CMS Quality Strategy…Where We Are Now

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Quality Measurement & Value-Based Incentives Group
CMS Center for Clinical Standards & Quality
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.
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?
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
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 Development
  Environmental Scan
  Gap Analysis
  Business Case Development
Conceptual Framework: Example (Inpatient Setting)

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

<table>
<thead>
<tr>
<th>Inpatient Continuum of Care</th>
<th>Safety</th>
<th>Person and Family Engagement</th>
<th>Communication and Coordination</th>
<th>Effective Treatment</th>
<th>Promote Healthy Living</th>
<th>Affordable Care</th>
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<tbody>
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<td>Admission</td>
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<td>During Stay</td>
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<td>Discharge</td>
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<td>Aftercare</td>
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</table>
Environmental Scan: Example (Inpatient Setting)

2. Conduct a search for existing measures and populate the identified measures into conceptual framework.

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<thead>
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</thead>
<tbody>
<tr>
<td>Admission</td>
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<td>NQF XXXX, NQF YYYY</td>
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<td>NQF XXXX</td>
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<td>During Stay</td>
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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 CMS Quality Strategy and the adjoining axis of the framework.

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<tbody>
<tr>
<td>Admission</td>
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<td>N=2</td>
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<td>N=1</td>
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<tr>
<td>During Stay</td>
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<td>N=2</td>
<td>N=1</td>
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<tr>
<td>Discharge</td>
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<td>Aftercare</td>
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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
1. How have you 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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