IS THERE A DOCTOR IN THE HOUSE?

Market Signals and Tomorrow's Supply of Doctors

RICHARD M. SCHEFFLER
CONTENTS

Acknowledgments xi

PART I MARKET POWER AND THE DOCTOR SUPPLY

Chapter 1 The Supply Cycle of Doctors 3
Chapter 2 Managed Care Redistributes Market Power 18
Chapter 3 Physician Incomes: Following the Money 28
Chapter 4 Who Are the Doctors, and Where Are They? 43
Chapter 5 Reshaping the Workforce: Nurse Practitioners and Physician Assistants 53
Chapter 6 Doctor Supply Forecasts: More or Less 64
Chapter 7 The “Right” Number of Doctors in a Better Health Care System 75

PART II CONVERSATIONS WITH THE EXPERTS

Toward Tiered High-Performance Networks
Alain C. Enthoven, Stanford University 95

Primary Care and the Medical Home
Karen Davis, The Commonwealth Fund 100
CONTENTS

Rethinking the Financing of GME
Gail Wilensky, Project HOPE 104

What the Market Signals Are Saying
Mark V. Pauly, University of Pennsylvania 107

Residents, Payment, and the Global Market
Joseph P. Newhouse, Harvard University 110

Physician Income and the Potential of P4P
Uwe E. Reinhardt, Princeton University 112

Measuring Performance: How and Why
Peter R. Carroll, University of California, San Francisco 116

Paying for Primary Care in an Outmoded System
Jordan J. Cohen, Arnold P. Gold Foundation 120

Advanced-Practice Clinicians Challenge
Traditional Model
Tracey O. Fremd, California Association for Nurse Practitioners 123

Chronic Care Models and Turf Battles
Gary Gitnick, University of California, Los Angeles 127

Free Medical Education—with Strings
Donald Goldmann, Institute for Healthcare Improvement 129

Understanding the Real Cost of Medical Education
Atul Grover, Association of American Medical Colleges 132

Primary Care: How Much Does Money Matter?
Kevin Grumbach, University of California, San Francisco 135

A Regional Approach to Health Disparities
Risa Lavizzo-Mourey, Robert Wood Johnson Foundation 137

A Short History of Medical Education and Diversity
Philip R. Lee, Stanford University 140

Too Many Doctors, Too Little Efficiency
Arnold Milstein, William M. Mercer 143
<table>
<thead>
<tr>
<th>Chapter Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking Responsibility for Generating America's Doctors</td>
<td>Fitzhugh Mullan, George Washington University</td>
<td>149</td>
</tr>
<tr>
<td>We Expect Too Much from Physicians</td>
<td>Edward O'Neil, University of California, San Francisco</td>
<td>154</td>
</tr>
<tr>
<td>The Integrated System: Paying for Primary Care</td>
<td>Robert Pearl, Kaiser Permanente</td>
<td>157</td>
</tr>
<tr>
<td>The Declining Role of Government: It's Time to Prepare</td>
<td>Philip A. Pizzo, Stanford University</td>
<td>161</td>
</tr>
<tr>
<td>Tomorrow's Doctors Want Something Different</td>
<td>Edward S. Salsberg, Association of American Medical Colleges</td>
<td>164</td>
</tr>
<tr>
<td>The Medical Home and Other Ways to Save Primary Care</td>
<td>Steven Schroeder, University of California, San Francisco</td>
<td>168</td>
</tr>
<tr>
<td>External Reporting and Other Keys to P4P</td>
<td>Stephen M. Shortell, University of California, Berkeley</td>
<td>172</td>
</tr>
<tr>
<td>What the Business Model and the Military Model Know</td>
<td>Mark D. Smith, California HealthCare Foundation</td>
<td>175</td>
</tr>
<tr>
<td>More Doctors Does Not Equal Better Outcomes</td>
<td>John E. Wennberg, Dartmouth Institute for Health Policy and Clinical Practice</td>
<td>180</td>
</tr>
<tr>
<td>Doctors as Team Players</td>
<td>William J. Barcellona, California Association of Physician Groups</td>
<td>184</td>
</tr>
<tr>
<td>Doctors: Stop Being Depressed and Redesign the System</td>
<td>Ian Morrison, Institute for the Future</td>
<td>186</td>
</tr>
<tr>
<td>A Final Word</td>
<td></td>
<td>191</td>
</tr>
</tbody>
</table>
Appendix A:  
The Cost of Training a Doctor and the Return on Investment  201

Appendix B:  
Methodology for Forecasting Doctor Shortages  213

Notes  217

Index  233