

Surgical Quality

Measures that take us to Value

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AMERICAN COLLEGE OF SURGEONS
*Inspiring Quality:
Highest Standards, Better Outcomes*

100years

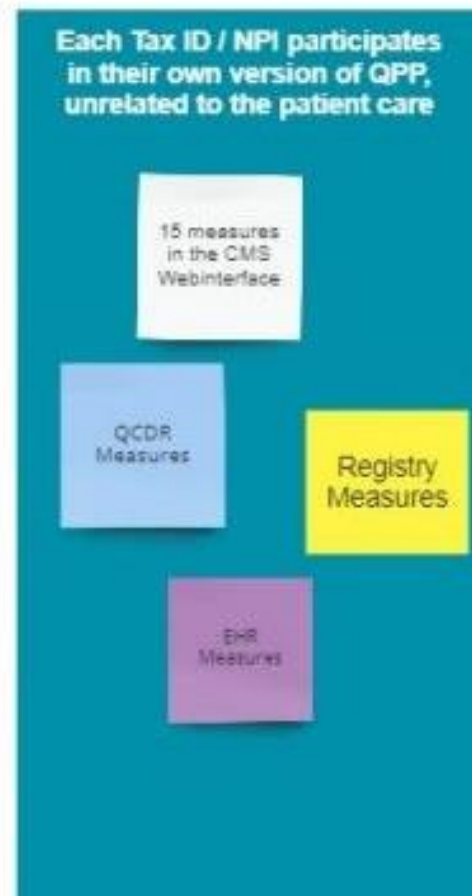
Current State

Why measurement science fails to measure quality or drive improvement

CMS:
Fee for Service
lists of separately
Billable Services
within the episode

CMS:
Non patient centric
QPP Measure
Pathways the
providers must use &
are disconnected from
the episode of care

QPP Quality Metrics
without regard for
patients & actual
episode of care



The ACS Formula

The national standard for surgical episodes

Define the episode and its care model

Measure what matters



Fit quality and cost to the episode

Create shared accountability



How to create a value expression For an Episode of Care

- Episode Verification
- Clinical Outcomes
 - Risk adjusted
 - Includes PROs

$$\text{Team-based Surgical Episode} = \frac{\text{Quality}}{\text{Cost}}$$


- Achieving cost efficiency
- Controlling expenses
 - Reducing patient/payer costs

Quality Measurement Landscape

Condition Specific



Two Definitions of Quality

1. Hitting Specifications
“Defect-Free” Care

i.e. Toyota
Production System



**Conformance
Quality**

2. Superior Performance
High end finishes
Driver Experience
Performance attributes

i.e. BMW
Mercedes



**Performance
Quality**





Quality
45%



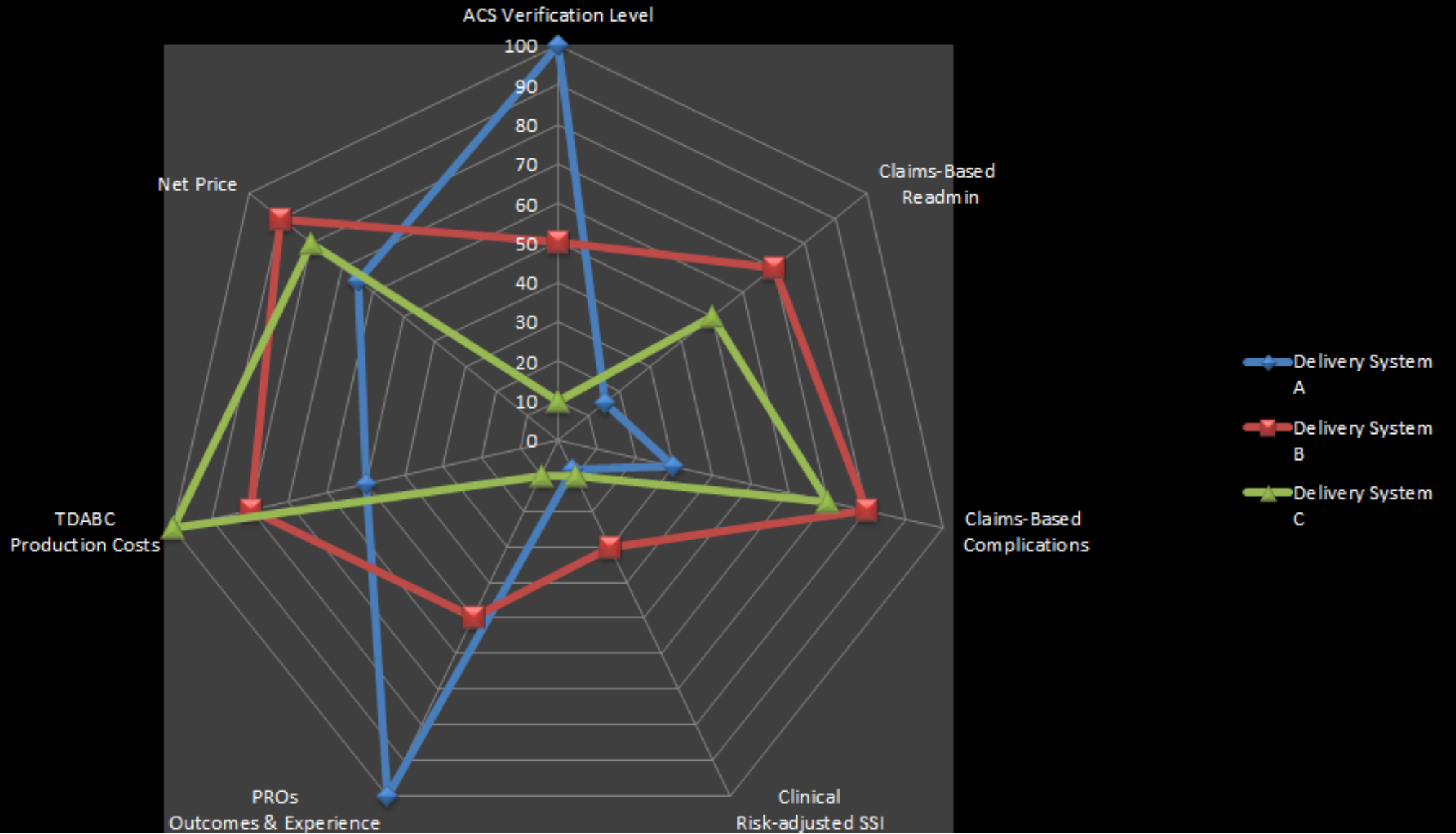
Improvement
15%

60% scored on 100 points using Verification standards which include Participation in Conformance measures (NSQIP or Claims) and in Performance measures (PROs)

To score the full 60% based on 100 points:

Redbook Verification Standards:

Domains in Redbook Verification	Points
1. Leadership Commitment	25
2. Culture of Safety & High Reliability	
3. Surgical Quality Officer	
4. Surgical Quality Committee	25
5. Team processes in Five Phases of Surgical Care	
6. Disease Based Management	25
7. Data collection and surveillance in surgical domain	
8. Data-driven quality improvement in surgical domain	25
9. Case Review	
10. Peer Review	
11. Credentialing & Privileging	25
12. Compliance with regulatory performance metrics	



Payer Models for Implementation

A common value expression in surgical care can apply across many payment models.

MIPS

The model is scorable for Quality, Improvement, Interoperability and Cost

ACOs These shared savings payment models lack a surgical focus and typically still promote FFS as internal accounting for surgical care.

Implementing team-based episodes with outcome & cost reports provides ACOs the dashboard for directing efforts fo quality and shared savings.

Bundled Care Team-based, episodes of care fit within bundled contracting, can be fashioned for risk-based contracts risk and contain a focused dashboard for quality and cost.

Quality in a Value Expression

It should be payment agnostic

- Measure the patient outcomes within an episode of care
- Share accountability with the team
- Assure the right structure and processes for the episode's care model
- Use rigor and standards in data aggregation – a sole source of truth
- Assure reliability and validity
- Measure both conformance (preventable harms) and performance (PROs)
- Represent the results of quality in many axes and not into a single score. In this way, different end users can synthesize their own value expression by evaluating the axes which they deem valuable.



Thank you – questions?

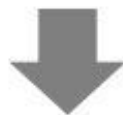


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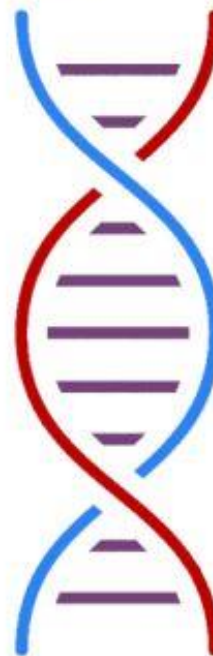
Interdependence between Conformance and Performance

*Just like the double helix, both measures of quality **conformance** and outcomes **performance** are crucial for delivery high-value health care.*



Providers need one integrated set of measures to track and benchmark in order to have centralized, streamlined process that ensures rigor and comparability.

Quality
Conformance **Outcomes**
Performance



Unlike other industries, a virtual cycle exists in health care where investment in conformance + performance generally lead to lower overall costs.



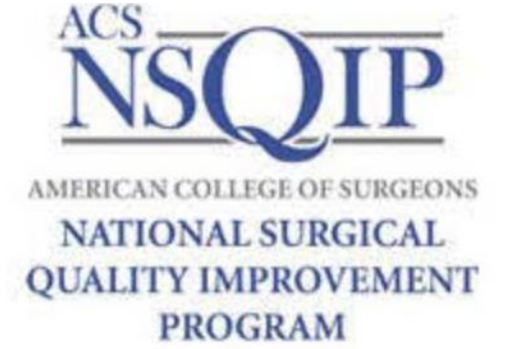
Elements to define the Value Expression



Verification Level



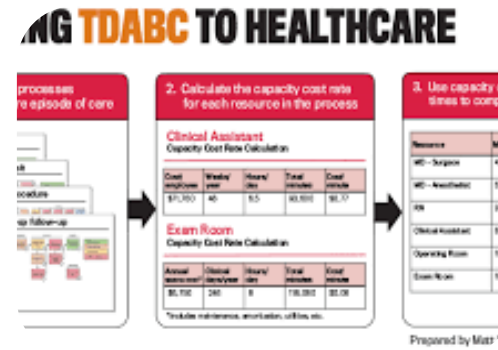
Interoperability



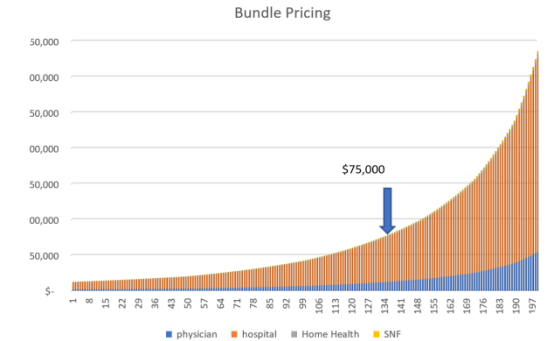
Conformance Quality



PRO



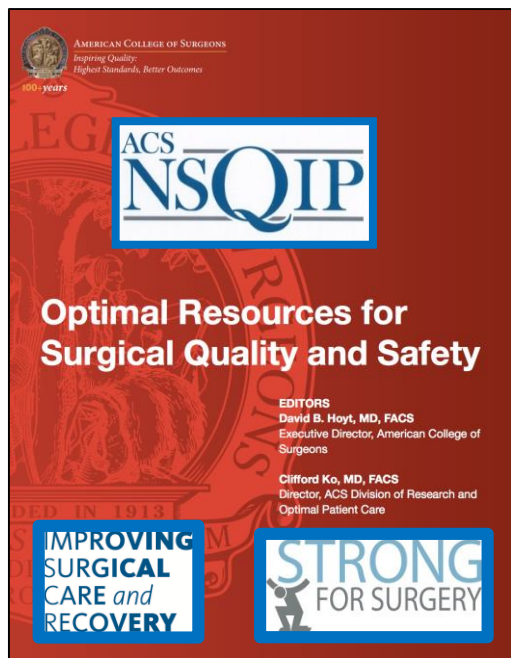
Production Costs (TDABC)



Average Price

ACS Verification Domains

Quality: Structure & Process



- Surgical Quality/Safety
- Preoperative Readiness
- Enhanced Recovery
- NSQIP-risk adjusted outcomes
- The “catch all” QI Package

Trauma
Care



Cancer
Care



NAPBC
NATIONAL ACCREDITATION PROGRAM FOR BREAST CENTERS

Breast
Disease



Bariatric
Metabolic



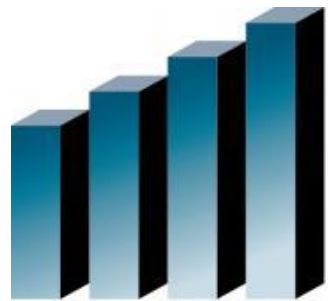
Children's
Surgery

Geriatric
Surgery Verification
QUALITY IMPROVEMENT PROGRAM

Geriatric
Surgery

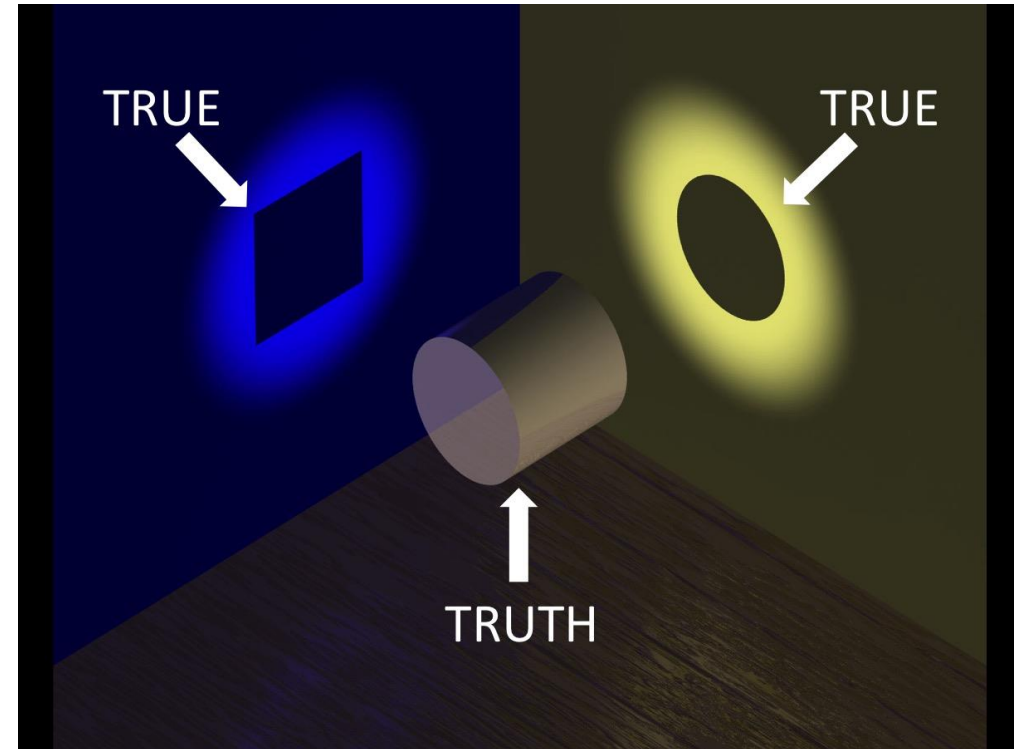
What to measure and how to measure

- Knowing what to measure
- Knowing how to measure
- A sole source of truth



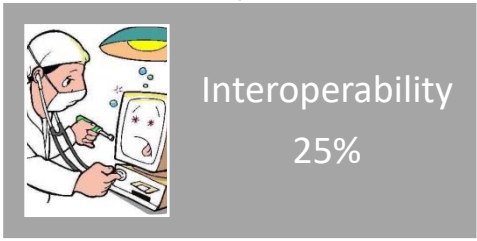
STS
National Database™

Using data to drive quality



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60% scored on 100 points:

1. Redbook Verification (RBV) standards
2. Conformance measures (NSQIP)
3. Performance measures (PROs)

25% scored on 100 points:
CMS Criteria

15% scored [TBD]