

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



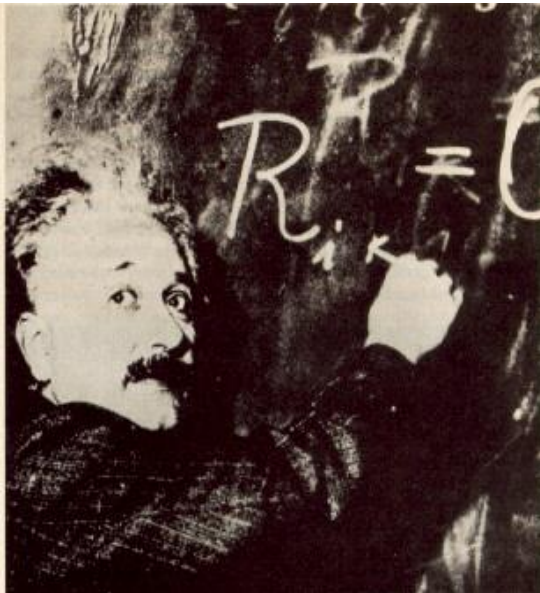
NATIONAL
QUALITY FORUM

*Christine K. Cassel, MD
President and CEO*

The Measurement Imperative

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

~Albert Einstein



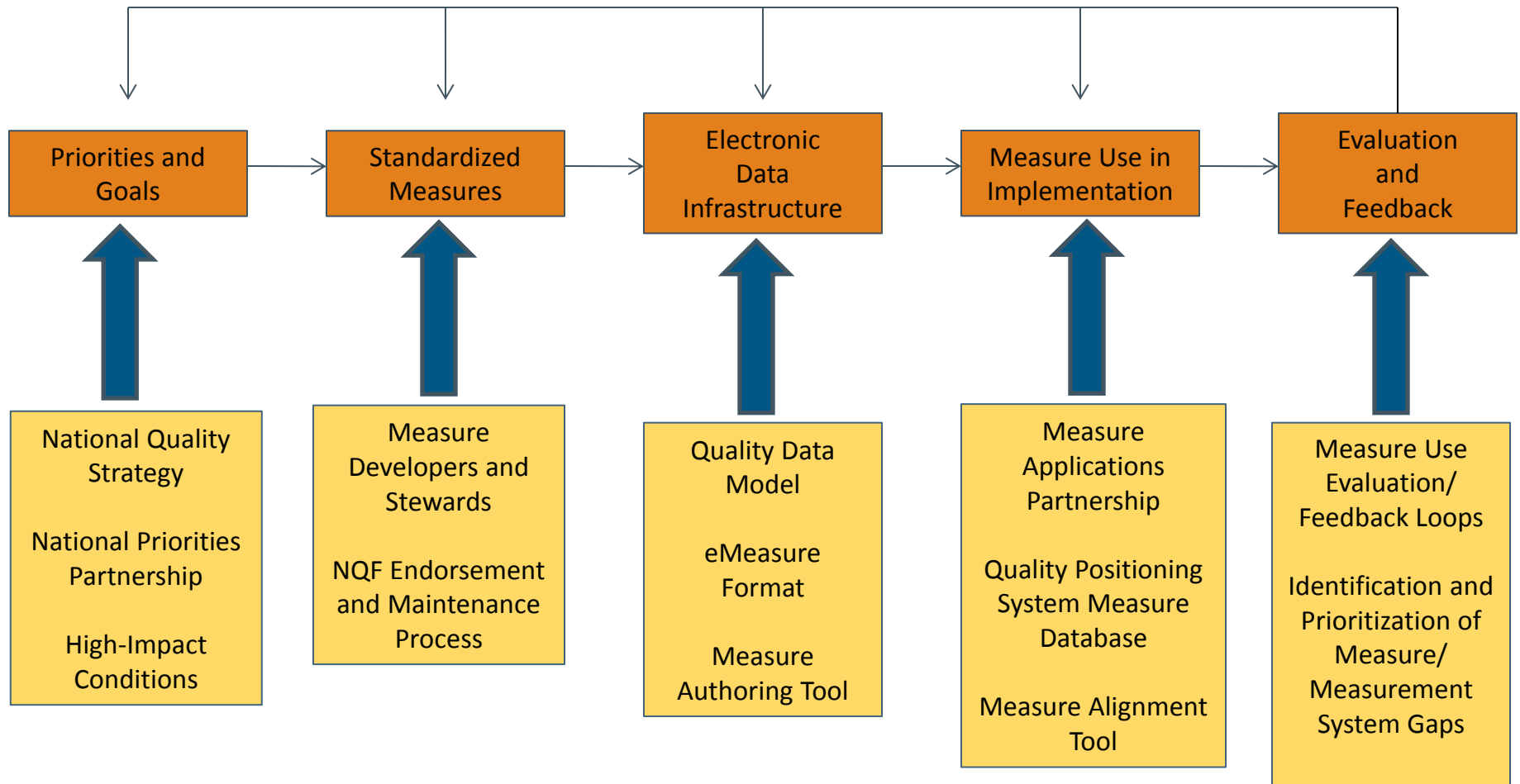
BUT...

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



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

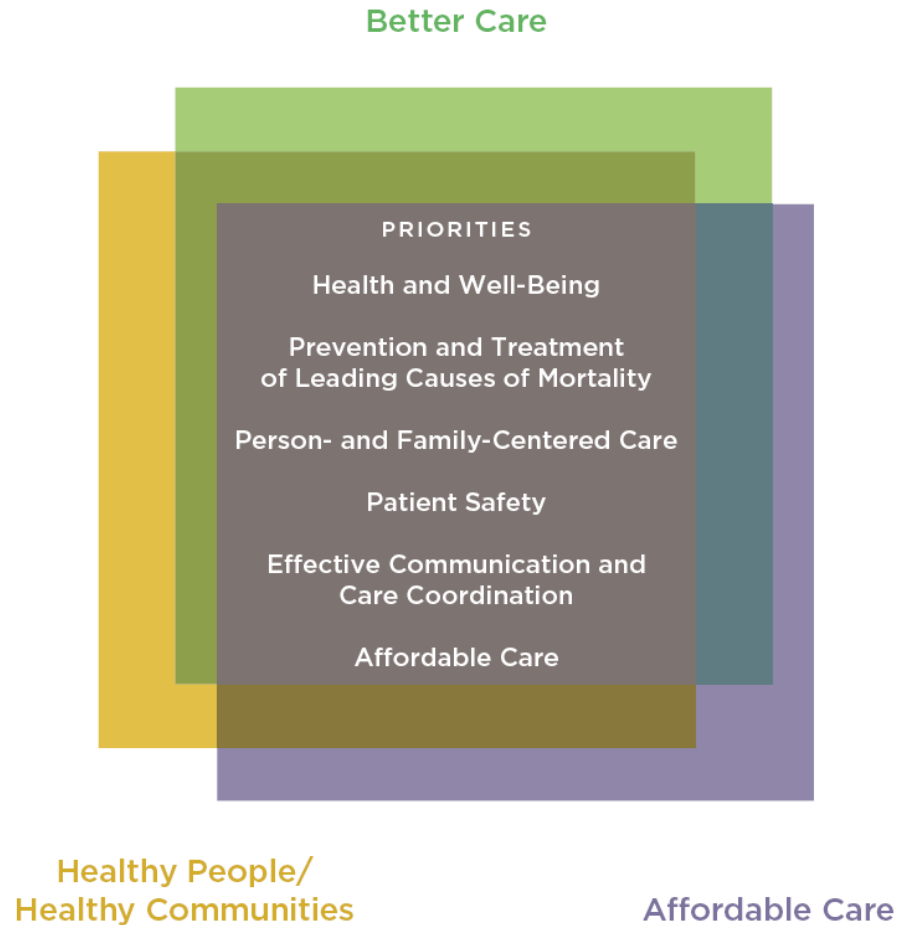
Consultative Role on National Priorities and Goals

- 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



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

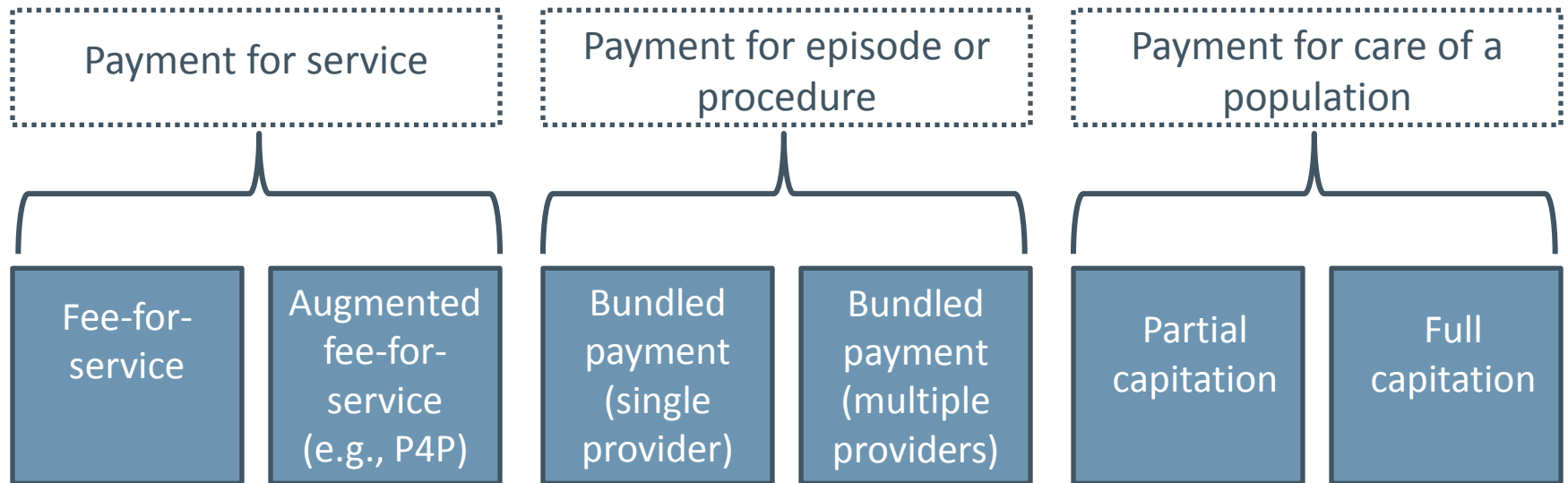
NQF Endorsement Evaluation Criteria

- **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**

Data Platforms for Measurement

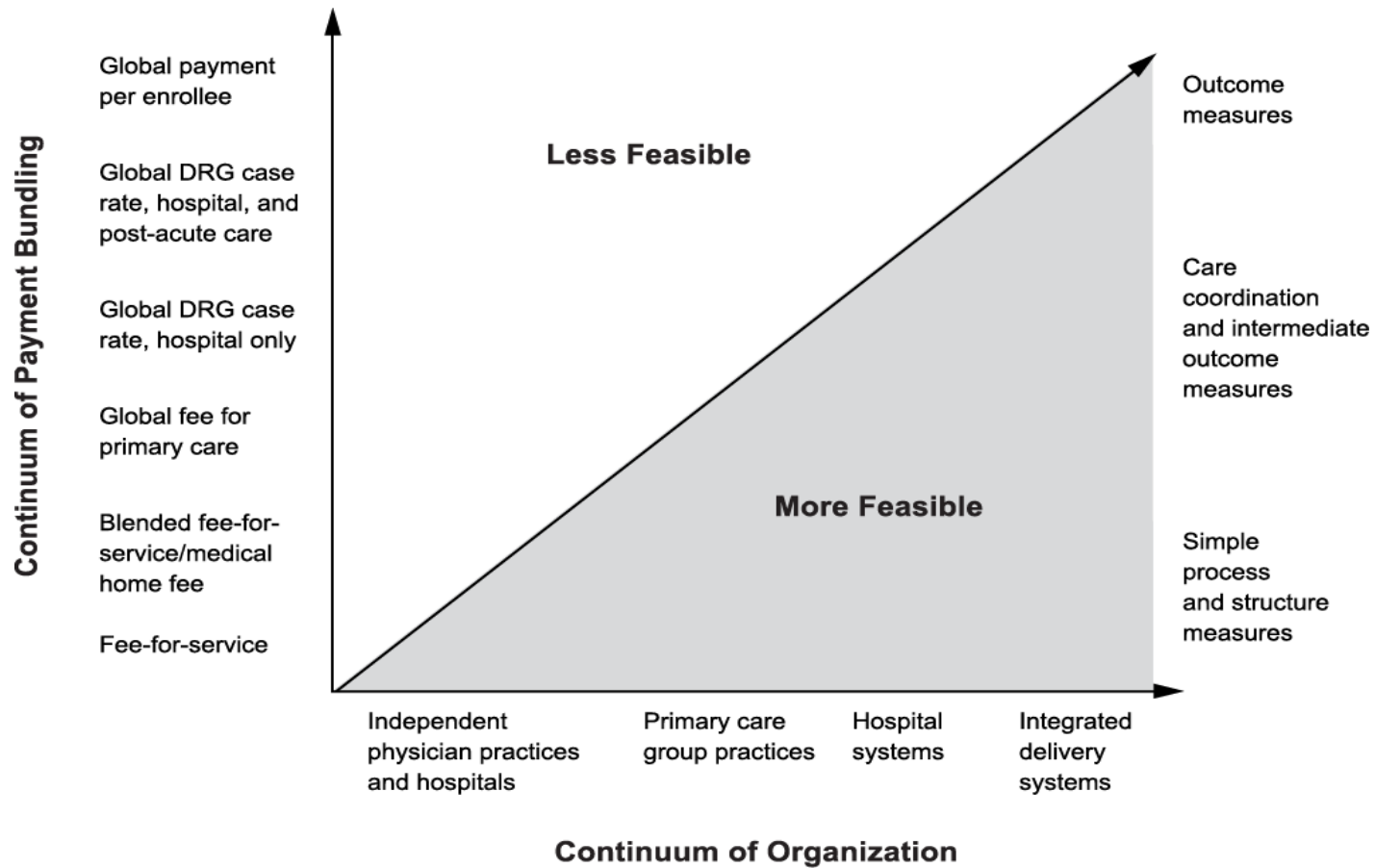
- Measures work on multiple data platforms:
 - Single source of claims
 - Aggregation of multiple sources of claims (e.g., diagnosis plus pharmacy claims)
 - Clinically enriched sources (e.g., claims plus clinical laboratory results)
 - Electronic health record data

Payment Reform Models



Increasing aggregation of services into a unit of payment

Organization of Delivery and Payment: Selection of Performance Measures



Source: Reprinted with permission from the Commonwealth Fund, 2009

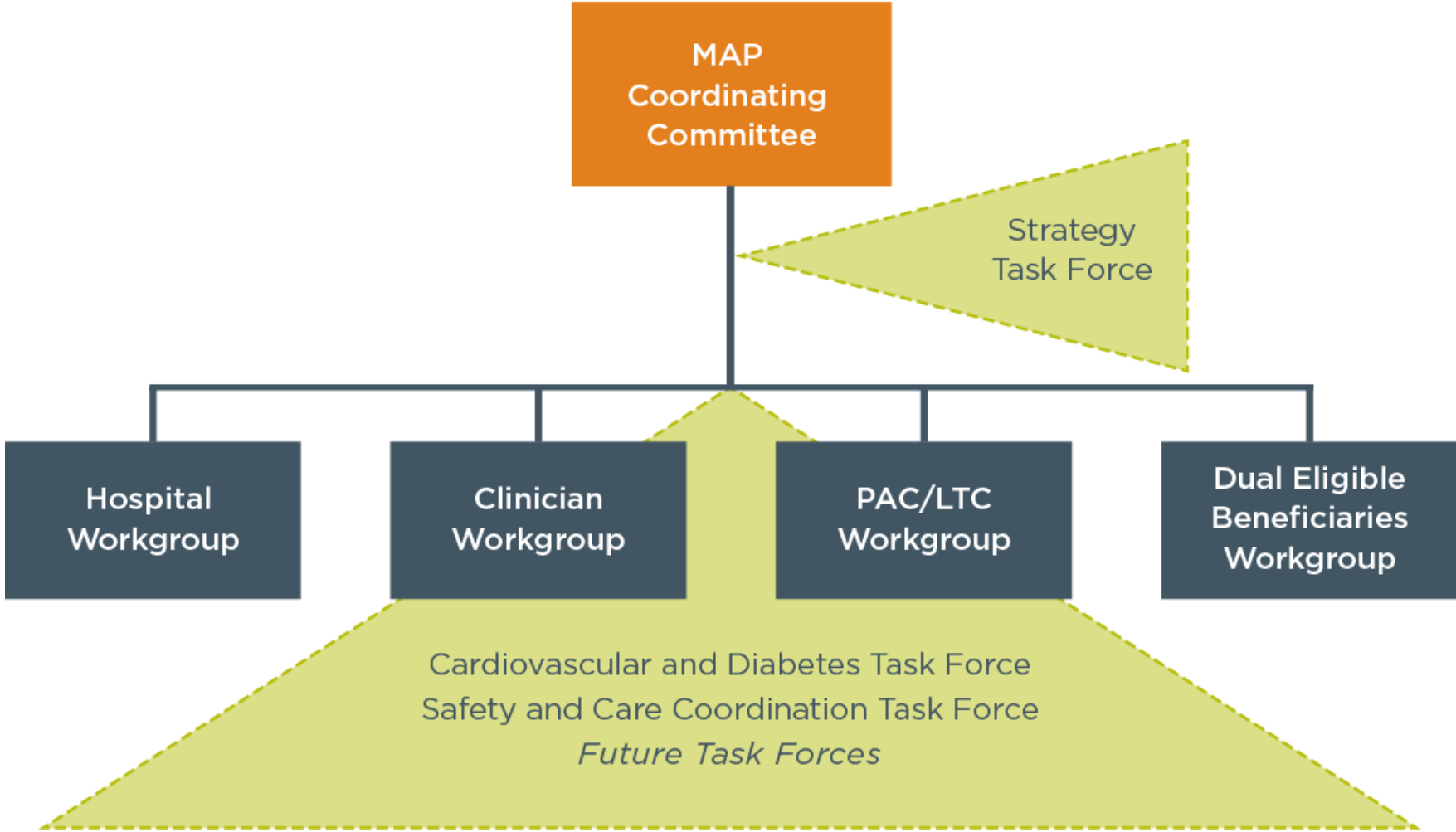
Measurement Implications

- 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

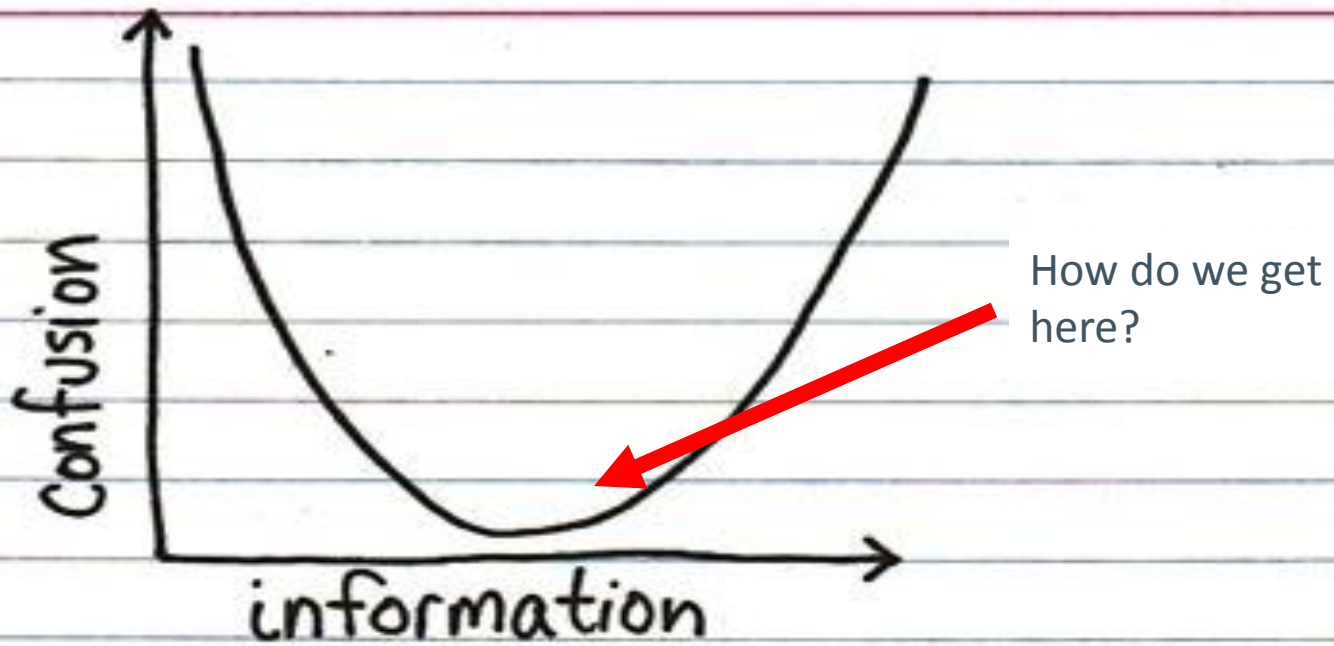
MAP Structure



Overall Prioritized Gaps

- 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



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