Health Care Innovation Challenge

Webinar 4: Measuring Success

December 19, 2011

Health Care Innovation Challenge Webinars

November 17, 2011	Webinar 1: Overview of the Innovation Challenge	• Goals and objectives of the Innovation Challenge • Summary of FOA • Award Information
December 6, 2011	Webinar 2: Effective Project Design	• Application Narrative • Awardee Selection Process & Criteria • Project Oversight and Support
December 13, 2011	Webinar 3: Achieving Lower Costs Through Improvement	• Explaining Total Cost of Care • Demonstrating how applicants can achieve lower costs through improvement
December 19, 2011	Webinar 4: Measuring Success	• Demonstrating measurable impact on Better Health and Better Care • Operational Planning

*Slides and webcast posted at http://innovations.cms.gov

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The Innovation Center

Mission Statement

"Be a constructive and trustworthy partner in identifying, testing, and spreading new models of care and payment that continuously improve health and health care for all Americans."

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Agenda

Webinar 4 – Measuring Success

I. Introduction

II. Measuring for Better Care and Better Health

III. Operational Performance

IV. Summary and Q & A Session

V. Resources

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Health Care Innovation Challenge

An open solicitation to identify a broad range of innovative service delivery/payment models in local communities across the nation.

- Looking for models that **accelerate system transformation** towards better care, better health and lower costs through improvement
- Looking for models that can be **rapidly deployed within six months** of award
- Specific focus on identifying models that will train and develop the **health care workforce of the future**

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Health Delivery System Transformation

Acute Health Care System 1.0	Coordinated Seamless Health Care System 2.0	Community Integrated Health Care System 3.0
✓ High quality acute care	• High quality acute care	• High quality acute care
• Accountable care systems	✓ Accountable care systems	• Accountable care systems
• Shared financial risk	✓ Shared financial risk	• Shared financial risk
• Case management and preventive care systems	✓ Case management and preventive care systems	• Case management and preventive care systems
• Population-based quality and cost performance	✓ Population-based quality and cost performance	• Population-based quality and cost performance
• Population-based health outcomes	• Population-based health outcomes	✓ Population-based health outcomes
• Care system integration with community health resources	• Care system integration with community health resources	✓ Care system integration with community health resources

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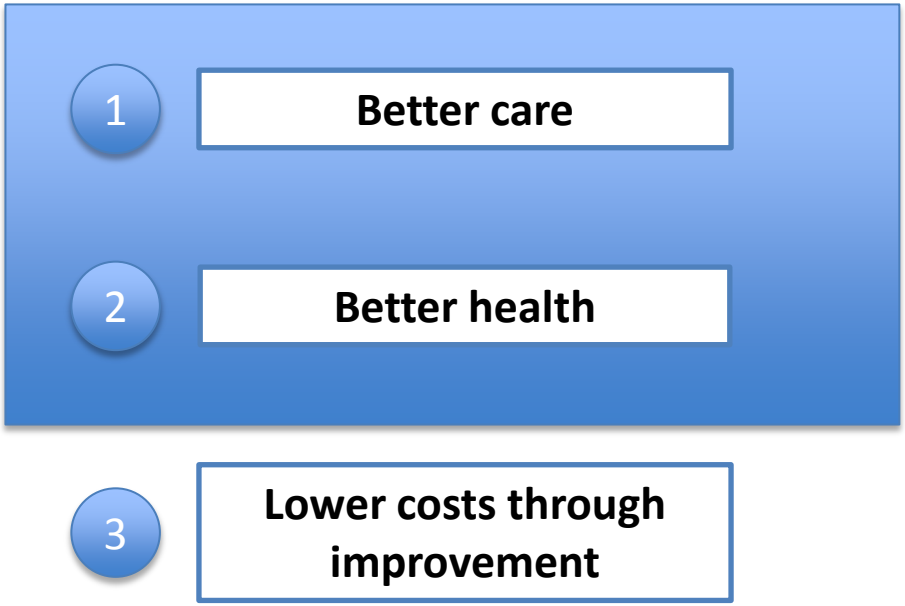
Introduction



A successful **Operations Plan** will drive three-part aim outcomes

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I. Measuring for Better Care and Better Health

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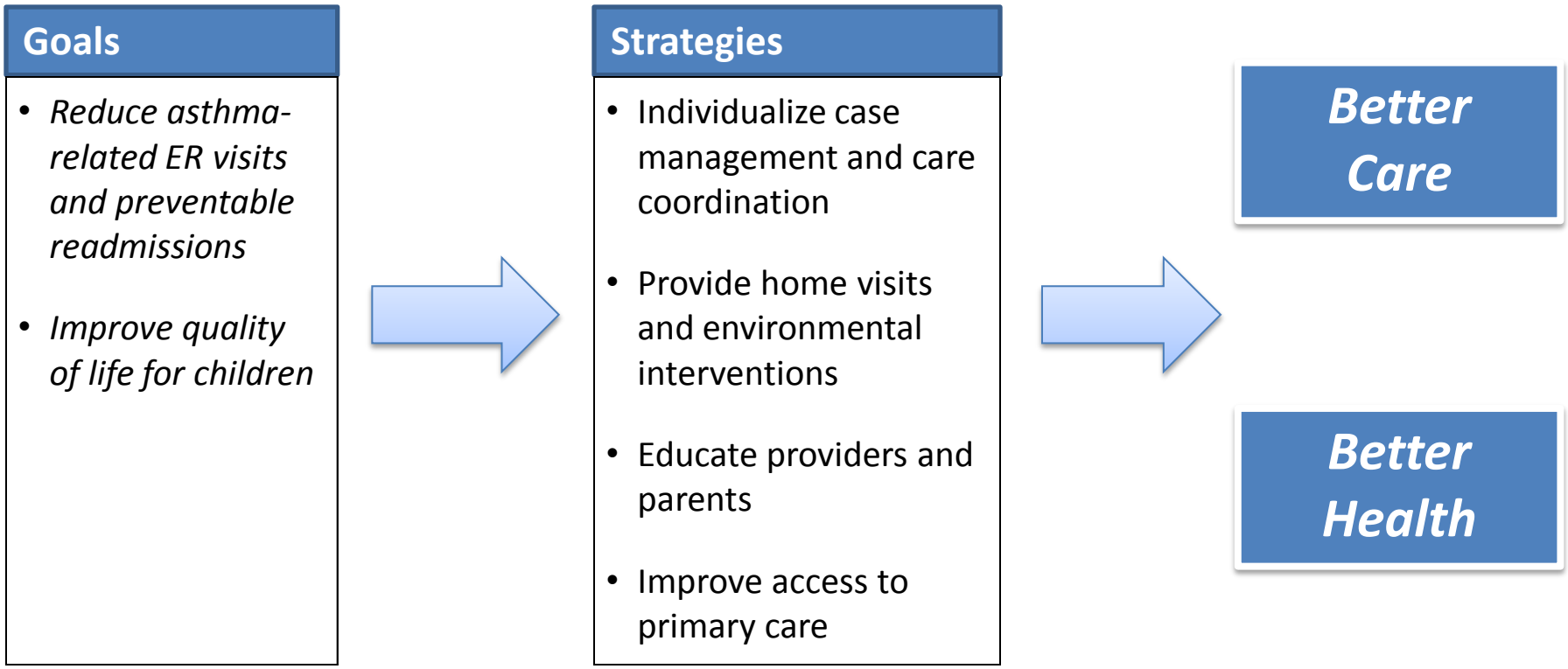
Illustrative Example

***Overarching Aim:* Improve the care and health of children with asthma in a target population**



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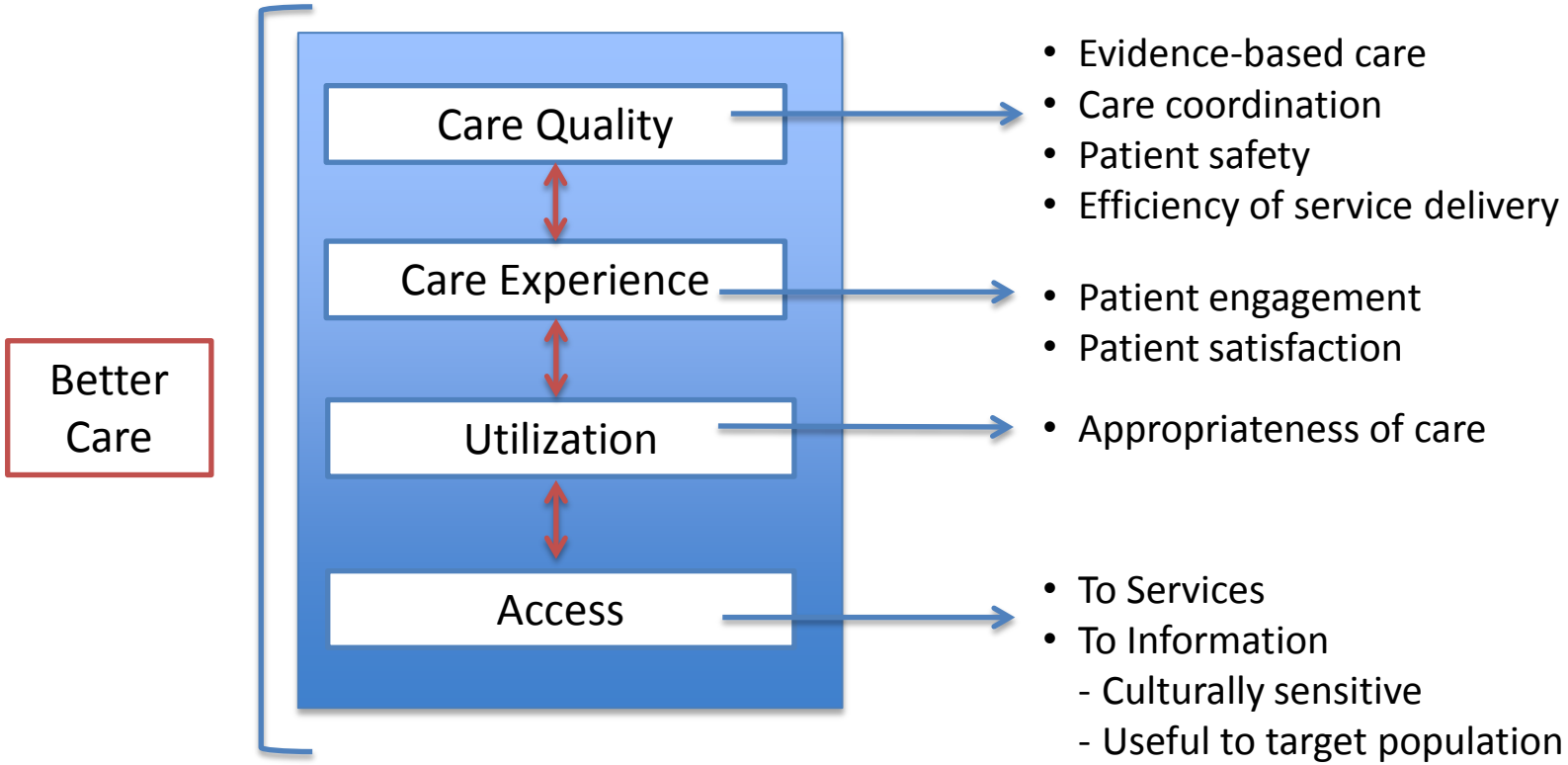
Measurement Readiness

Applicants should have data driven measurement processes for continuous quality improvement.

- Applicants should include their experience with self-evaluation and quality improvement in their narrative
- Applicants are expected to demonstrate data collection and analysis capabilities
- New data collection requirements should also be described

Better Care – Key Domains

"The right care at the right place at the right time."



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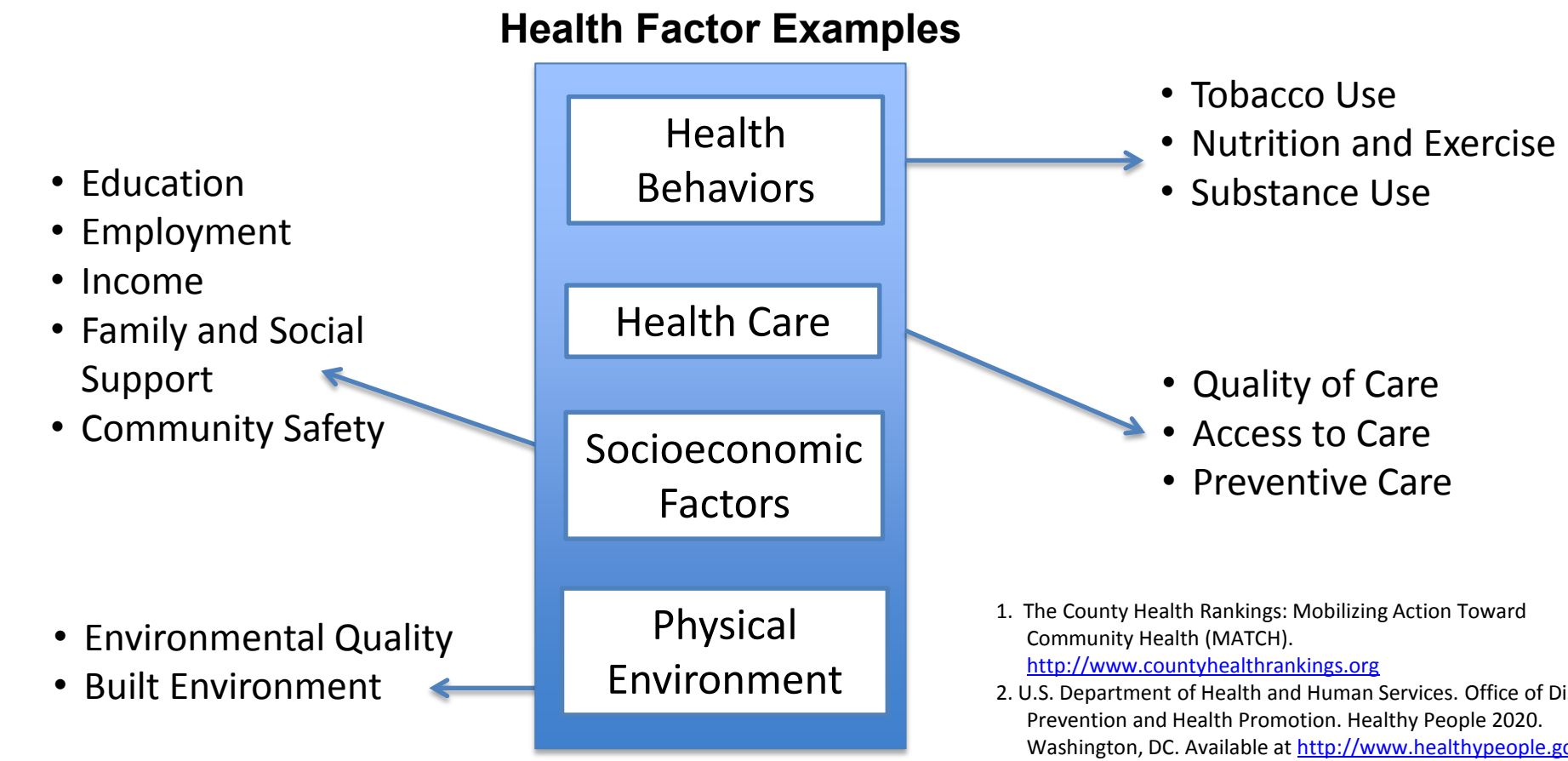
Better Care Measures

- Applicants should identify and define the target population in order to effectively evaluate the impact of their proposal.
- Applicants should select the care measures required to evaluate continuous performance improvement of their strategies.
- Data should be analyzed and measured on a continuous basis, enabled where appropriate by health IT
- When available, applicants should use validated measures that are in the public domain, preferably CMS and HHS measures.

Better Health – Key Health Factors



1. The County Health Rankings: Mobilizing Action Toward Community Health (MATCH). http://www.countyhealthrankings.org
2. U.S. Department of Health and Human Services. Office of Disease Prevention and Health Promotion. Healthy People 2020. Washington, DC. Available at http://www.healthypeople.gov

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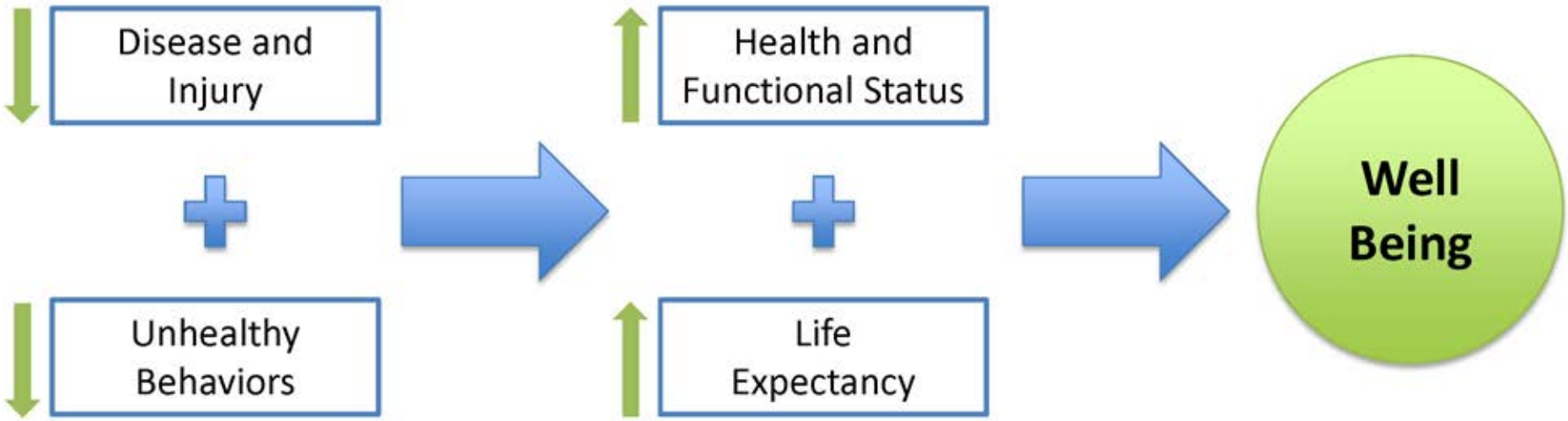
Better Health - Community Health Outcomes

A Measurably Healthier Population…



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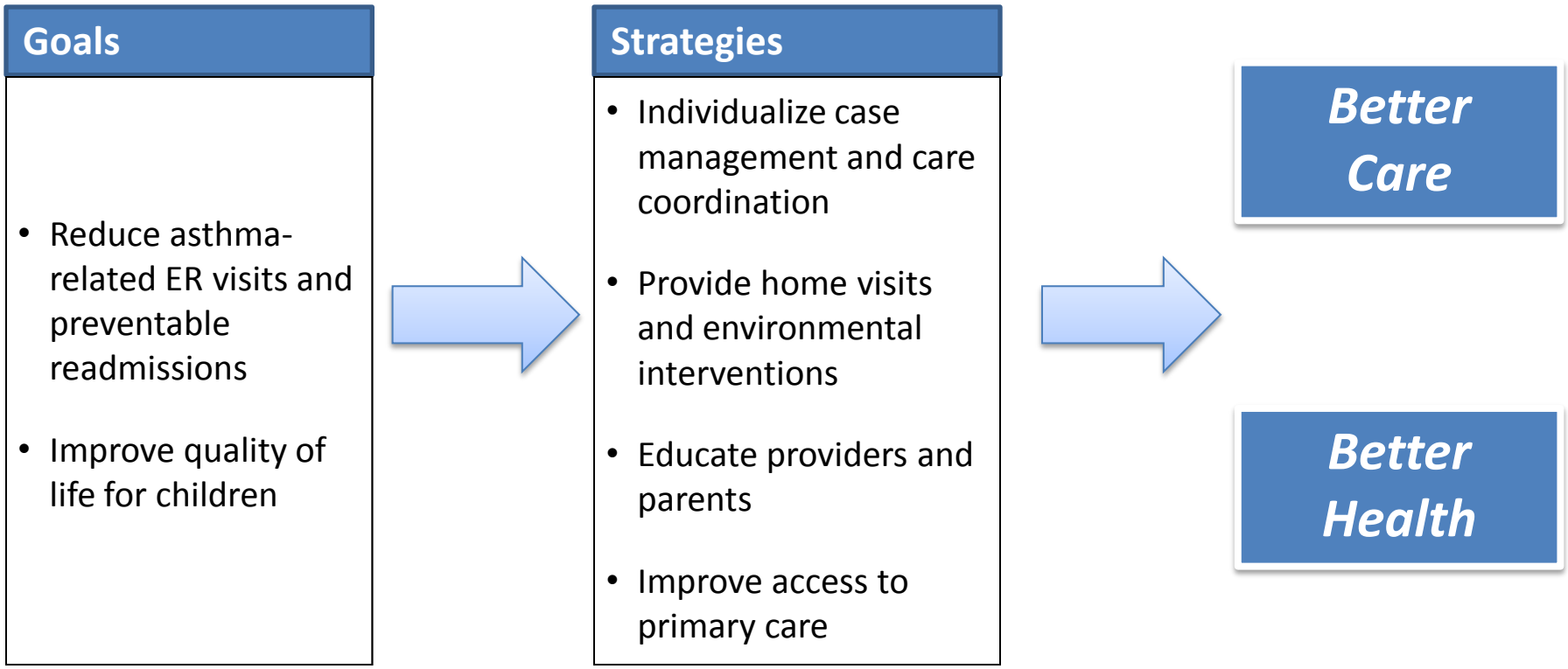
Measuring for Better Health

- Applicants are expected to provide a rationale for measurement of population health outcomes in the target population defined for their project.
- Applicants are not expected to provide measures in all domains, only those applicable and feasible to their projects.
- Progress in care improvement can be demonstrated relatively quickly; however, improvements in population health are likely to take longer.

Illustrative Example

Overarching Aim: ***Improve the care and health of children with asthma in a target population***



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Illustrative Example

***Overarching Aim:* Improve the care and health of children with asthma in a target population**

	Measures of Success
Better Care	Increase % of children with asthma action plan Decrease % of children with mold inside of home (in the past 30 days) Increase % of children receiving flu shots (in the past 12 months) Increase % of all pediatric asthma patients with mild, moderate, or severe persistent asthma who were prescribed preferred long-term control medication or acceptable alternative for long-term control
Better Health	Decrease the rate of preventable hospitalizations Reduce the rate of school days missed Reduce the rate of days with limited physical activity

*Asthma Care Quality Improvement: Resource Guide, Appendix D: Asthma Measures, Available at: http://www.ahrq.gov/qual/asthmacare/asthmaappd.htm

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Illustrative Example : Scorecard for Better Care

Applicants are encouraged to submit care improvement plans as seen below…

Quality Measure	Regional Benchmark*	Current*	Year 1	Year 2	Year 3
Care Quality					
% of pediatric asthma inpatients with documentation that they or their caregivers were given a written Home Management Plan of Care (HMPC) document		50%	55%	65%	75%
Utilization/Appropriateness of Care					
% of all pediatric asthma patients with mild, moderate, or severe persistent asthma who were prescribed either the preferred long-term control medication(inhaled corticosteroid) or an acceptable alternative treatment.		50%	56%	66%	77%
% of children with mold inside of home (in the past 30 days)		70%	60%	50%	40%
Access					
% of children receiving flu shots (in the past 12 months)		50%	60%	70%	80%
…	…	…	…	…	…

*If possible applicants should report on regional benchmarks and well-researched estimates of current baselines in their populations.

Asthma Care Quality Improvement: Resource Guide, Appendix D: Asthma Measures, Available at: http://www.ahrq.gov/qual/asthmacareasthmaappd.htm/

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Illustrative Example : Scorecard for Better Health

Applicants are encouraged to submit care improvement plans as seen below…

Quality Measure	Regional Benchmark	Current	Year 1	Year 2	Year 3
Disease and Injury					
Rate of preventable hospitalizations (per 100,000)		2,000	1,800	1,500	1,400
Heath and Functional Status					
Rate of days with limited physical activity (per 100,000) in the past 12 months		15,000	13,000	12,000	11,000
Rate of days missed from school during the past school year		9,000	8,000	7,000	6,000
…	…	…	…	…	…

*If possible applicants should report on regional benchmarks and well-researched estimates of current baselines in their populations.

Asthma Care Quality Improvement: Resource Guide, Appendix D: Asthma Measures, Available at: http://www.ahrq.gov/qual/asthmacare/asthmaappd.htm

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3. Operational Performance

Operational Performance

An effective operational performance strategy will include

- A strategy for measuring rapid cycle improvement of project operations
- Ongoing monitoring and evaluation of operational measures
- An ability to rapidly design a mitigation strategy and implement improvements

Operational Plan

Applicants are expected to provide a detailed operational plan demonstrating the ability for rapid, well-designed program execution

The operational plan should include:

- Plans for implementation to start improving care within 6 months of funding
- Roles and responsibilities of key partners
- Major milestones and dates
- Organizational chart describing the governance structure and relationships with partners
- Key resources necessary for success

Operational Plan Schedule Example

Examples might include:

Operational Plan Schedule

Strategic Priorities		Short-term Action Steps	Lead Responsibility	Time Frame
Domain 1	Organizational goals, management, and governance	• Establish project charter • Approve operating budget		
Domain 2	Workforce	• Develop training plan and curriculum • Recruit and hire staff		
Domain 3	Self-Measurement for Quality Improvement	• Develop measurement plan • Secure data from partners • Design and administer patient survey		

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5. Summary and Q & A

Summary of HCIC Measures

Performance Goal	Performance Metrics	Application Section	Deliverable
Impact on Better Care	Better Care Quality Measures - Care Quality - Care Experience - Utilization - Access	- Section IV.2.iv: 2.2 Operational Plan 4.1: Reporting and Evaluation of quality measures and elsewhere in narrative	- Application narrative - Scorecard with metrics (suggested)
Impact on Better Health	Population Health Outcomes - Disease and Injury - Unhealthy Behaviors - Health/Functional Status Assessment - Life Expectancy	- Section IV.2.iv: 2.2 Operational Plan Section 4.1: Reporting and Evaluation of quality measures and elsewhere in narrative	- Application narrative - Scorecard with metrics (suggested)
Impact on Lower Cost (Webinar 3)	Financial Measures - Program-level net savings over the duration of each awards - Projected medical cost trend reduction	- Section IV.2.v: 5.1-3: Funding and Sustainability and elsewhere in Narrative	- SF242A - Financial plan - Supporting narrative and schedules
Operational Performance	- As defined by the Operational Plan	- Section IV.2.iv: 2.1-2.3:Organizational capacity	- Operational plan schedule - Organizational chart - Staffing plan

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Award Information

Funds will be awarded through **cooperative agreements**

- Funding Opportunity Announcement (FOA) released on November 14, 2011
- 2 planned award cycles (March 2012, August 2012)
- Awards expected to range from $1 million - $30 million

Key Dates: 1st Cycle Award Process	
Date	Award Process
December 19, 2011	Letter of Intent by 11:59 pm EST
January 27, 2012	Application Due Electronically by 11:59 pm EST
March 30, 2012	Awards Granted to Selected Applicants
3-years from Award date	End of Period of Performance

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Important Information

Access application electronically at:

- http://www.grants.gov

In order to apply all applicants must

- Obtain a **Dun and Bradstreet Data Universal Numbering System (DUNS)** number which can be obtained at http://www.dunandbradstreet.com
- Register in the **Central Contractor Registration (CCR)** database. More information at http://www.ccr.gov

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Questions & Answers

Please use the webinar feature to submit any questions you have for the speaker.

Contact us at :
InnovationChallenge@cms.hhs.gov

FAQs are now online at
http://innovations.cms.gov

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6. Resources

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Better Care: Examples of Sources

Public Sources for CMS or HHS Approved Quality Measures

- HHS Measures Inventory
  http://www.qualitymeasures.ahrq.gov/hhs-measure-inventory/browse.aspx
- Medicaid and CHIP Programs;
  CHIPRA Core Set Technical Specifications Manual
  https://www.cms.gov/MedicaidCHIPQualPrac/Downloads/CHIPRACoreSetTechManual.pdf
  Initial Core Set of Health Quality Measures for Medicaid-Eligible Adults
  http://www.gpo.gov/fdsys/pkg/FR-2010-12-30/pdf/2010-32978.pdf
- Medicare Health Outcomes Survey http://www.hosonline.org/Content/SurveyInstruments.aspx
- Accountable Care Organizations – Measures used in the Shared Savings Program
  https://www.cms.gov/MLNProducts/downloads/ACO_Quality_Factsheet_ICN907407.pdf
- Health Indicators Warehouse http://healthindicators.gov/
- Healthy People 2020 http://healthypeople.gov/2020/default.aspx

Other Measure Sources

- IOM Health Services Geographic Variation Data Sets
  http://www.iom.edu/Activities/HealthServices/GeographicVariation/Data-Resources.aspx
- National Quality Forum http://www.qualityforum.org/Home.aspx
- NCQA http://ncqa.org/

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Better Health: Examples of Measures and Sources

Population Health Outcomes (Examples)	Suggested Source for Data/Measures
<u>Disease and Injury</u> • Incidence and/or prevalence of disease and injury • Preventable events • Adverse outcomes • Reduction in iatrogenic events	• Disease management registries • Electronic medical records • Claims data • Health records • Surveys • Health Risk Assessments (HRAs) • Behavioral Risk Factor Surveillance System • MATCH County Health Rankings http://www.countyhealthrankings.org/
<u>Unhealthy Behaviors</u> • Tobacco Use • Nutrition and Exercise • Substance Abuse	

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Better Health: Examples of Measures and Sources

Population Health Outcomes (Examples)	Suggested Source for Data/Measures
<u>Health and Functional Status</u> • Multi-domain Health/Functional Status • Utility-based Health/Functional Status	• Behavioral Risk Factor Surveillance System • CDC Health Related Quality of Life (HRQOL-14) • SF-12 or SF-36 • Patient Reported Outcomes Measurement Information System (PROMIS)
<u>Life Expectancy</u> • Healthy Life Expectancy (HLE) • Years of Potential Life Lost	• HHS Community Health Status Indicators • MATCH County Level Health Rankings http://www.countyhealthrankings.org/

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