A Community-Wide Approach to Using Leapfrog Hospital Insights in Memphis

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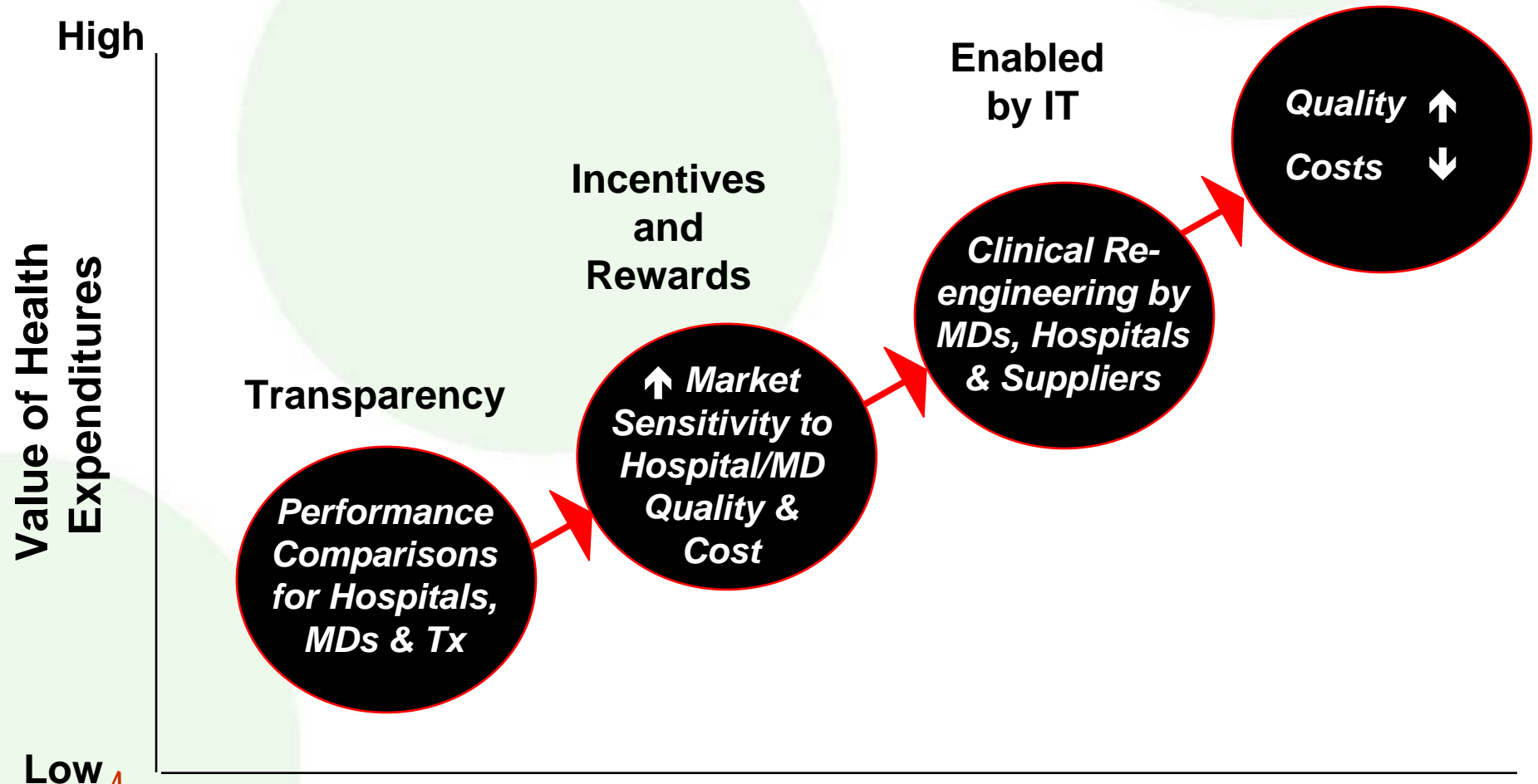
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Questions to Answer

- Why Leapfrog Hospital Insights ™?
- Is Memphis ready?
- How will we implement?
- Why a community approach?
- What questions do you have?

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Why Leapfrog Hospital Insights?
Key Evolutionary Steps

High

Value of Health Expenditures

Enabled by IT

Quality ↑

Costs ↓

Incentives and Rewards

Clinical Re-engineering by MDs, Hospitals & Suppliers

Transparency

↑ *Market Sensitivity to Hospital/MD Quality & Cost*

Performance Comparisons for Hospitals, MDs & Tx

Low

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Adapted from The Disclosure Group

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Transparency in Memphis

Transparency

Performance Comparisons for Hospitals, MDs & Tx

1987: Quality reporting in group purchase contract

1994: New mission explicit re: effectiveness & efficiency

1997: Philosophy statement explicit re:
- Provider accountability for cost & quality
- Needs & desires of purchasers & users drive the system
- Purchaser & user right to information

1998: First hospital & health plan report cards

2002: Joined The Leapfrog Group & implemented hospital quality & safety survey

2003: 100% hospital reporting on Leapfrog; progress in Hospitals meeting the leaps

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Why Leapfrog Hospital Insights™ ?

- ## Considers both effectiveness & efficiency
  - Meets both MBGH mission provisions
- ## Clear opportunity for improvement
  - History told us something had to be done
- ## Extension of existing transparency initiative
  - Builds on hospital-based focus
  - Builds on Leapfrog survey & JCAHO core measures
- ## Expansion of existing transparency initiative
  - Adds more clinical & efficiency information in public database

Is Memphis Ready?
Pilot Project

- "Leapt" early
  - MBGH's role
    - Serve as a catalyst
    - Participate in program inception & design
    - Recruit key players
  - MBGH Pilot Project
    - Employers
      - Educate on incentives & rewards programs
      - Educate on performance measurement systems
      - Recruit champions
    - Hospitals
      - Educate on national approaches to incentives & rewards
      - Educate on LHI specifics
      - Recruit early adopters
      - Model participation
    - Health Plans
      - Coordinate & collaborate for shared "members"
      - Explore incentive program design

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How Will We Implement?

- Moving past the Pilot
  - Concept
    - Common, community-wide performance measurement set for hospitals
    - Health plans use results to establish plan-specific incentive & reward programs with hospitals
    - Health plans share license fees through sub-license with MBGH
    - MBGH represent program publicly & serve as liaison between & among plans and hospitals
  - Recruitment
    - Health Plans
      - Early discussions very positive
    - Hospitals
      - Initial discussions with other hospitals very positive

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CIGNA's Perspective

Why a Community Approach?

- Collaborate to incent significant improvement
  - All hospitals focus on same clinical conditions
  - All hospitals focus on both clinical improvement & increases in efficiency
- Reduce the "noise"
  - Focus on improvement, not justification
  - Compete on use of data, not data itself
- Reduce data collection & analysis requirements
  - For hospitals: one set of measures to report on to all health plans
- Share program implementation costs
- Partner with the business community

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But, Are There Challenges?
Of Course……

- Health plan investment in proprietary measurement systems
- Approval processes at multiple plans, multiple hospitals
- Anxiety over broad access to information
- Coordination & timing

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What Questions Do You Have?