



CMS Quality Strategy...Where We Are Now

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Session Agenda

- Background, history, and importance of the CMS Quality Strategy
- 2015 strategy updates
- Quality in Action presentations from CMS partners
- Discussion



Why This Strategy Matters ... CMS's Reach

- CMS is the **largest purchaser of health care** in the world.
- Combined, Medicare and Medicaid pay approximately **one-third of national health expenditures**.
- 2015 Budget: **\$886.8 billion**
- 2016 Budget : **\$957.4 billion**
- 1 in every 3 Americans or **105 million** beneficiaries are covered by Medicare and Medicaid.
- CMS answers about **75 million** inquiries annually.



Importance of Quality Strategy

- Driving quality improvement is a core function of CMS.
- CMS Quality Strategy was developed through a participatory, transparent, and collaborative process that included the input of a wide array of stakeholders.
- Built on the foundation of the CMS Strategy and the HHS National Quality Strategy.
- Strategy designed to guide the activities of CMS components that are vital in completing this transformation.



CMS Quality Strategy Mission

Optimize health outcomes by
leading quality improvement and
health systems transformation



CMS Quality Strategy



Foundational Principles

1. Enable innovation
2. Foster learning organizations
3. Eliminate disparities
4. Strengthen infrastructure and data systems

Goals

1. Make care safer
2. Strengthen person and family centered care
3. Promote effective communications and care coordination
4. Promote effective prevention and treatment
5. Promote best practices for healthy living
6. Make care affordable

What We Are Working On

- 2013 revision of CMS Quality Strategy originally published in 2013 to be in alignment with the revised CMS vision.
- Implementing activities articulated in strategy.
- Expansion of CMS Affinity Groups to implement strategy.



How Are We Doing?





Building Partnerships. Delivering Results.

Quality Strategy in Action

Bernard J. Horak, PhD, Georgetown University Medical Center
Kyle Campbell, PharmD, Health Services Advisory Group
Kristine Martin Anderson, Booz, Allen, Hamilton

Quality Strategy in Action

How have I embedded the Quality Strategy in the work of my organization and what have I found has worked well or not worked well?



Teaching the Strategic Quality Planning Process

Bernard J. Horak, PhD, Georgetown University Medical Center

Teaching ... Strategic Quality Planning Process

- CMS Strategy ... Aims to Start
 - Healthier People
 - Better Care
 - Smarter Spending
- Key Assessment Areas
 - Community (population health)
 - Organization (staffing, safety training, technology culture, etc.)
 - Environment (market, payer, etc.)
 - Accreditation findings
 - Quality indicators



Teaching ... Strategic Quality Planning Process

- Goals, objectives, and action items
- Infrastructure and reporting relationships
 - Governance
 - Quality council
 - Committees
 - Project teams
 - Units
- Learning network, distribution of lessons learned
- Training and incentives
- Resources
- Dashboard/scorecard

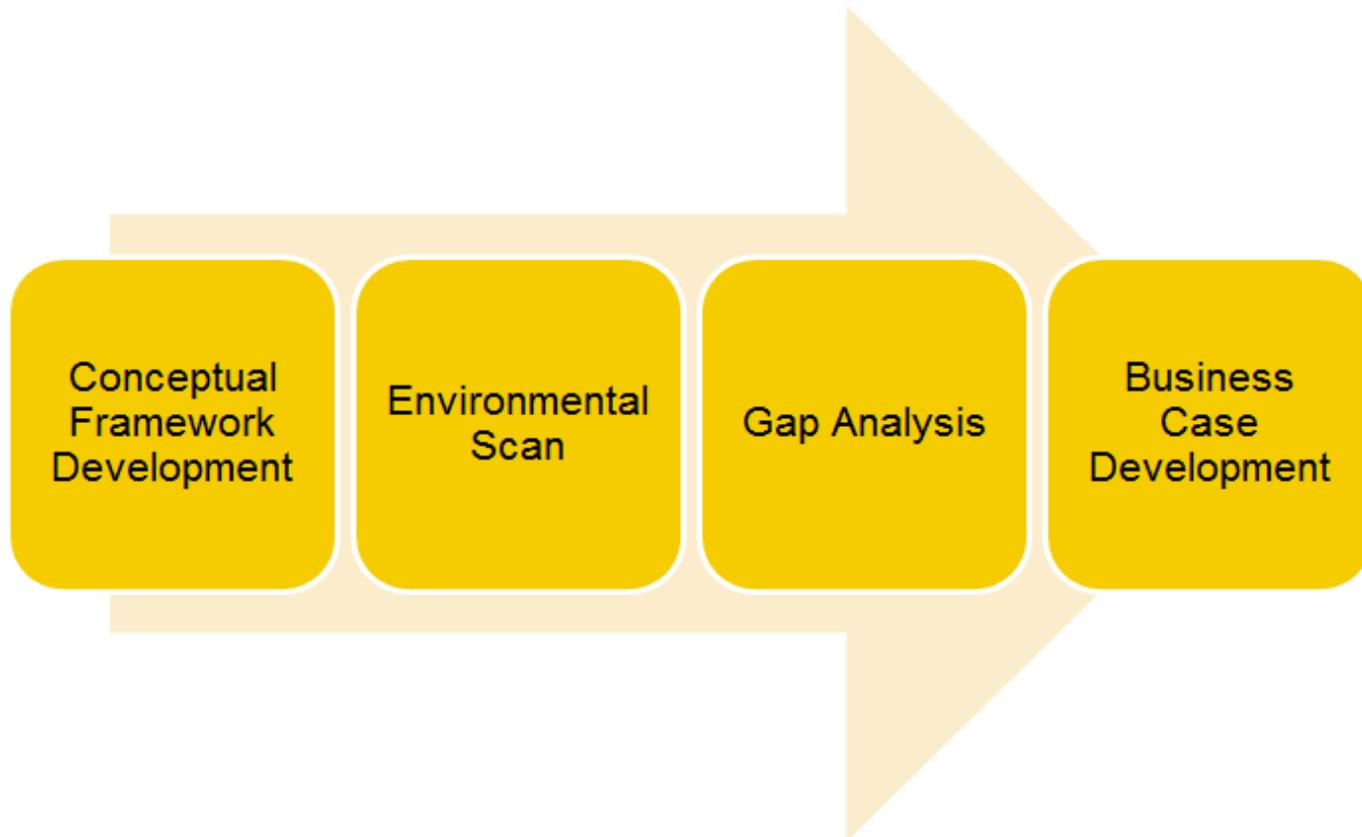


Incorporating the CMS Quality Strategy Into the Measure Development Process

Kyle Campbell, PharmD, Health Services Advisory Group

Incorporating the CMS Quality Strategy Into the Measure Development Process

- The CMS Quality Strategy can be incorporated into measure development during:



Conceptual Framework: Example (Inpatient Setting)

CMS Quality Strategy

1. Create a conceptual framework based on your contract, setting(s) of care, and patient population in alignment with the CMS Quality Strategy.

**Inpatient
Continuum
of Care**

		CMS Quality Strategy					
		Safety	Person and Family Engagement	Communication and Coordination	Effective Treatment	Promote Healthy Living	Affordable Care
Inpatient Continuum of Care	Admission						
	During Stay						
	Discharge						
	Aftercare						



Environmental Scan: Example (Inpatient Setting)

<p><i>2. Conduct a search for existing measures and populate the identified measures into conceptual framework.</i></p>	<p>Safety</p>	<p>Person and Family Engagement</p>	<p>Communication and Coordination</p>	<p>Effective Treatment</p>	<p>Promote Healthy Living</p>	<p>Affordable Care</p>
<p>Admission</p>		<p>NQF XXXX, NQF YYYY</p>			<p>NQF XXXX</p>	
<p>During Stay</p>	<p>NQF XXXX</p>	<p>NQF XXXX, NQF YYYY</p>	<p>NQF XXXX</p>	<p>NQF XXXX</p>		
<p>Discharge</p>				<p>NQF XXXX</p>	<p>NQF XXXX</p>	<p>NQF XXXX</p>
<p>Aftercare</p>		<p>NQF XXXX</p>				

Gap Analysis: Example (Inpatient Setting)

3. Analyze the gaps in measurement based on the measures identified in the search for existing measures within the conceptual framework. Identify gaps based on the CM Strategy and the axis of the frame

	Safety	Person and Family Engagement	Communication and Coordination	Effective Treatment	Promote Healthy Living	Affordable Care
Admission		N=2			N=1	
During Stay	N=1	N=2	N=1	N=1		
Discharge				N=1	N=1	N=1
Aftercare		N=1				

Business Case Development

4. Develop a business case for measure prioritization. Include explicit information describing how the measure addresses the CMS Quality Strategy.



Goal: Promote Effective Communication and Coordination of Care

Objective: Reduce Admissions and Readmissions

Desired Outcome: Evidence-based best practices that promote appropriate discharge planning and care transition are embedded in the routine practice of care across the healthcare continuum

CMS Quality Strategy in Action at Booz, Allen, Hamilton

Kristine Martin Anderson, Booz, Allen, Hamilton

Unprecedented Teamwork & Concordance

- Broad interagency support for the National Quality Strategy, led in part by CMS;
- Secretary-level goals to incentivize quality; and
- Bipartisan support for healthcare reform initiatives that are centered on quality.



The CMS Quality Strategy Is Present in Every Project



Measure development, new care models, new insurance designs, health plan quality



OCMO Partnership for Patients



VA use of CMS Measures



FEHBP Performance-based Incentives



Challenging Areas Where Booz Allen Is Investing in Solutions

- Reduce information asymmetry and power differentials between patients and providers
 - Integrate education and outreach
 - e.g., Jool Health
- Improve definition and capture of episode of care
 - Establish consensus given the array of techniques
 - e.g., Episode Grouper
- Design effective solutions for assessing value
 - Experiment despite challenges
 - e.g., Booz Allen Hackathon



Quality Strategy in Action

Discussion

Discussion

1. How have you have used the Quality Strategy in your organization?
2. Based on today's presentation, how would you like to use the Quality Strategy to frame your work going forward?
3. What changes to the Quality Strategy would make it easier for you to align your work?



Contact Information

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- <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/CMS-Quality-Strategy.html>

