Mission

To improve the quality of American healthcare by:

1. Setting national priorities and goals for performance improvement,

2. Endorsing national consensus standards for measuring and publicly reporting on performance, and

3. Promoting the attainment of national goals through education and outreach programs.

For more information, visit our web site at www.qualityforum.org.
Key Characteristics

- Open membership organization (373)
- Multi-stakeholder
- Public and private sector partnership
- Voluntary consensus standard setting body

- Priorities → Measures → Actions

For more information, visit our web site at www.qualityforum.org.
Member Councils

- Consumer
- Health Plans
- Health Professionals
- Provider Organizations
- Public Health/Community Organizations
- Purchasers
- Quality Measurement and Improvement
- Suppliers and Industry

For more information, visit our website at www.qualityforum.org.
Priorities

- Healthcare acquired infections
- Population health
- Overuse
- Avoidable harms
- Continuity of care
  - Care coordination
  - Medication reconciliation
- Patient/Family engagement
- End of life/Palliative care
- Care management of chronic/acute episodes

For more information, visit our web site at www.qualityforum.org.
Care Coordination Initiative

- Membership Survey
- Council Perspectives
- Conference Dialogue
- Issue Brief
- Action Plans
Survey Results--Levers*

Ranking of leverage areas to improve care coordination:

1. Additional Research and Spread of Best Practices
2. How Care is Routinely Paid For
3. Redesign the Delivery System
4. Measurement and Public Reporting
5. Education and Oversight Programs

*How important do you think the following areas are in leveraging improvements in care coordination?
## Council Contributions *

### Contribution Areas

<table>
<thead>
<tr>
<th>Council</th>
<th>Research &amp; Spread</th>
<th>Measure &amp; Report</th>
<th>Payment</th>
<th>Delivery System</th>
<th>Education &amp; Oversight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer</td>
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<td>Health Plan</td>
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<td>Health Prof</td>
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*In which area do you think your organization could contribute the most?*

Legend: Percent high importance.  
- **H**: >40%  
- **M**: 20%-39%  
- **L**: <20%
### Framework Areas

<table>
<thead>
<tr>
<th>Council</th>
<th>Healthcare Home</th>
<th>Communications</th>
<th>Proactive Plan</th>
<th>Transitions/Hand Offs</th>
<th>Information Systems</th>
<th>None**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer</td>
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*NQF has endorsed a framework for measuring care coordination including the following elements. Please check off the one your organization is working on the most. ** Note: Colors reversed for “None”

Legend: Percent high importance.  
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- **M**: 20%-39%  
- **L**: <20%
## Top Success Factors*

*What is the single most important success factor in the work you have done in the area of care coordination?*

<table>
<thead>
<tr>
<th>Success Factor</th>
<th>Sample Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIT</td>
<td>Created an infrastructure that is “electronic and integrated” in order to facilitate care coordination – the electronic medical record.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Commitment by leadership of individual organizations to shared responsibility and accountability to care of patients across continuum.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Having all the right people at the table to discuss potential improvements.</td>
</tr>
</tbody>
</table>

*What is the single most important success factor in the work you have done in the area of care coordination?*

For more information, visit our web site at [www.qualityforum.org](http://www.qualityforum.org).
<table>
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<th>Sample Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payment Incentives</strong></td>
<td>The payment system does not incentivize good transitions, and in fact, actually rewards poor performance by increasing “repeat business” when patients must return to the care system due to transition errors.</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>Physicians do not communicate well with one another and care is delivered in silos. Physicians are not focusing on the total patient.</td>
</tr>
<tr>
<td><strong>HIT</strong></td>
<td>The lack of information technology to efficiently produce a packet of clinical information to follow the patient.</td>
</tr>
</tbody>
</table>

*What is the single most important barrier facing your organization to facilitate advances in care coordination?*
• Single most important actions the Council members can work on to improve care coordination
• How addressed?
• Who to collaborate with?
Putting the patient at the center of care is subversive of healthcare’s dominant culture.

- We need to strengthen a very human activity that depends on understanding and acknowledgment among clinicians and between clinicians, patients, and families.
- We need to rethink measurement.

Source: Steve Jencks, Moderator
• We have not invested in systemness.
  – Many of us have championed measuring well-proven elements of clinical care.
  – That was probably a good place to start, but it’s time to move on.
  – The importance of system improvements is not proportional to the number of RCTs.

Source: Steve Jencks, Moderator
• Right now, care is probably becoming less coordinated.
  – We need a comprehensive program of intervention and tracking at all levels.
  – We need to meet regularly to review our progress and revise our strategies.
  – *I hear people saying that this is a struggle for the soul of health-care. The troops will fight very hard if we lead.*

*Source: Steve Jencks, Moderator*
Action plans

PUBLIC HEALTH STRATEGY
Purchasers
Public Health Agencies

CLINICIAN-CLINICIAN COMMUNICATION
Professionals
Quality Measurement

POST-ACUTE/DISCHARGE TO NEXT LEVEL OF CARE
Providers
Health Plans
Purchasers

PATIENT-FAMILY TOOLS & SKILLS
Consumers

MEDICATION RECONCILIATION
Suppliers/Industry
Making Change Happen

• 4 I’s:
  – Inform…Inspire…Interact…Implement

• Implementing is the hardest
  – NQF role in a national campaign
    • Priorities and measures portfolio toolbox
    • Innovations exchange on best practices
    • Learning network for quality improvement
    • Coordination and tracking
    • Intersecting with current programs

For more information, visit our web site at www.qualityforum.org.
Questions?

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