

# The Effects of Financial Incentives on Quality of Care: The Case of Diabetes\*

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## Abstract

Australia introduced an incentive payment scheme for general practitioners to ensure systematic and high quality care in chronic disease management. There is little empirical evidence and ambiguous theoretical guidance on which effects to expect on the quality of care. This paper evaluates the impact of the payment incentives on quality of care in diabetes, as measured by the probability of ordering an HbA1c test. The empirical analysis is conducted with a unique data set and a multivariate probit model to control for the simultaneous self-selection process of practices into the payment scheme and larger practices. The study finds that the incentive reform had a positive effect on quality of care in diabetes management and that participation in the scheme is facilitated by the support of Divisions of General Practice.

**Keywords:** Pay-for-performance, multivariate probit models, health care systems.

**JEL Classification:** I11, C21.

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# 1 INTRODUCTION

Pay-for-performance mechanisms for quality improvement are growing rapidly in the remuneration of health care providers and doctors in particular. Remuneration is usually conditional on achieving pre-specified levels of activity, standards of care, or behaviours in specific disease areas based on guidelines of best practice. These systems are often being superimposed on existing remuneration schemes, creating more complex blended payment systems that aim to re-orient the payment scheme away from structures and processes towards health outcomes. Most of the implemented programs, however, are in the early stages of trial, evaluation, and adjustment.

Australia introduced a pay-for-performance scheme for GP remuneration in chronic disease management in 1999. The Practice Incentive Program (PIP), superimposed on the existing fee-for-service payment system, includes capitation payments for practice infrastructure and pay-for-performance to encourage higher quality of care in diabetes, asthma, mental health and cervical screening. To date, there has been no systematic assessment of the effects of the PIP reform on quality of care, and this lack of empirical evidence is the point of departure for our paper.

We analyse the effects of the introduction of the Practice Incentive Program on the quality of care provided for managing diabetes, a major chronic disease with clear and evidence-based indicators of quality of care. In our study, quality of care is measured by whether an HbA1c test was ordered during a consultation. We then compare the average proportion of HbA1c tests ordered by GPs that have joined the incentive scheme (treatment group) with the average proportion of tests ordered by GPs that have not joined (control group), while controlling for key sources of unobserved heterogeneity.

Even though there is a growing literature on performance-based pay in health care (Gaynor *et al.*, 2001; Chalkley and Tilley, 2006; Lippi Bruni *et al.*, 2007; Simoens and Giuffrida, 2004; Shen *et al.*, 2004; Rosenthal *et al.*, 2005), it is difficult to predict the possible effects of these financial incentives on the actual behaviour of GPs. Some argue that in complex areas of service provision pay-for-performance should not be used, as the potential to distort behaviour away from an organisation's broader goals, which may lead to unintended consequences, is high (Prendergast, 1999; Mooney and Ryan, 1993). Payment incentives may crowd-out pre-existing intrinsic motivation and therefore lead to lower levels of performance (Frey and Jegen, 2001). Providers may have been performing well in absence of the reform or providers may manipulate data or even submit fraudulent claims to absorb rents from the incentive payments.

Empirical evidence on possibly the most elaborate pay-for-performance scheme, the Quality and Outcomes Framework (QoF) in the UK (Roland, 2004), suggested a high level of quality

of care during the first year (Doran *et al.*, 2006). However, Doran *et al.* (2006) and Gravelle *et al.* (2008) report evidence of gaming and concerns that many GPs were already meeting the standards of care in the QoF, implying the payment reform may not have changed quality of care.

Our paper adds to the literature in several ways. First, a unique data-set is used that includes detailed information on the content of GP consultations, and therefore, actual clinical behaviour is observed rather than fee claims. Data is available for several consultations conducted by one GP, and therefore theoretically, GP-specific heterogeneity can be controlled for. Second, the endogenous nature of general practices' participation in the PIP and the empirically observed simultaneous growth trend of larger general practices are handled by applying a trivariate probit model. We merge longitudinal data on the activities and characteristics of each GP's Regional Primary Organisation (Division of General Practice) with our data-set. These data are used as exclusion restrictions to identify the three simultaneous equations of HbA1c tests, PIP participation and practice size. Whether the use of instruments is necessary to identify the effects of interest is also examined. Wilde (2000) suggests that exclusion restrictions are not necessary under certain conditions and thus we add to the debate of the appropriate specification of multivariate probit models.

The main result of our paper is that the incentive reform had a positive effect on quality of care in diabetes management. Practices located in Divisions which provided support services were more likely to join the PIP scheme, and therefore, increase quality of care. This effect, however, is only made observable through the appropriate choice of exclusion restrictions and by controlling for the correlation of unobservable factors that positively influence the probability of increasing quality of care and negatively influence the probability of joining the incentive reform.

The remainder of the paper is structured as follows: Section 2 explains the institutional design of the incentive payments. Section 3 outlines the empirical framework and Section 4 describes the data used. In Section 5 we present a descriptive analysis of the data and estimation results from the pooled and multivariate probits. Section 6 discusses the results in light of the existing literature.

## 2 INSTITUTIONAL BACKGROUND

In Australia, the national universal insurance scheme, Medicare, is funded through general taxation. Medical services, including GP and specialist services, are directly funded by the federal government through uncapped fee-for-service.

GPs act as gatekeepers to specialist care. Medicare funding of GP services is based on the Medicare Fee Schedule. GPs can charge patients what the market will bear - there are no price controls. Patients can then claim a fixed rebate (the schedule fee) from Medicare, thus facing a co-payment equal to the difference between the rebate and the price charged by the GP. Alternatively, GPs can claim the schedule fee directly from Medicare and only charge patients the co-payment. GPs can also 'bulk-bill' and do not charge the patient a co-payment and receive 100% of the rebate directly from Medicare as full payment. The fee schedule for GPs is based on payment for each consultation provided, with the fee rising across four different levels of complexity and consultation length. Fees range between AUS \$ 15 and AUS \$ 91.70 in 2008. The fee structure provides incentives for a high throughput of patients and shorter consultations, which in turn leads to higher costs because of inappropriate prescribing and referral and a poor quality of care (Scott and Shiell, 1997; Beilby, 2003). There is no patient registration and there are no restrictions on where GPs may establish their practice, except for doctors emigrating to Australia.

In addition to the Medicare system of fee-for-service reimbursement, blended payments for GPs were introduced in 1999 through the Practice Incentive Program (PIP). In 2003 this program contributed to almost 10% of GPs' income (Harris *et al.*, 2004). The aim was to move away from the fee-for-service model towards a system of remuneration linked to the provision of quality of care rather than volume. Practices joining the PIP scheme were required to be accredited from 1 January 2001. Practices that participated in the PIP scheme before that date were required to be fully accredited by 1 January 2002. Practices that participated in the PIP scheme for the first time from 1 January 2001 onwards, must have been registered for accreditation by the date of joining and needed to be accredited within 12 months of joining. The accreditation process involves both administrative and financial burden. GP practices have to pay a fixed fee to accreditation agencies and comply with a range of organisational restructuring requirements. Accreditation takes place on the basis of the standards of the Royal Australian College of General Practitioners and is conducted by two independent not-for-profit organisations which were established in 1997 and 1999. Once accredited, the status is valid for three years.

PIP practices can receive capitation payments for achieving a minimum level of practice infrastructure including payments for having IT infrastructure, being a teaching practice, and providing after hours care. They can also receive capitation sign-on payments for asthma, diabetes, mental health and cervical screening in exchange for maintaining disease registers so practices can provide follow-up care. General practices in remote areas receive an additional loading of 15% to 50% of the total PIP remuneration depending on the geographical size of the

region of the practice location and the remoteness of the practice.

From November 2001, PIP practices who were signed on for the chronic disease payments were also eligible to claim Service Incentive Payments (SIPs) in the areas of asthma, diabetes, mental health and cervical screening. This is an additional fee for the completion of a defined annual cycle of care (a sequence of visits) based on evidence-based clinical guidelines. The first pay-out of SIPs for eligible practitioners were made in February 2002 for the completion of a cycle of care that was recorded from 1 November 2001 onwards.

In May 2003, Outcome Payments (OPs) were also introduced that provided additional remuneration for completing a cycle of care for a certain percentage of the population in each disease area.

The incentives in the PIP made it financially worthwhile for some practices to become accredited, and it is worth noting that at the time the PIP and accreditation were introduced, the proportion of solo general practices in Australia began to fall markedly. The fixed set up and administrative costs of accreditation, joining the PIP scheme, and claiming SIP and OP could more easily be borne by larger general practices, and this may have encouraged practices to become larger in order to benefit from economies of scale and scope. The decision to become accredited, join the PIP, and increase practice size were likely to have been made simultaneously for many general practices.

In addition, general practices were being encouraged and supported to join the PIP scheme and become accredited by their local Divisions of General Practice. Divisions provided information, resources and advice to local practices about accreditation, joining the PIP scheme and claiming SIPs. Divisions are geographically based primary care organisations, established in 1992. There are currently 115 across Australia with a membership of close to 98 % of all GPs (Hordacre *et al.*, 2006).

For diabetes, the sign-on capitation payment is paid to practices who have a register of diabetes patients and a recall system. In 2008, this is AUS \$ 1 per patient, about AUS \$ 1,000 for the average GP. These capitation payments were introduced in August 1999.

The SIP is paid on completion of an annual cycle of care and can be claimed only at the last encounter of the cycle. In 2008, this payment was AUS \$ 40 per completed cycle of care.

Claims for the OP can be made only by practices where 20 % of diabetes patients have completed an annual cycle of care and at least a minimum of 2 % of all their patients are patients with diabetes. For diabetes, this payment is AUS \$ 20 per patient in 2008.

To claim a cycle of care, a GP needs to perform the following services for a diabetes patient (Diabetes Australia, 2007, p. 28):

- 6 monthly: measurement of height, weight and BMI, blood pressure and foot examination.
- 12 monthly: order an HbA1c test (also called glyctest), a lipid profile test, and a urine microalbumin test.
- 24 monthly: ensure one eye-examination.
- All Diabetes 2 patients must initially see an ophthalmologist or optometrist (and then every two years).
- Educate patient on diet and diabetes.
- Offer assistance with smoking cessation.
- Review medication.
- Referral to a diabetes educator (initially).
- Referral to podiatrist's help if neuropathy, peripheral vascular disease, foot abnormality or calluses was diagnosed.

### 3 EMPIRICAL SPECIFICATION

We examine the effect of PIP on quality of care in diabetes. The incentives in the PIP for increasing quality of care include the combined effects of capitation payments, a Service Incentive Payment (SIP) and an Outcomes Payment (OP). The evaluation problem we face is due to the voluntary nature of participating in the PIP scheme and the possibility that, even if a practice joined the scheme, a GP within that practice may not increase quality of care. In this respect, two decisions have to be modelled: (i) the decision of the practice to join the PIP scheme; and (ii) the decision of an individual GP to provide and finish a cycle of care and, therefore, to increase quality of care.

In a first step, let's assume the general practitioner  $i$  derives utility from increasing the quality of care in consultation  $j$ , but this latent utility  $Y_{ij}^*$  is unobserved:

$$Y_{ij}^* = \alpha + \beta_1 PIP_i + \gamma' X_i + \gamma' X_j + \delta' T_t + u_{ij} \quad (1)$$

We observe, however, a discrete proxy with  $Y_{ij} = 1$  if the difference in utility from increasing quality of care, compared to not increasing quality of care, is positive ( $Y_{ij}^* > 0$ ), and  $Y_{ij} = 0$  otherwise. The discrete indicator used is whether the GP has ordered an HbA1c test for diabetes.

$PIP_i$  is a binary variable that takes the value 1 if the GP works in a practice which has joined the PIP, and 0 otherwise. The parameter  $\beta_1$  measures the direction and size of the effect of PIP on quality of care provided compared to GPs working in practices who are not in the PIP scheme. The row vector  $X_i$  contains a set of observed GP and practice characteristics that vary across GPs. The row vector  $X_j$  contains variables measuring the characteristics of the patient at the encounter.  $T_t$  is a vector of dummy variables for each year capturing the time trend in quality of care. All other unobservable factors are relegated to the error term  $u_{ij}$ . Assuming the error term to be normally distributed  $u_{ij} \sim N(0, 1)$  yields the probability of ordering an HbA1c test:

$$\Pr(Y_{ij} = 1) = \Phi(\alpha + \beta_1 PIP_i + \gamma' X_i + \gamma' X_j + \delta' T_t), \quad (2)$$

where  $\Phi$  denotes the cumulative standard normal distribution function. Parameter estimates are obtained by Maximum Likelihood.

The treatment indicator  $PIP_i$  cannot be assumed to be exogenous, since joining the PIP scheme depends on the decision of the general practice in which the GP works, which may also be strongly correlated with the decision to provide quality of care by the individual GP.

Selection into treatment depends on the GP's preference for different practice styles, special interests in the specific disease or differences in the amount and quality of knowledge held by each GP. Some of these may be partly captured by the GP's experience, age and gender. There may also be unobserved differences in practice cost structures, e.g. practice size, that influence the decision to join the PIP, but that also influence the probability of treating diabetes patients. Estimates of  $\beta_1$  and other parameters are likely to be biased in Eq. (1).

We therefore address in a second step the identification problem by estimating a system of equations with a multivariate probit model<sup>1</sup>. The method accounts for correlations between unobservables. Instead of relying on mere functional form assumptions, exclusion restrictions should be used to improve the identification of each simultaneous equation (Maddala, 1983; Monfardini and Radice, 2008). There are three endogenous decisions that are relevant, all of which are likely to have a common set of unobserved factors leading to correlation amongst the error terms. These are the decisions to: provide quality of care in consultations (Eq. (3)), to

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<sup>1</sup>We could also exploit the panel structure of the data (multiple consultations per GP) to control for unobservable GP-invariant effects. Random effects models assuming a linear correlation between the unobserved and time-varying observed variables proposed by Mundlak (1978) cannot be used in this setting. The data we use for the empirical analysis provides time-varying data only for patient characteristics. We assume, however, that unobservable factors influencing both the decision to join the PIP scheme and to provide quality of care are related to practice characteristics. We have tested random effects models, but results do not differ substantially from a pooled version. Fixed effects models can also not be exploited, because we have no variation in the treatment effect within observations.

join the PIP (Eq. (4)), and to be in a larger practice (Eq. (5)).

$$Y_{ij}^* = \alpha_1 + \beta_1' X_{1ij} + \beta_{PIP} PIP_{ij} + \beta_S S_{ij} + u_{1ij}, \quad (3)$$

$$PIP_{ij}^* = \alpha_2 + \beta_2' X_{2ij} + \pi' I_{2ij} + u_{2ij}, \quad (4)$$

$$S_{ij}^* = \alpha_3 + \beta_3' X_{3ij} + \pi' I_{3ij} + u_{3ij}. \quad (5)$$

We allow  $X_{1ij} = X_{2ij} = X_{3ij}$ , so that each equation includes the same set of control variables.

The row vectors  $I_{2ij}$  and  $I_{3ij}$  capture the instruments used. The error terms  $u_{rij}$ , for  $r \in \{1, 2, 3\}$  are assumed to be distributed as multivariate normal.

According to Wilde (2000), exclusion restrictions for each equation are not needed if there is at least one exogenous regressor in each equation and if there is sufficient variation in the data. Similar to Balia and Jones (2008) and Schneider and Schneider (2006), we test this hypothesis by re-estimating the three equations without instruments.

Whether or not the instrumental variables are strong and valid are tested with the help of a Wald test suggested in Rashad and Kaestner (2004, p. 497). The validity of the instruments can only be tested in an over-identified system of equations. The idea is to test a just-identified trivariate model, by including one instrumental variable into the PIP status (GP size) equation and include all the remaining instrumental variables into the HbA1c test equation. Then we test the null hypothesis that all remaining instrumental variables in the HbA1c test equation are jointly statistically insignificant.

## 4 DATA

For the empirical analysis we use data from the *Bettering the Evaluation and Care of Health (BEACH)* study conducted by the Family Medicine Research Centre of the University of Sydney in collaboration with the Australian Institute of Health and Welfare (Britt *et al.*, 2005). Each year since 1998/99, data on 100 consecutive GP encounters from a random sample of 1,000 GPs has been collected. Each encounter contains data on up to four problems treated, and for each problem includes data on drugs prescribed, treatments conducted, referrals written, and pathology and imaging ordered. In addition, a variety of information is provided about the patient, and the GP's and practice's characteristics.

Since this paper is focussed on diabetes, we use a sub-set of data where at least one of the four problems managed is diabetes. The following variables available in the data-set are used to control for patient, practice, GP and encounter characteristics:



1. Patient characteristics: age, gender, non-English speaking background, Aboriginal or Torres Strait islander (ATSI), concession card status, and whether the patient has type I or type II diabetes;
2. Encounter characteristics: up to four problems managed at the encounter (proxy for comorbidities), whether the problem is new, and year of encounter;
3. GP characteristics: age (age group 45 years and younger, 46 to 59 years, 60 years and older), gender, number of sessions worked per week (proxy for full- and part-time employment), and country of graduation;
4. Practice characteristics: number of GPs in the practice (solo GP, 2 to 4 GPs, 5 and more GPs (the latter being used as indicator of a large practice)), computer use, whether accredited, practice postcode, practice SEIFA<sup>2</sup> (proxy for socio-economic disadvantage), the geographic remoteness (city, inner region, outer region)<sup>3</sup>, and the state in which the practice is located.

In addition, we linked the practice information with information on the Division of General Practice which the practice belongs to using the practice postcode. This enables us to obtain data on the activities and small area characteristics of each Division from the Annual Survey of Divisions of General Practice (Hordacre *et al.*, 2006). Variables include Division activities and characteristics.

The main indicator of quality used in the analysis is whether a glycated haemoglobin (HbA1c, HbA1, fructosamine) blood test, which is often abbreviated by glyctest, was conducted during the consultation. Guidelines state that it should be measured at least once every 12 months (Diabetes Australia, 2007). Blood glucose monitoring enables appropriate lifestyle and medication adjustment and monitors long term glycaemic control. The United Kingdom Prospective Diabetes Study (UKPDS) showed reduced incidence and progression of diabetes related complications in subjects with a low HbA1c (UKPDS 33, 1998).

Whether a GP works in a PIP practice is measured using data on accreditation status of the practice and the practice's use of information technology (IT). Such a definition is based on the assumption that all practices who are accredited join the PIP scheme, and furthermore that the use of IT is required to register and recall diabetic patients and claim the diabetes sign-on

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<sup>2</sup>SEIFA stands for Socio-Economic Index for Areas and is based on the postcode of the practice.

<sup>3</sup>Remoteness is a measure with discrete indicators, categorized on the basis of the index ARIA. ARIA is a continuous measure scaled between 0 and 12 that calculates remoteness as accessibility to service centres based on road distances. The location of the practice is available in five broad categories (1) Major cities; (2) Inner regional areas; (3) Outer regional areas ; (4) Remote areas; (5) Very remote areas. Since we have only a small number of practices located in the remote and very remote areas, we bundle them under outer regional areas.

payment. These practices are also therefore eligible to claim the SIP and OP. Although practices could become accredited from 1998, a question on accreditation was only included in the BEACH GP questionnaire from 2001 onwards, after the PIP scheme was introduced. Our data allow us to compare only the activities of the treatment group with the activities of a ‘contemporaneous’ control group (practices who were not accredited and didn’t use IT at the same point in time).

The activities and characteristics of the Division are used as instrumental variables for identifying the equations in the trivariate probit model. Previous evidence using Division-level panel data has shown that Divisions’ activities supported GPs in improving the quality of care in diabetes, through education and information, but they have not influenced SIP claims for diabetes. However, Divisions have had an impact on practice infrastructure and so may have influenced the decisions of practices to become accredited, join the PIP, and also increase the average size of practices (Scott and Coote, 2007). Thus, the activities and characteristics of Divisions are unlikely to be correlated with the error term in the HbA1c equation, but are likely to be partially correlated with PIP status and practice size.

The set of instrumental variables used for identifying the PIP status equation are the *number of staff employed by the Division per practice*, indicator variables that reflect *whether the Division is active in asthma programs*, *number of SIP services provided for cervical screening*, and the *number of practicing GPs*. All of these measures refer to data at the Division level.

The *number of staff employed by the Division per practice* reflects the potential administrative support which a Division can provide to practices to become accredited, to join the PIP scheme, and to claim SIP services. The number of staff will not have any independent influence on the clinical decision-making of a GP, as they are not involved in the actual encounter. *Whether the Division is active in Asthma programs*, where asthma is one of the four disease areas managed under the PIP scheme, reflects the fact that Divisions active in one area of disease management are likely to be active in another area of disease management (e.g diabetes). Although a Division, which is active in diabetes management, may influence indirectly the number of HbA1c tests undertaken by GPs (through a recall/reminder system based on the diabetes patient register system managed at the Division level), activity in asthma cannot have any effect on clinical decision making of the practice in diabetes. The *number of SIP services provided for cervical screening* indicates peer-effects within the Division. The number of SIP services provided in any other disease area should be highly correlated with the number of SIP services provided in diabetes. The more practices are active in the PIP scheme, the more likely it is that other practices get involved too, as word-to-mouth information about the benefits of the program may circulate. How many SIP services are being claimed, however, will have no influence on the

proportion of HbA1c tests, as the disease areas are independent of each other. Last, the *number of practicing GPs* within the Division’s catchment will have an influence on the number of medical services provided, which ultimately has an influence on the competition among practices within the Division. Competition among practices will have an influence on practice organisation and practice size, but is unlikely to influence independently the proportion of HbA1c tests conducted during the encounter.

The set of instrumental variables used for identifying the large practice size equation are the *proportion of female GPs*, the *proportion of solo practices*, and the *number of practicing GPs*, which are all measured at the Division level. Practice organisation and style manifest themselves in the number of female GPs employed by the practice. Whereas the gender of the GP may have an influence also on the probability of ordering an HbA1c test (gender-specific difference in treatment styles), the proportion of female GPs active in the Division should not influence the decision to order an HbA1c test, once the gender of the GP has been controlled for. A similar argument holds for the proportion of solo practices within the Division. Last, for reasons mentioned above, the *number of practicing GPs* within the Division should have an effect on the practice size, as the degree of competition within a Division should have an influence on practice organisation but not on clinical decision-making.

## 5 RESULTS

### Descriptive analysis

In total, we use a sample from 2000/2001 to 2006/2007 of around 13,000 GP-encounter observations, in which diabetes was one of the four problems managed during the encounter. In 21 % of consultations of our sample an HbA1c test has been ordered and 27 % of the sample belong to the treatment group, i.e. those practices identified to participate in the PIP scheme. Summary statistics of all control variables used is provided in Table II in the Appendix.

Trends in the proportion of encounters in which an HbA1c test was ordered are illustrated in Fig. 1. We compare the changes for practices that belong to the treatment group after the Service Incentive Payment (SIP) had been introduced (*PIP 2001-06*), those that did not join the PIP scheme after SIP had been introduced (*No PIP 2001-06*), and all practices before the SIP component was introduced (*All 1998-01*). Crucial reform dates are indicated by light gray, vertical solid lines in the year 1999 (August), when the PIP scheme and capitation payments were introduced, in the year 2001 (November), when the SIP was introduced, and in the year 2003 (May), when the Outcome Payment (OP) was introduced.

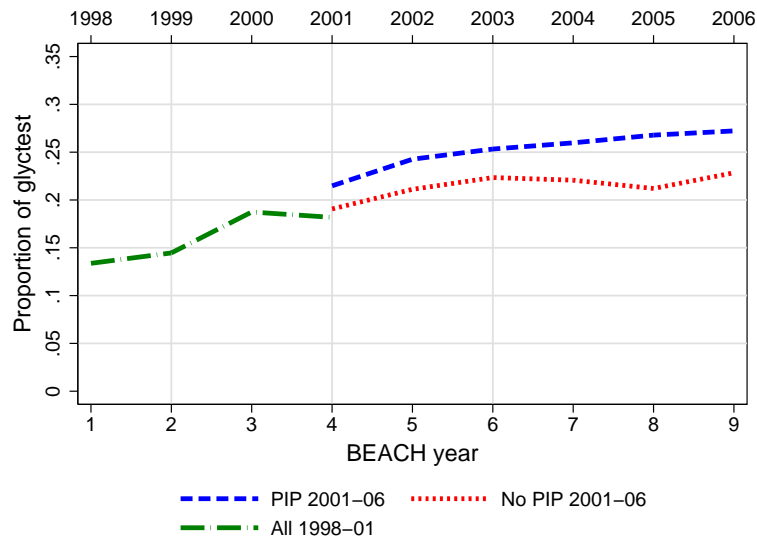


Figure 1. Proportion of consultations in which glyctest was conducted

There is an increasing trend in the proportion of HbA1c tests ordered since 1998, both before the PIP scheme was introduced in 1999 and afterwards. For both control and treatment group, this trend is continued after 2001, but it is slightly stronger for the treatment group (thick, dashed line) after 2003 than for the control group (thin, dotted line)<sup>4</sup>.

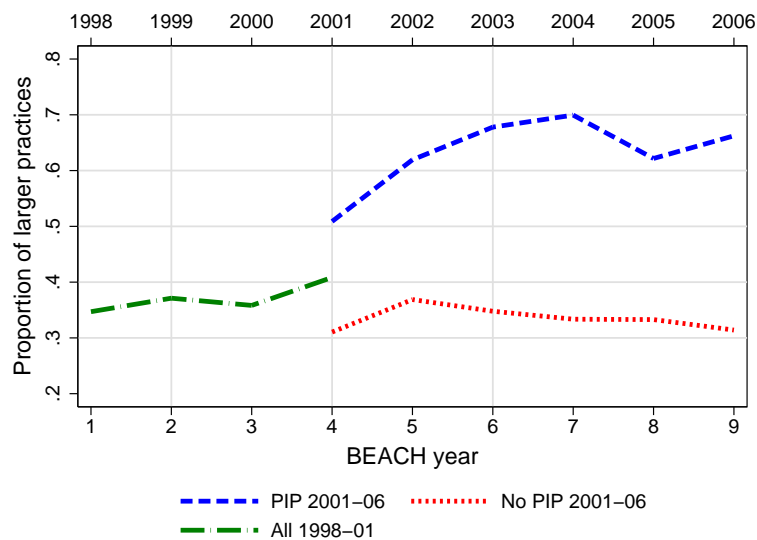


Figure 2. Proportion of large practices ( $\geq 5$  GPs)

A similar growth trend can be observed for the proportion of large practices in the sample since 2000. A practice is considered large if it employs five or more GPs. The average growth

<sup>4</sup>The jump in average values in 2001 is due to the fact that in this year we have observations for the group *All 1998-2001* (until 31 October) and for both the treatment and control group (from 1 November onwards).

trend is mainly driven by practices that have joined the PIP program. In fact, the proportion of large practices among the control group has declined steadily since 2002. Fig. 2 illustrates these trends.

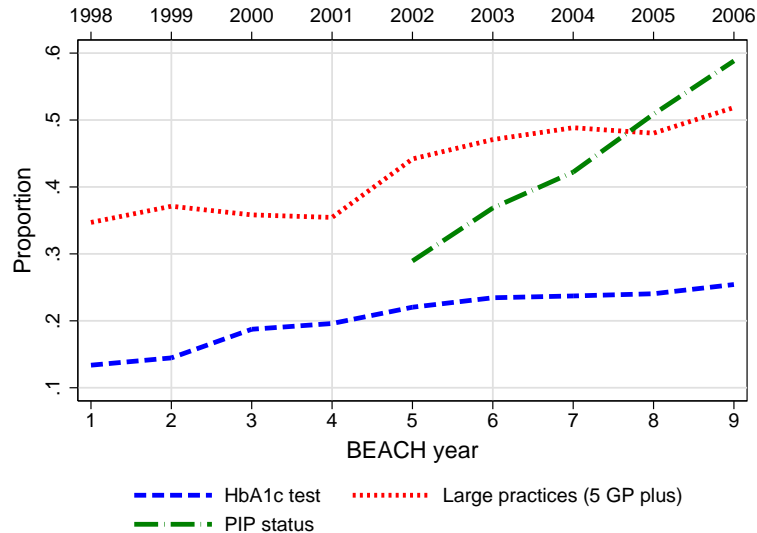


Figure 3. Growth trends between 1998 to 2006

Fig. 3 compares the growth trends of the proportion of large practices, HbA1c tests, and practices that have joined the PIP scheme. It is evident that all three variables show a significant increase over the years. The increase in the uptake of the PIP scheme is steepest: almost 60 % of general practitioners belong to the treatment group in the final year of our sample. This graph illustrates well the possibility that growth trends of the three factors may be determined jointly.

## Estimation results

Table I reports the coefficients and marginal effects of joining the PIP scheme on the probability of ordering an HbA1c test. All models control for the same set of independent variables. Model (1) assumes no self-selection into treatment. The effect is not significant, both economically and statistically<sup>5</sup>. Full results are reported in Table III in the Appendix.

In contrast, the trivariate probit model yields a statistically significant treatment effect (*PIP 2001-2006*) at a 1 % level. In terms of magnitude, the marginal effect is 15 %, suggesting that a GP working in a practice that joined the PIP program is 15 % more likely to order a test than a comparable GP in a practice that has not joined.

<sup>5</sup>We have tested for the possibility that the treatment effect is conditional on the timing, the practice size or the remoteness of the practice. None of the three hypotheses, however, can be confirmed. The treatment effect is statistically insignificant for all outlined interaction effects.

Table I. Results Pooled and trivariate probit

	Pooled probit	PIP status	Trivariate probit	
			HbA1c test	GP size
<i>Treatment: coefficient</i>				
PIP 2001-2006	0.023 (0.033)		0.515 (0.166)***	
<i>Treatment: marginal effect</i>				
PIP 2001-2006	0.007 (0.010)		0.151 (0.049)***	
<i>Instruments used in PIP status eq.</i>				
Division active in asthma program		0.252 (0.155)		
Num of staff in Division per practice		0.572 (0.245)**		
Number of SIP services (cerv screen)		0.002 (0.001)***		
<i>Instruments used in GP size eq.</i>				
Proportion of solo GPs in Division				-0.852 (0.264)***
Proportion of female GPs in Division				0.713 (0.398)*
<i>Instrument used in PIP status &amp; GP size eq.</i>				
Number of GPs active in Division		-0.004 (0.001)***		-0.001 (0.001)***
<i>Correlation of unobservables between equation</i>				
$\rho_{21}$			-0.258 (0.109)**	
$\rho_{31}$			-0.550 (0.170)***	
$\rho_{32}$			-0.032 (0.135)	

The marginal effect for the treatment effect is computed with the *mvpred* command and the delta method. All equations include the same set of control variables as used in the full pooled probit specification. \* 10 %, \*\* 5 %, \*\*\* 1 % significance level.

Estimation results are obtained using 200 draws to simulate the log-likelihood function. Theoretical results suggest to use at least the square root of the number of observations as the number of draws, which would be in our case at least 110 draws. Cappellari and Jenkins (2006) mention that the coefficients and/or their standard errors will ultimately change with the number of draws (and therefore, as we believe, the marginal effects).

Self-selection occurs in the sense that practices which are located in a Division that delivers an asthma program and whose number of staff per practice is large are more likely to join the PIP scheme. This latter observation suggests that it is the work and effort of the Division staff in supporting practices to SIP claim that influences the practice decision to join the PIP scheme, rather than pure capacity constraint arguments.

In addition, practices are also more likely to join the PIP scheme in a Division in which the number of SIP services provided in cervical screening are high. This suggests that practices are more likely to join the scheme if its application is more prevalent and perceived as effective, as positive information about the nature of the scheme influences expected costs and benefits. Practices are also less likely to join the PIP if the number of practitioners active in the Division

is large.

The instruments used in the PIP status equation are tested to be both valid and strong. All possible permutations of testing for the validity of the instruments with the help of a Wald test indicate that we fail to reject the null hypothesis that three of the four instruments are jointly insignificant in the HbA1c test equation, while leaving the remaining instrument in the PIP status equation<sup>6</sup>.

Larger practices (5 and more GPs employed) are more likely to be located in Divisions in which the total number of active GPs and the proportion of solo GPs are low. They are more likely to be located in Divisions in which the proportion of female GPs is high. All instruments have no independent statistically significant influence on the probability to order an HbA1c test<sup>7</sup>. These results are provided upon request from the authors.

The error terms are negatively correlated between the PIP status and the HbA1c equation and between the PIP status and the GP size equation. Both correlation coefficients are statistically significant at the 5 % and 1 % level, rejecting the hypothesis of exogeneity of the two variables PIP status and GP size in the HbA1c test equation<sup>8</sup>. The negative correlation suggests that unobservables which are negatively influencing the probability of joining the PIP scheme are positively influencing the probability of conducting the HbA1c test, and thus, increasing quality of care.

The unobservables influencing the probability of a large practice size and the probability to order an HbA1c test are not correlated. The treatment effect, resulting from a bivariate probit specification that accounts only for the correlation of unobservables between the PIP status and the HbA1c test equation and which uses the exact log-likelihood, is 20 % and statistically significant at the 1 % level (results omitted).

Another intriguing result from our analysis is that once we drop the instruments from the trivariate (bivariate) probit, an approach suggested by Wilde (2000), we find no statistically significant effect of the PIP reform on quality of care. The magnitude of the marginal effect (standard error) is .098 (.069) and the p-value = 0.156. In addition, the correlation between the error-term of all three (two) equations is small and statistically insignificant (all p-values are greater than 0.200). One explanation could be that our data does not provide enough variation to identify the equations exclusively on the basis of functional form assumptions.

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<sup>6</sup>For all possible permutations the p-value lies between 0.330 or 0.808.

<sup>7</sup>For all possible permutations the p-value lies between 0.542 and 0.642.

<sup>8</sup>Statistical significance of the correlation in the trivariate probit model depends on the choice of the instruments chosen. In a bivariate probit model however the correlation of unobserved factors of the PIP status and the HbA1c equation is highly statistically significant and independent of the choice of the instruments.

## 6 DISCUSSION

Pay-for-performance is being increasingly used to change clinical behaviour. The study finds that the incentive reform had a positive effect on quality of care in diabetes management. The magnitude of the effect lies between a 15 % and 20 % difference in the probability of ordering an HbA1c test since the reform was introduced.

Practices self-selected into the treatment due to the fact that not all practices faced the same conditions of joining in and claiming. The activities of the Divisions of General Practice played a major role in the uptake and therefore on the effects of the reform on quality of care.

The strong influence of Divisions' activities highlights the importance of a supporting regional infrastructure when a complex payment system is introduced to remunerate GPs. This confirms other evidence of the effect of Divisions on diabetes care provided by GPs. For example, before the introduction of the new incentive payment, some Divisions of General Practice had already established programs with some elements of systematic care, including Division-based registers, recall systems and GP feedback (Harris *et al.*, 2002). Practices that were linked to these shared-care diabetes registers reviewed patients more often and were generally more likely to conduct tests recommended in the evidence-based guidelines than GPs not using registers (DeDomenico *et al.*, 2005).

Difficulties in uptake have been discussed in the general literature on the implementation of highly complex payment systems (Robinson *et al.*, 2004). For the PIP, apart from an initial enthusiastic uptake when the PIP scheme was introduced, the response has levelled off in later years (Harris *et al.*, 2004). Proudfoot *et al.* (2007) found that the implementation of the new payment systems for chronic disease management was perceived as the most difficult task out of all tasks faced by GPs. In the case of claiming services that completed a cycle of care, for instance, it was mainly the extent of administrative burden that posed problems. This included the lack of support staff that would be needed to make the claim which is more problematic for solo and/or rural practices that cannot hire extra staff (DeDomenico *et al.*, 2005). Furthermore, some GPs, even though they provided the service, did not claim it or they claimed it via another care plan. Many GPs seem to be not aware of which services they can claim. A government review of 'red tape' in 2004 led to a number of changes in PIP (and other schemes) from 2005/6 that made it less costly for GPs to claim a range of fees.

In addition to a lack of organisational capacity in some practices, the level of remuneration may not have been sufficient to encourage more practices to join the PIP and become accredited, and once in the PIP, the incentive payments may have been too low. At around 10% of total



GP income, this may have been insufficient for some practices, especially if they could increase earnings in other less costly ways.

There are a number of issues about the modelling that are important to emphasise. Since our data were not a panel nor was it possible to observe treatment status before the reform, this study could not directly examine changes in the behaviour of the same GPs over time in a difference-in-difference framework. Our implicit comparisons of different GPs in each year rely on the fact that each cross-section is a random sample of all GPs. More importantly, the trivariate probit model allowed us to control for the correlation of unobservable factors between the decision to join the PIP, the decision to undertake an HbA1c test, and the decision to be a large practice. One can speculate on what these unobserved factors might be, such as intrinsic motivation or unobserved marginal costs, but this can only be confirmed by more detailed data which does not yet exist. The model also allowed identification of the effect of PIP on the probability of ordering an HbA1c test through the use of strong and valid instrumental variables.

Due to sample size considerations, it was not possible to examine the effect of PIP over time. Usually one expects an initial strong effect and then a levelling off of the effect of the incentive. The marginal effect reported here is therefore an average between 2001/2 and 2006.

The results imply that the PIP is having a moderate effect on quality of care in diabetes and should therefore be continued as long as policy makers believe that these additional benefits are worth the costs of the scheme. Further research is evaluating the effects of the PIP on other incentivised areas of care (asthma, mental health and cervical screening) which would give a more complete picture of the benefits of the scheme.

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Table II. Summary statistics

Variable	Mean	Std. Dev.	Min.	Max.	N
PIP 2001-06	0.271	0.445	0	1	24172
Practice accredited	0.676	0.468	0	1	21248
Full computer use at practice	0.319	0.466	0	1	24172
Percentage of HbA1c tests	0.208	0.406	0	1	24161
Age of GP in years	51.607	10.805	25	86	24066
GP age less than 46 years	0.307	0.461	0	1	24172
GP age 46 to 59 years	0.464	0.499	0	1	24172
GP age 60 years & more	0.229	0.42	0	1	24172
GP female	0.273	0.446	0	1	24172
Practice SEIFA	5.922	3.218	1	11	23950
Graduated in Australia	0.727	0.445	0	1	24172
Graduated in OECD country	0.115	0.319	0	1	24155
Graduated in non OECD country	0.157	0.364	0	1	24155
Fellow of RACGP	0.332	0.471	0	1	24054
Inner region	0.204	0.403	0	1	24155
Large cities	0.665	0.472	0	1	24155
Outer region	0.131	0.337	0	1	24155
GP: solo	0.173	0.378	0	1	23962
GP: 2 to 4	0.394	0.489	0	1	23962
GP: 5 and more	0.434	0.496	0	1	23962
NSW	0.371	0.483	0	1	24155
ACT	0.012	0.108	0	1	24155
NT	0.013	0.113	0	1	24155
QLD	0.167	0.373	0	1	24155
SA	0.086	0.281	0	1	24155
TAS	0.026	0.16	0	1	24155
VIC	0.241	0.428	0	1	24155
WA	0.083	0.276	0	1	24155
Year 2002/2003	0.112	0.315	0	1	24172
Year 2003/2004	0.12	0.325	0	1	24172
Year 2004/2005	0.111	0.314	0	1	24172
Year 2005/2006	0.129	0.335	0	1	24172
Year 2006/2007	0.12	0.325	0	1	24172
Age 1-14	0.004	0.065	0	1	24172
Age 15-24	0.01	0.099	0	1	24172
Age 25-44	0.081	0.274	0	1	24172
Age 45-64	0.384	0.486	0	1	24172
Age 65-74	0.28	0.449	0	1	24172
Age 75 plus	0.24	0.427	0	1	24172
Patient female	0.491	0.5	0	1	24172
ATSI	0.031	0.173	0	1	24172
Non-English speaking	0.151	0.358	0	1	23265
Diabetes type 1	0.088	0.283	0	1	24172
Diabetes type 2	0.913	0.282	0	1	24172
Health care card	0.73	0.444	0	1	21107
Number of other problems	1.307	0.961	0	3	24172
Division asthma program	0.884	0.175	0	1	24152
Number of SIP services provided	189.61	135.667	13	671.778	24099
Ratio Division staff per practice	0.181	0.148	0.036	1.162	24152
Number of GPs active in Division	98.722	67.091	6.571	293.2	24152
Percentage of female GPs within Division	0.314	0.099	0.031	0.651	24152
Percentage of solo practices within Division	0.398	0.135	0.05	0.733	24152

Table III. Full results: pooled and trivariate probit

	Pooled probit		Trivariate probit	
	HbA1c	PIP status	HbA1c	GP size
GP age less than 46 years	0.111 (0.035)***	0.061 (0.077)	0.071 (0.045)	0.342 (0.063)***
GP age 60 years & more	-0.194 (0.043)***	-0.280 (0.091)***	-0.122 (0.053)**	-0.312 (0.072)***
Sessions worked p week	0.030 (0.038)	-0.119 (0.062)*	0.047 (0.040)	0.001 (0.065)
GP female	0.009 (0.008)	0.037 (0.014)**	0.008 (0.011)	-0.081 (0.014)***
PRSEIFA	0.152 (0.039)***	0.022 (0.010)**	0.000 (0.006)	0.014 (0.010)
Inner region	0.194 (0.050)***	0.419 (0.088)***	0.042 (0.054)	-0.006 (0.080)
Outer region	0.004 (0.005)	0.456 (0.118)***	0.100 (0.074)	-0.447 (0.107)***
Graduated in OECD country	-0.053 (0.045)	0.027 (0.084)	-0.048 (0.045)	-0.068 (0.085)
Graduated in NON OECD country	-0.185 (0.050)***	0.033 (0.085)	-0.165 (0.056)***	-0.293 (0.080)***
Large practice	0.017 (0.032)	1.550 (0.234)***	-0.052 (0.240)	
ACT	0.129 (0.124)	-0.363 (0.206)*	0.155 (0.137)	0.114 (0.207)
NT	0.171 (0.172)	-0.332 (0.328)	0.221 (0.177)	0.036 (0.271)
QLD	0.035 (0.042)	0.304 (0.082)***	-0.031 (0.048)	0.005 (0.087)
SA	-0.042 (0.056)	0.280 (0.121)**	-0.117 (0.068)*	0.348 (0.111)***
TAS	-0.266 (0.136)*	0.213 (0.162)	-0.301 (0.137)**	0.134 (0.158)
VIC	-0.034 (0.043)	0.074 (0.085)	-0.089 (0.051)*	0.160 (0.085)*
WA	-0.007 (0.057)	-0.085 (0.100)	-0.038 (0.061)	0.112 (0.111)
Year 2003/2004	0.059 (0.050)	0.153 (0.088)*	0.026 (0.053)	0.123 (0.086)
Year 2004/2005	0.059 (0.048)	0.283 (0.094)***	0.000 (0.053)	0.176 (0.087)**
Year 2005/2006	0.090 (0.048)*	0.550 (0.099)***	-0.012 (0.060)	0.145 (0.087)*
Year 2006	0.113 (0.049)**	0.685 (0.106)***	-0.022 (0.067)	0.197 (0.085)**
Age-group 1 to 14	-0.288 (0.261)	0.064 (0.239)	-0.291 (0.260)	0.130 (0.205)
Age-group 15 to 24	0.147 (0.125)	-0.221 (0.140)	0.168 (0.125)	-0.051 (0.128)
Age-group 25 to 44	0.094 (0.051)*	-0.199 (0.054)***	0.118 (0.052)**	0.043 (0.054)
Age-group 45 to 64	0.043 (0.031)	-0.082 (0.033)**	0.054 (0.031)*	0.001 (0.033)
Age-group 75 plus	-0.084 (0.034)**	-0.051 (0.036)	-0.075 (0.034)**	0.001 (0.034)
Patient female	-0.016 (0.025)	-0.009 (0.026)	-0.016 (0.025)	0.009 (0.025)
ATSI	-0.166 (0.073)**	-0.382 (0.156)**	-0.089 (0.077)	-0.079 (0.162)
Non-English background	-0.065 (0.043)	-0.117 (0.068)*	-0.021 (0.046)	-0.227 (0.062)***
Type 1 Diabetes	-0.343 (0.050)***	-0.032 (0.049)	-0.337 (0.051)***	0.059 (0.050)
Health care c	-0.127 (0.029)***	-0.065 (0.034)*	-0.113 (0.029)***	-0.012 (0.034)
Other problems	0.046 (0.014)***	0.033 (0.017)*	0.040 (0.014)***	-0.004 (0.017)
Constant	-0.841 (0.102)***	-2.031 (0.244)***	-0.872 (0.171)***	0.685 (0.261)***

Table III reports the coefficients of all control variables used in each equation of the trivariate probit model. \* 10 %, \*\* 5 % , \*\*\* 1 % significance level.