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

I have not accepted any honoraria, additional payments or reimbursements related to the material presented.
Objectives

Provide examples of healthcare quality measurement and how it is used
Review some key points in improvement science
Assess areas that cannot be measured, yet play a key role in patient care and need renewed focus in clinical care such as Professionalism and Accountability
You can't manage what you can't measure.

Peter Drucker

“Work implies not only that somebody is supposed to do the job, but also accountability, a deadline and, finally, the measurement of results—that is, feedback from results on the work and on the planning process itself.”

http://www.druckerinstitute.com/2013/07/measurement-myopia/
Management: Tasks, Responsibilities, Practices 1993
Constant measurement

GPA
Class Rank
MCATs
NBOME
Specialty board certification
Osteopathic Continuous Certification (OCC)
Geisinger
Consumer Assessment of Healthcare Providers and Systems (CAHPS)

Asks consumers and patients to report their experiences with health care.

Cover topics on aspects of quality, such as the communication skills of providers and ease of access to health care services.

Hospital CAHPS = HCAHPS
Clinic Group = CG-CAHPS
ACO = CG-CAHPS
Health Plan = CAHPS Health Plan

CAHPS was developed by a Federal organization, the Agency for Healthcare Research and Quality: https://cahps.ahrq.gov/
CMS Physician Quality Reporting System (PQRS)

Impacts outpatient billing of Medicare for eligible providers

Began as a “bonus” paid for reporting

Changed for FFY 2015 to a penalty for not reporting

Potential for increases in payment (2% for FFY 2016) for excellent quality and cost performance

22 measures for CY 2014 including Screening, Prevention, Diabetes, and Heart Disease

In 2014 also includes CG-CAHPS survey

www.cms.gov/PQRS
HEDIS is used by health plans to measure performance and is a partial basis for Medicare STAR ratings and other national rankings.

81 measures in 5 domains

- Effectiveness of Care
- Access/Availability of Care (Patient perceptions)
- Experience of Care (Health Plan CAHPS Survey)
- Utilization and Relative Resource Use
- Health Plan Descriptive Information

Be careful what you ask for…

Medicare Access & CHIP Reauthorization Act of 2015 (MACRA) replaces Sustainable Growth Rate (SGR)

Merit-Based Incentive Payment System (MIPS)
Physician Quality Reporting System (PQRS)
Value Modifier (VM)
Medicare Electronic Health Record Incentive (Meaningful Use)
### Federal Value-based Payment Programs
(Represents potential loss of IPPS (Hospital) revenue)

<table>
<thead>
<tr>
<th>Program/Federal Fiscal Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value-based Purchasing (VBP)</td>
<td>1%</td>
<td>1.25%</td>
<td>1.5%</td>
<td>1.75%</td>
<td>2%</td>
</tr>
<tr>
<td>Readmission Reduction Program (RRP)</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Hospital Acquired Conditions Reduction (HAC)</td>
<td></td>
<td></td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2%</strong></td>
<td><strong>3.25%</strong></td>
<td><strong>5.5%</strong></td>
<td><strong>5.75%</strong></td>
<td><strong>6%</strong></td>
</tr>
</tbody>
</table>

IPPS = Medicare Inpatient Prospective Payment System
Public Service/Advocacy

THE LEAPFROG GROUP

U.S. News & WORLD REPORT

Best Doctors
THE REINVENTION OF RIGHT™

ConsumerReports.org

healthgrades
How America finds a doctor.

Geisinger
Healthcare Association of New York State’s (HANYS) Report on Report Cards

One example:

http://www.hanys.org/quality/data/report_cards/2013/
More on Hospital Ratings

National Hospital Ratings Systems Share Few Common Scores And May Generate Confusion Instead Of Clarity

Only 10 percent of the 844 hospitals rated as a high performer by one rating system were rated as a high performer by any of the other rating systems.

The lack of agreement among the national hospital rating systems is likely explained by the fact that each system uses its own rating methods, has a different focus to its ratings, and stresses different measures of performance.

http://content.healthaffairs.org/content/34/3/423.abstract
Published in Health Affairs March 2015
WE DID NOT MERELY WANT TO BE THE BEST OF THE BEST, WE WANTED TO BE THE ONLY ONES WHO DO WHAT WE DO.
Social Norms

3.5%
• Obtain an oral commitment

18%
• Add a written commitment

31.7%
• Using social norms - “87% of Patients Arrived for Their Appointments Last Month.”

Steve Martin, 98% of HBR Readers Love This Article, Harvard Business Review, October 2012.
BUT...
One of the seven deadly diseases of management is running a company on visible figures alone.

Harness the “Why”
To find health should be the object of the doctor. Anyone can find disease.

Andrew Taylor Still, MD, DO, *The Philosophy of Osteopathy*, 1899
…as we embark on the 21st century we have found that the 20th century has given us a volume and knowledge and skill that is beyond what any individual can simply hold in their head, can know how to deliver on, and simply do it on their own. The volume of knowledge and skill has exceeded our individual capabilities.
Wikimedia Commons. This is a faithful photographic reproduction of an original two-dimensional work of art. The work of art itself is in the public domain for the following reason: According to Japanese Copyright Law the copyright on this work has expired and is as such public domain.
Team
You can observe a lot by watching.
This work is in the public domain in the United States because it was published (or registered with the U.S. Copyright Office) before January 1, 1923.
Table 1. Rank Order of Error Reduction Strategies. Source: ISMP. Reprinted with permission.
Standardization

Sugar

Splenda/Sucralose

Sweet ‘N Low/Saccharin

Equal/Aspartame
Standardization
“Your first role … is the personal one, … It is the relationship with people, the development of mutual confidence, the identification of people, the creation of a community. This is something only you can do. It cannot be measured or easily defined. But it is not only a key function. It is one only you can perform.”

http://www.druckerinstitute.com/2013/07/measurement-myopia/
Management: Tasks, Responsibilities, Practices 1993
…what we’ve found is the hardest part is to bring the culture that has the humility to recognise that even the most experienced people, even the most expert fail, and that we need the humility to be able to understand that.
Capturing Events

- Unreported Events
- Data Mining (Trigger Tools)
- Voluntary Employee Event Reporting
- Coding-based Reporting
- Serious Events (Pennsylvania Patient Safety Authority)
- Sentinel Events (Joint Commission)
- Asserted Claims

Patient Harm
Just Culture

Console the error
Coach the at-risk
Punish the reckless

www.justculture.org/just-culture-resources
Promoting Professionalism Pyramid

No Δ

Pattern persists

Level 1 "Awareness" Intervention

Apparent pattern

Level 2 "Guided" Intervention by Authority

Single "unprofessional" incidents (merit?)

Level 3 "Disciplinary" Intervention

Egregious

"Informal" Cup of Coffee Intervention

Mandated

Vast majority of professionals - no issues - provide feedback on progress

Mandated Reviews

... to whom a new patient is merely another “case” is in the wrong profession.

Harold L. Foss, MD, Presented before the Student Body, School of Nursing, April 7, 1936.
Hear ye, hear ye, all who enter these halls, if you do not have compassion ... turn back now...
Not everything that can be counted counts, and not everything that counts can be counted.
QUESTIONS?

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Geisinger Health System
Chief Medical Officer, Geisinger Health Plan

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