EVALUATION, ANALYSIS, ENGAGEMENT

To leverage the progress of the past year, AMGA, AMGF, and our members and partners have set goals and focused on specific areas to help achieve them.

Zeroing in on Data and Evaluation

Through quarterly reporting, data analysis, and the support of an evaluation partner selected by the Scientific Advisory Council, the Measure Up/Pressure Down™ campaign will answer the critical questions:

- Can we move the needle on hypertension detection and control? How much? In which subgroups of patients?
- What care processes consistently lead to better outcomes, for different patient populations and clinical settings?
- What characteristics of medical groups enable effective intervention?

In November 2013, we finalized measurement specifications and reporting protocols and shared them with all Measure Up/Pressure Down™ medical groups. These included the NQF 0018 standard already used in the Medicare Physician Quality Recording System, the HEDIS reporting tool, and methods to determine Meaningful Use. The National Committee for Quality Assurance is the measure steward for NQF 0018.

Quarterly reporting through the web portal began in December. Reporting key areas of measurement in rolling 12-month periods, participating groups will track two things: (1) the proportion of patients with hypertension, which reflects the prevalence of the disease in the population and also the medical group's rate of detection, and (2) the proportion of patients with hypertension whose blood pressure is in control. Groups will report on patients between the ages of 18 and 85 who have an office visit during the 12-month reporting period.


Building Momentum

Every smart behavior starts with information, awareness, and motivation. So outreach and community building will be key to reaching our 80 percent goal. We intend to support the efforts of our member groups and patients, and recruit additional groups, through:

- Educational materials
- Expanded media outreach
- Social media communities
- Community partnerships and local events
- Enhanced and evolving website content

As we move into Year 2, we look back on a tremendously successful first year of the Chronic Care Challenge and the Measure Up/Pressure Down™ campaign. We are encouraged by the hard work of individuals like you — physicians, clinical staff, patients, and campaign supporters — who are tackling this critical health issue every day and working to transform healthcare delivery and quality alongside AMGF.





“Measure Up/Pressure Down™ is a great example of how medical groups can collaborate to meaningfully improve the care of millions of patients. Bringing providers together from across the country to improve our care is a best practice for America.”

-Robert E. Nesse, MD

Chief Executive Officer, Mayo Clinic Health System; Professor of Family Medicine, Mayo Medical School; and Immediate Past Chair, American Medical Group Association Board of Directors

MEASURE UP/PRESSURE DOWN™ PARTICIPATING MEDICAL GROUPS*

- Advocate Medical Group
- Advocate Physician Partners
- Alegenst Creighton Clinic
- Arch Health Partners
- Aurora Health Care
- Austin Diagnostic Clinic, P.A.
- Austin Regional Clinic, P.A.
- Baptist Health Medical Group
- Baptist Memorial Medical Group
- Baton Rouge Clinic
- Baylor Health Care System/
HealthTexas Provider Network
- Bend Memorial Clinic, P.C.
- Benefis Medical Group
- Billings Clinic
- Brown & Toland Physicians
- Carilion Clinic
- Carle Physician Group
- Carolinas Healthcare System
- Catholic Health Initiatives
- Central Utah Clinic
- Centura Health Physician Group
- Clackamas County Health Centers
- Cleveland Clinic
- Coastal Carolina Health Care, P.A.
- Colorado Springs Health
Partners, P.C.
- Community Clinic, Inc.
- Community Physicians of Indiana
- Cornerstone Health Care, P.A.
- Crystal Run Healthcare
- Dartmouth-Hitchcock Clinic
- Deaconess Clinic
- Dean Health System, Inc.
- Essentia Health
- The Everett Clinic
- Fairview Health Services
- Florida Medical Clinic, P.A.
- Geisinger Health System
- Group Health Cooperative
of South Central Wisconsin
- Hartford Healthcare
Medical Group
- Hattiesburg Clinic, P.A.
- Hawai'i Pacific Health
- Health First Physicians
- HealthCare Partners
Medical Group
- HealthEast Care System
- HealthPartners
- HealthPoint Medical Group
- Henry Ford Medical Group
- Heritage Valley Medical
Group, Inc.
- Holston Medical Group
- Hospital Sisters Health
System Medical Group
- INOVA Health System
- INTEGRIS Medical Group
- Intermountain Medical Group
- The Iowa Clinic, P.C.
- The Jackson Clinic, P.A.
- Johns Hopkins Community
Physicians, Inc.
- Kelsey-Seybold Clinic
- KishHealth Physician Group
- Lahey Clinic
- Lakeshore Clinic, PLLC
- Lakeshore Health Partners
- LeBauer HealthCare/
Moses Cone Health System
- Maitland Family Practice
- Mankato Clinic, Ltd.
- Mayo Clinic - Rochester
- Medical Associates
- Medical Associates Clinic
- MedStar Physician Partners
- Mercy Clinic-East Communities
- Mercy Clinics
- Meritage Medical Network
- Mid Hudson Medical Group

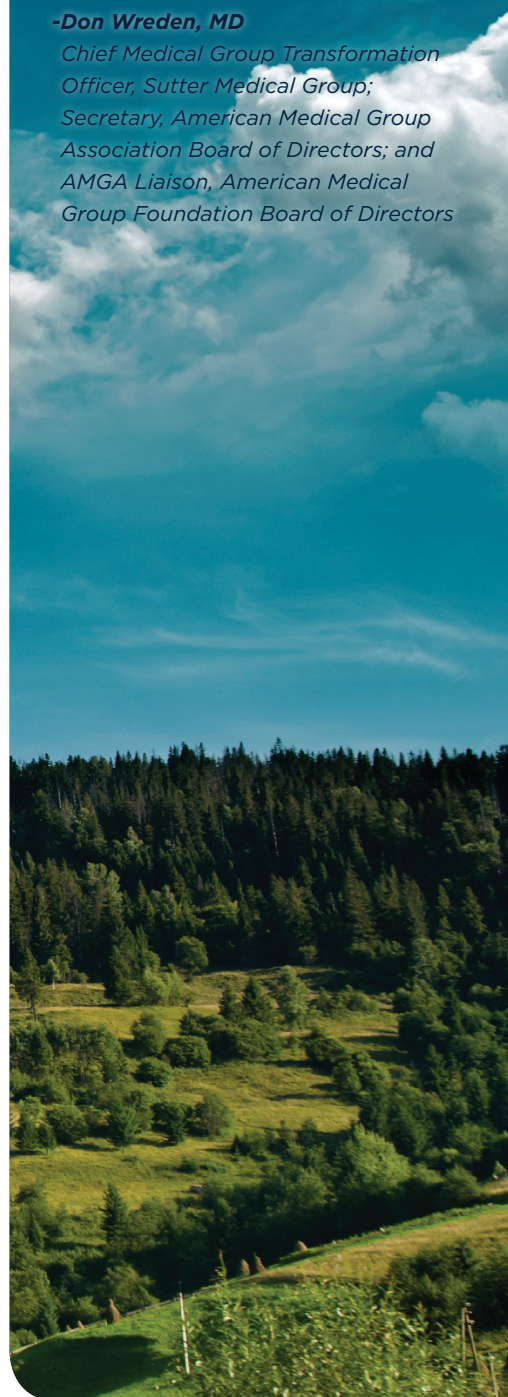
- Mid-Atlantic Permanente Medical Group, P.C.
- Mount Kisco Medical Group
- Mountain View Medical Group, P.C.
- NEA Baptist Clinic
- New West Physicians, P.C.
- North Mississippi Medical Clinics, Inc.
- North Texas Specialty Physicians
- NorthShore University HealthSystem
- Northwest Primary Care Group, P.C.
- Novant Medical Group
- Ochsner Health System
- Oregon Medical Group, P.C.
- OU Physicians
- Pacific Medical Centers
- Palo Alto Medical Foundation
- Parkview Physicians' Group
- PeaceHealth Medical Group
- The Permanente Medical Group, Inc.
- Piedmont Healthcare
- Piedmont HealthCare, P.A.
- The Polyclinic
- Portland IPA
- Premier Medical Associates, P.C.
- Prevea Health Services
- PriMed Physicians
- ProHealth Physicians, Inc.
- Puget Sound Family Physicians
- Quincy Medical Group
- Reliant Medical Group, Inc.
- Rio Grande Medicine
- Riverside Medical Clinic
- Riverside Medical Group
- Rockford Health Physicians
- Sacramento Family Medical Centers
- Scripps Coastal Medical Group
- Scripps Medical Foundation
- Sentara Medical Group
- Shannon Health System
- Sharp Rees-Stealy Medical Group, Inc.
- Shaw Center for Women's Health, PA
- Springfield Clinic
- St. Anthony's Physician Services
- St. Luke's Physician Group
- State of Franklin Healthcare Associates, PLLC
- Stern Cardiovascular Foundation
- Summa Physicians Inc.
- Summit Medical Group, P.A.
- Susquehanna Health Medical Group
- Sutter Independent Physicians
- Sutter Medical Foundation
- SwedishAmerican Health System
- ThedaCare Physicians
- Tidewater Physicians Multispecialty Group, P.C.
- TriHealth Physician Enterprise Corporation
- UnityPoint Clinic
- University of North Texas Health Science Center
- University of Utah Community Clinics
- Upper Valley Medical Center
- Washington Township Medical Foundation
- Watson Clinic, LLP
- Weill Cornell Physician Organization
- Wellmont Medical Associates
- WellStar Health System
- Wenatchee Valley Medical Center
- Western Montana Clinic
- WESTMED Medical Group, P.C.
- Wheaton Franciscan Medical Group
- Wilmington Health


“Our patients deserve medical groups and health systems across the nation thoughtfully working together for care improvement in hypertension and other health issues. AMGF’s work has never been more urgently needed by our country and by our organizations.”

-Don Wreden, MD

Chief Medical Group Transformation Officer, Sutter Medical Group; Secretary, American Medical Group Association Board of Directors; and AMGA Liaison, American Medical Group Foundation Board of Directors

* As of December 31, 2013





“As a member of the Steering Committee for the Measure Up/Pressure Down™ campaign, IHI has seen firsthand the continued growth and maturity of this work. Participating practices have been testing and implementing changes that are making a difference in patients’ lives. We congratulate AMGA and AMGF, the participating groups, and their patients on the first anniversary of this exciting work!”

-Marie W. Schall

Director, Institute for Healthcare Improvement and Measure Up/Pressure Down™ National Campaign Steering Committee Member

NATIONAL CAMPAIGN STEERING COMMITTEE MEMBERS

- **Lawrence P. Casalino, MD, PhD**
Livingston Farrand Associate Professor of Public Health and Chief, Division of Outcomes and Effectiveness Research, Weill Cornell Medical College
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Institute for Healthcare Improvement
- **Paul Speigelman**
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UCLA Center for Cholesterol and Lipid Management
- **Lucius F. Wright, MD**
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Henry Ford Medical Group

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Livingston Farrand Associate Professor of Public Health and Chief, Division of Outcomes and Effectiveness Research, Weill Cornell Medical College
Weill Cornell Physician Organization
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- **Joel Handler, MD**
*National Kaiser Permanente Hypertension Lead/
Southern California Kaiser Permanente Regional Hypertension Lead*
Kaiser Permanente Southern California
- **Harold S. Luft, PhD**
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UC San Francisco School of Medicine
- **Hector Rodriguez, PhD, MPH**
Visiting Associate Professor of Health Policy and Management
University of California, Berkeley
- **Sandra Taler, MD**
*Consultant, Division of Nephrology/
Hypertension Associate Professor of Medicine, Mayo Medical School*
Mayo Clinic
- **Kimberly Westrich, MS**
Director, Health Services Research
National Pharmaceutical Council

“Every physician organization faces unique challenges in improving their patients’ blood pressure control and the Measure Up/Pressure Down™ campaign offers technical assistance on practical and well-tested improvement strategies that have helped organizations overcome these challenges.”

- Hector P. Rodriguez, PhD, MPH
Visiting Associate Professor of Health Policy and Management, University of California, Berkeley and Measure Up/Pressure Down™ Scientific Advisory Council Member

“In the current climate of healthcare reform, it is essential that trusted organizations such as AMGA and AMGF take action to prove that coordinated care offers the best alternative that preserves our private healthcare delivery system. I am proud to be associated with our Measure Up/Pressure Down™ campaign which does just that by improving the overall blood pressure control of a population of over 17 million hypertensive patients — the largest effort of its type in history.”

*-Ronald H. Kirkland, MD, MBA
Past Chair of the Board, The Jackson Clinic; and Chair, American Medical Group Foundation Board of Directors*

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Via Christi Health*
- **Julie Sanderson-Austin, RN**
*Consultant
American Medical Group Association*
- **Steve Schelhammer**
*Chief Executive Officer
Phytel, Inc.*

HYPERTENSION COLLABORATIVES

2005

Best Practices in Managing Hypertension Compendium

- Fletcher Allen Health Care/University of Vermont
- Mercy Clinics, Inc.
- Mid-Atlantic Permanente Medical Group
- PriMed Physicians
- Providence Medical Group

2006–2007

Best Practices in Managing Hypertension Collaborative

- Albert Lea Medical Center – Mayo Health System
- Fletcher Allen Health Care/University of Vermont
- Kaiser Permanente – Bellflower Service Area
- Mercy Clinics, Inc.
- Mid-Atlantic Permanente Medical Group
- Midwest Heart Specialists
- PriMed Physicians
- Providence Medical Group
- Robert Wood Johnson University Medical Group
- ThedaCare

2008

Best Practices in Managing Hypertension Compendium

- Cleveland Clinic Medicine Institute
- Fletcher Allen Health Care/University of Vermont
- Novant Health

2008–2009

Best Practices in Managing Hypertension Collaborative

- Billings Clinic
- Edmonds Family Medicine Clinic
- Essentia Health: East Region
- Fletcher Allen Health Care, Renal Services
- Great Falls Clinics
- Hattiesburg Clinic, P.A.
- Henry Ford Hospital
- PriMed Physicians
- Riverside Medical Group
- Sharp Rees-Stealy Medical Group
- ThedaCare, Inc.
- Vanderbilt Medical Group

2010

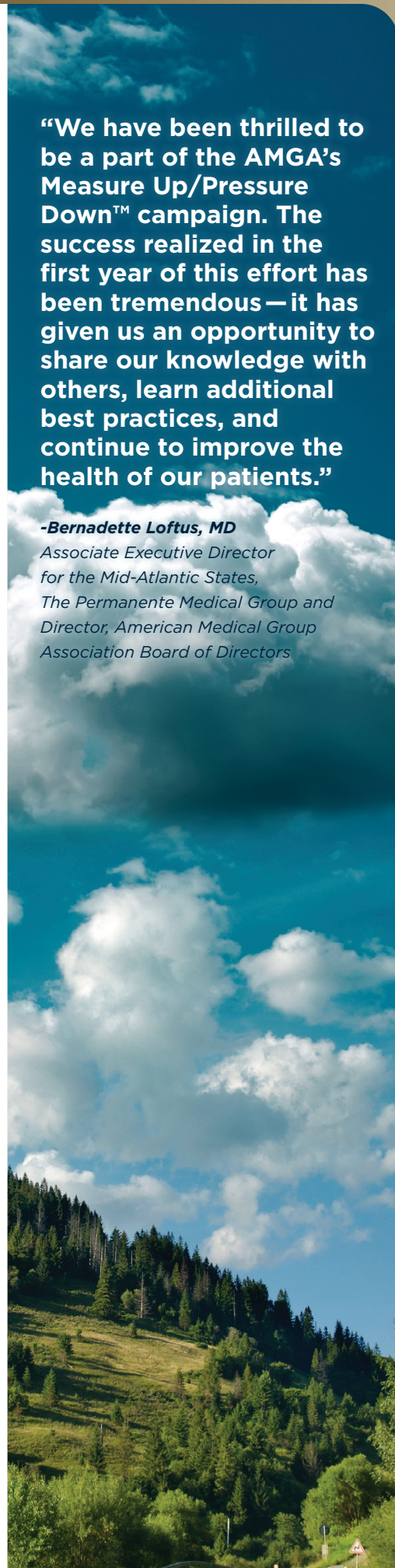
Best Practices in Managing Hypertension Symposium

- Allina Medical Clinic
- Billings Clinic
- Essentia Health: East Region
- Fletcher Allen Health Care, Renal Services
- Mercy Clinics, Inc.
- Mid-Atlantic Permanente Medical Group
- PriMed Physicians
- Riverside Medical Group
- Sharp Rees-Stealy Medical Group
- ThedaCare, Inc.
- Vanderbilt Medical Group

“We have been thrilled to be a part of the AMGA’s Measure Up/Pressure Down™ campaign. The success realized in the first year of this effort has been tremendous—it has given us an opportunity to share our knowledge with others, learn additional best practices, and continue to improve the health of our patients.”

—Bernadette Loftus, MD

*Associate Executive Director
for the Mid-Atlantic States,
The Permanente Medical Group and
Director, American Medical Group
Association Board of Directors*



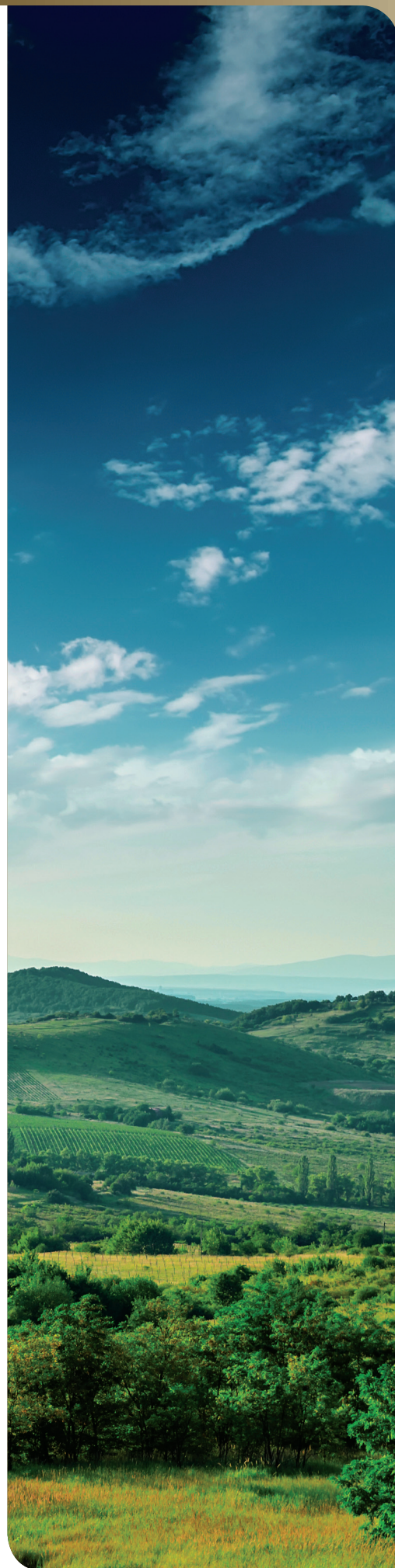


CAMPAIGN EXPOSURE

- Institute for Healthcare Improvement's 14th Annual International Summit on Improving Patient Care (April 2013)
- Centers for Disease Control and Prevention's Public Health Grand Rounds Webcast, "Hypertension: Detect, Connect, Control." (May 2013)
- Institute for Healthcare Improvement's WIHI Broadcast (May 2013)
- Right Care Initiative — Los Angeles University of Best Practices Meeting (May 2013)
- American Heart Association's Check. Change. Control. High Blood Pressure Leadership Community Webinar (October 2013)
- National Forum for Heart Disease & Stroke Prevention's 2013 Annual Meeting (October 2013)
- Right Care Initiative's 6th Annual Leadership Summit, "Collaborating to Prevent Heart Attacks, Strokes, and Diabetic Complications" (October 2013)
- American Heart Association's Check. Change. Control. High Blood Pressure Leadership Community Conference (November 2013)
- American College of Medical Quality Webinar (November 2013)
- Association of State and Territorial Health Officials Million Hearts® Learning Collaborative (December 2013)

MEDIA COVERAGE HIGHLIGHTS

- ***Sun Journal*** — “CCHC Joins National Movement to Lower Patient’s Blood Pressure”
(November 28, 2012)
- ***Bioportfolio*** — “New Weill Cornell Campaign to Improve Hypertension Prevention, Detection, and Control”
(November 30, 2012)
- ***Post Bulletin*** — “Campaign Hopes to Measure Up on Keeping Blood Pressure Down”
(December 3, 2012)
- ***MedPage Today*** — “Docs Check BP, but Talk Little About It”
(December 3, 2012)
- ***Medical News Today*** — “Measure Up/Pressure Down National Campaign for High Blood Pressure”
(December 4, 2012)
- ***Billings Gazette*** — “Billings Clinic Launches Campaign to Prevent, Detect, Control High Blood Pressure”
(December 5, 2012)
- ***Colorado Business Journal*** — “CSHP: Reduce Healthcare Costs by Reducing Blood Pressure”
(December 7, 2012)
- ***American Medical News*** — “Project Aims to Get 80% of Hypertension Patients Under Control”
(December 24, 2012)
- ***Daily Journal*** — “Community Group Joins Blood-Pressure Campaign”
(January 28, 2013)
- ***The Missoulian*** — “Western Montana Clinic Joins Effort to Reduce High Blood Pressure”
(January 29, 2013)
- ***Local 12 Cincinnati (CBS)*** — “Ask the Experts: Blood Pressure”
(February 2, 2013)
- ***Journey to Wellness*** — “High Blood Pressure: How to Stop the Silent Killer,” by Dr. Jerry Penso
(June 1, 2013)
- ***Premier’s Quality Outlook*** — “Improving Chronic Care: It Takes a Team — Creating a National Campaign to Improve Hypertension,” by Dr. Jerry Penso
(Fall 2013)



ABOUT AMGA

The American Medical Group Association (AMGA) is a 501(c)(6) trade association representing medical groups, health systems, and other organized systems of care, including some of the nation's largest, most prestigious integrated delivery systems. AMGA is a leading voice in advocating for efficient, team-based, and accountable care. More than 130,000 physicians practice in AMGA member organizations, providing healthcare services for 120 million patients (approximately one in three Americans). Headquartered in Alexandria, Virginia, AMGA is the strategic partner for these organizations, providing a comprehensive package of benefits, including political advocacy, educational and networking programs, publications, benchmarking data services, and financial and operations assistance.

www.amga.org

ABOUT AMGF

The American Medical Group Foundation (AMGF) is the 501(c)(3) affiliate of the American Medical Group Association and it supports and disseminates research on better ways to deliver healthcare that is scientifically sound and value-based. AMGF also develops and supports educational programs to enable all stakeholders—providers, payers, policymakers, and patients—to translate the evidence of what works best into everyday practice.

www.amga.org/foundation

Get involved at **www.MEASUREUPPRESSUREDOWN.com**



**Measure Up
Pressure Down™**

American Medical Group Foundation

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