The Role of Measures in Quality Improvement: A Work in Progress

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President and CEO
Not everything that counts can be counted, and not everything that can be counted counts.

~Albert Einstein

BUT...

You cannot improve what you do not measure.
Health Care in Evolution

- **Value-Based Payment**: rewarding achievement
- **Public Reporting**: driving benchmark based improvement and engaging purchasers and consumers
- **Health Information Technology**: enabling improvement
- **Clinically-Integrated Delivery Systems**: achieving patient-centered, coordinated care
Quality Enterprise and NQF’s Contribution

Priorities and Goals
- National Quality Strategy
- National Priorities Partnership
- High-Impact Conditions

Standardized Measures
- Measure Developers and Stewards
- NQF Endorsement and Maintenance Process

Electronic Data Infrastructure
- Quality Data Model
- eMeasure Format
- Measure Authoring Tool

Measure Use in Implementation
- Measure Applications Partnership
- Quality Positioning System Measure Database
- Measure Alignment Tool

Evaluation and Feedback
- Measure Use Evaluation/Feedback Loops
- Identification and Prioritization of Measure/Measurement System Gaps
NQF’s Primary Roles

- Standard setting organization
  - Performance measures, serious reportable events, and preferred practices
- Neutral convener
  - National Priorities Partnership
  - Measure Applications Partnership
  - eMeasure Collaboratory
National Priorities Partnership’s Dual Role

Consultative Role on National Priorities and Goals
- Ongoing role in providing input to HHS on the National Quality Strategy

Action Catalyst Role
- Catalyzing and supporting action on national priorities and goals
- Support for the HHS Partnership for Patients Initiative
- Support for the HHS Million Hearts Initiative
National Quality Strategy Aims and Priorities

Better Care

PRIORITIES
- Health and Well-Being
- Prevention and Treatment of Leading Causes of Mortality
- Person- and Family-Centered Care
- Patient Safety
- Effective Communication and Care Coordination
- Affordable Care

Healthy People/Healthy Communities

Affordable Care
Quality Measurement in Evolution

- Health outcomes (better health)
  - Morbidity and mortality
  - Functional status
  - Health-related quality of life
  - Patient experience of care

- Processes of care (better care)
  - Clinical processes tightly linked to outcomes
  - Multiple chronic conditions
  - Care coordination and transitions
  - Patient engagement and alignment with patient preferences

- Cost/resource use (affordability)
  - Per capita cost
  - Total cost of care
  - Patient out-of-pocket cost
Quality Measurement in Evolution

- Drive toward higher performance
- Align measures across settings and providers
- Measure across longitudinal patient-focused episodes
- eMeasure specifications
- Composite measures (all/none and weighted composite)
- Measure disparities in all we do
Patient Reported Measures

- Health-Related Quality of Life
- Functional Status
- Symptoms and Symptom Burden
- Health Behaviors
- Patient Experience
NQF Endorsement Evaluation Criteria

- **Importance to measure and report**
  - What is the level of evidence for the measure?
  - Is there an opportunity for improvement?
  - Relation to a priority area or high impact area of care?

- **Scientific acceptability of the measurement properties**
  - What is the reliability and validity of the measure?

- **Usability**
  - What is the extent to which potential audiences (e.g., consumers, purchasers, payers, providers, policymakers) are using or could use performance results for both accountability and performance improvement?

- **Feasibility**
  - Can the measure be implemented without undue burden, captured with electronic data/EHRs?

- **Assess competing and related measures**
Measures work on multiple data platforms:

- Single source of claims
- Aggregation of multiple sources of claims (e.g., diagnosis plus pharmacy claims)
- Clinically enriched sources (e.g., claims plus clinical laboratory results)
- Electronic health record data
Payment Reform Models

- Payment for service
  - Fee-for-service
  - Augmented fee-for-service (e.g., P4P)

- Payment for episode or procedure
  - Bundled payment (single provider)
  - Bundled payment (multiple providers)

- Payment for care of a population
  - Partial capitation
  - Full capitation

*Increasing aggregation of services into a unit of payment*
Organization of Delivery and Payment: Selection of Performance Measures

Continuum of Organization

Source: Reprinted with permission from the Commonwealth Fund, 2009
Measurement Implications

• Measurement role
  • Pay differentially based on performance to provide incentives
    ▪ Promote evidence-based care
    ▪ Avoid inappropriate care
    ▪ Better coordinate care
    ▪ Focus on the patient
  • Protect against unintended consequences of payment incentives
  • Support performance improvement
Purpose of Measurement Applications Partnership

- Provide input to HHS on the selection of performance measures for use in public reporting, performance-based payment, and other programs
- Identify gaps for measure development, testing, and endorsement
- Encourage alignment of public and private sector programs
- Align measurement across programs, settings, levels of analysis, and populations:
  - Promote coordination of care delivery
  - Reduce data collection burden
MAP Structure

MAP Coordinating Committee

Strategy Task Force

Hospital Workgroup

Clinician Workgroup

PAC/LTC Workgroup

Dual Eligible Beneficiaries Workgroup

Cardiovascular and Diabetes Task Force
Safety and Care Coordination Task Force

Future Task Forces
Many high priority measurement gaps were identified, including measures of patient experience, functional status, shared decision making, care coordination, cost, appropriateness of care, and mental health.

- Gaps can be “implementation” gaps where appropriate measures exist but are not included in a given program, or “development” gaps where the desired measures are extremely limited or do not currently exist.

- Focus funding for measure development on prioritized gap areas identified by MAP.
Our Challenge

How do we get here?
Ways to Participate in NQF Activities

- Visit the NQF website
- Receive weekly notices
- Participate in Council activities
- Vote on measures
- Attend meetings
- Comment on reports
- Serve on committees, panels, and partnerships