Aligning Clinical Quality Metrics: Building a Framework for the Future

Faith Green, MSN, RN, CPHQ
Office of the Chief Medical Officer (OCMO)
Objectives

Summarize the rationale and importance of aligning clinical quality measures

Analyze current list of clinical quality measures to facilitate prioritization of key measures within your own organizations
“Measures” Making Headlines

Value Based Care is the New Health Care

Healthcare delivery in the United States is the one of the costliest affairs for the residents of the nation. To put things in perspective, U.S. healthcare costs over $3 trillion every year.

The healthcare costs accounted for 20% of the United States GDP, which is significantly higher than other nations. It is not sustainable long-term.

Health Affairs Blog

Measures That Matter — But To Whom?

Bruce Siegel, Christine Cassel, and Robert Saunders

March 10, 2015

PSQH

Patient Safety & Quality Healthcare

GAO Requests HHS for Universally Aligned Quality Measures

The General Accounting Office (GAO) sent a report on October 13 to the Department of Health and Human Services (DHHS) regarding alignment of healthcare quality measures. The report suggested that the Department did not agree on what qualify measures should be used.

CMS and AHIP's Quest to Tame the Wilds of Healthcare Quality Measures

CMS and AHIP's quest to tame the wilds of healthcare quality measures.

NQF Coalition Calls for Removing Ineffective Quality Measures

The National Quality Forum (NQF) is an unusual step of removing one-fifth of the programs.

McKnight's

GAO: Lack of 'meaningful' quality measures hurting providers

A "misalignment" of healthcare quality measures may place a burden on providers and jeopardize the success of value-based payment methods, according to a new federal report.

This misalignment — found in quality measures used in...
Examining Our Current State
Gathering the Pieces

- Multiple departments and silos
- Minimal physician/clinician input
- Multiple data sources
- Inconsistencies
- CMO and sponsor buy-in
Measure sets must be aimed at achieving the three-part aim of the National Quality Strategy: better care, healthier people and communities, and more affordable care.

NQF-endorsed measures are preferred.* In the absence of NQF endorsement, measures must be tested for validity and reliability in a manner consistent with the NQF process where applicable.

Data collection and reporting burden must be minimal.

Overuse and underuse measures should both be included.

Measure sets for physicians and clinicians should be limited to a manageable number.

Measures that are currently in use by physicians, measure patient outcomes, and have the ability to drive improvement are preferred.

Measures that are cross-cutting across multiple conditions to reflect a domain of quality (e.g. patient experiences with care, patient safety, functional status, managing transitions of care, medication reconciliation) are preferred.

Measures should be meaningful to and usable by consumers, and also applicable to different patient populations.

Patient outcome measures should allow careful and prudent physicians to attain success.

As with all measures, those which reform payment or delivery systems should measure clinical quality, patient experience, and costs.
# Simplifying Metrics: Our Process

<table>
<thead>
<tr>
<th>ANALYSIS STATE</th>
<th>COUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Receive Data and Consolidate</td>
<td>1116</td>
</tr>
<tr>
<td>2. Pre-Analysis Work</td>
<td></td>
</tr>
<tr>
<td>3. Initial Review</td>
<td></td>
</tr>
<tr>
<td>4. Filtering and Initial Identification of Key Metrics</td>
<td></td>
</tr>
<tr>
<td>5. “Key Metrics” Analysis</td>
<td></td>
</tr>
<tr>
<td>6. External Research</td>
<td></td>
</tr>
<tr>
<td>7. Gap Analysis and Future State</td>
<td></td>
</tr>
<tr>
<td>8. Final Recommendations</td>
<td>208</td>
</tr>
</tbody>
</table>

- Reduce
- Refine/Relate
Summarizing Our Results

- Humana started with 1,116 metrics.
- 29 data sources.
- 46 groups submitted.
- Removed 699 duplicates and inconsistencies, resulting in...
- 208 meaningful measures.
- Reduced our metrics by 80%.
Building Our Future State

Sustainability Plan

Communication Plan and SharePoint Site

One-on-Ones

Clinical Quality Metrics Alignment (CQMA) Governance

Assign Business Owners

Monthly Stakeholder Meetings

Leadership and Stakeholder Buy-in

Determine Business Needs

Identify Measure Owners
Measures Alignment Framework

The CQMA Governance Committee will manage and maintain meaningful measures that matter to consumers while reducing variability in measure selection, collection burden and cost.

Review

• Regularly review the complete list of metrics to understand changes to Stars, HEDIS, URAC, etc.
• Engage in discussions around evidence based guidelines, metric stewards, metric efficacy, feasibility, reliability, ease of tracking and application

Approve

• Determine the inclusion or retirement of new metrics based on review discussions and enterprise/industry priorities
• Reach consensus on which metrics to maintain, remove, add or revise

Sustain

• Deliver continuity, awareness and collaboration across the enterprise
• Maintain standard review criteria and decision-making process based on governing principles and criteria
Developing a CQMA Central Repository
A dedicated SharePoint site to manage all clinical quality metrics

Front page links allow users to:

- View active and retired metrics
- Submit requests
- View specific business area metrics
- Gain awareness and transparency
- And much more!
The Value: Patient Health & Financial Strength

**Improve Health Outcomes**
- Use a narrow set of impactful measures
- Reduce hospitalizations, readmissions, and ER visits
- Identify high value metrics

**Improve Physician Satisfaction**
- Decrease complexity and confusion
- Decrease frustration
- Decrease collection and reporting burden

**Reduce Burden & Cost**
- Reduce internal inefficiencies and duplications
- Create a clear method for managing metrics
- Improve consistency
- Lower costs through efficiencies and value

**Align with and Influence External Organizations**
- Influence industry discussions around reducing measures
- Reflect industry best practices
- Collaborate with organizations (CMS, NCQA, AHIP, etc.)
Helpful Hints for the journey ahead

1. Establish buy-in and sponsorship from executive leadership
2. Obtain input and consensus from key stakeholders
3. Establish a framework to manage and maintain the measures
4. Create a centralized repository to house the measures
5. Create an effective communication plan
6. Document and track
Faith Green, MSN, RN, CPHQ

✉️ fgreen@humana.com
Thank you