## Measure Criteria MD Measurement, P4P

Phyllis Torda NCQA

- OO

February 2008



#### **This Presentation**

- Why it's important to be deliberate—the environment
- Key criteria
  - Importance
  - Scientific acceptability
  - Feasibility
  - Usefulness



#### **NCQA**

- Private, non-profit health care quality oversight organization
  - Independent since 1990
- Measures and reports on health care quality
- Committed to measurement, transparency and accountability
- Unites diverse groups around common goal: improving health care quality



## Experience

- Physician and Hospital Quality Voluntary Health Plan Accreditation Standards
- Physician Recognition Programs
  - Diabetes Physician Recognition Program (DPRP)
  - Heart/Stroke Recognition Program (HSRP)
  - Back Pain Recognition Program (BPRP)
  - Physician Practice Connections (PPC)
- Data Aggregator and Technical Advisor to IHA P4P in California
- Technical Advisor to CMS BQIMs and RWJ Aligning Forces for Quality pilot projects



HOME **EDITION** 

#### NBA Ref's Actions Called

### 'Isolated'

Commissioner Addresses Probe Gambling on Gar

By SALLY JENKINS Washington Post Staff Writer

NEW YORK, July 24 - N Basketball Association Commi David Stern fought to restore confidence in his league at a neference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to orga

nized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league.

"My reaction is, I can't believe it's happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons. Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

"Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective

Gonzales, Senators Spar on

dibility

nt of Meeting Is Challenged

EN and PAUL KANE st Staff Winters

General Alberto R. stified vesterday that ssional leaders from agreed in March 2004 a classified surveillance t Justice Department ofeemed illegal, a conteniately disputed by key c lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective and sensibly priced."



**EDITION** 

#### NBA Ref's Actions Called

#### 'Isolated'

Commissioner Addresses Probe Gambling on Gar

By SALLY JENKINS Washington Post Staff Writer

confidence in his league at a neference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to orga nized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged that the NBA is facing "the most seri-

NEW YORK, July 24 - N

Basketball Association Commi

David Stern fought to restore

ous and the worst situation" in his 23 years as head of the league. "My reaction is, I can't believe it's happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons, Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

"Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective

Gonzales, Senators Spar on

dibility

nt of Meeting Is Challenged

EN and PAUL KANE st Staff Winters

General Alberto R. stified yesterday that ssional leaders from s agreed in March 2004 a classified surveillance t Justice Department ofeemed illegal, a conteniately disputed by key c lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"Supporters say the programs have slowed the rate of growth of insurance premiums from 3 to 6 percent in their first year."



Details, B10

130TH YEAR NO. 232 S

WEDNESDAY, JULY 25, 2007

#### NBA Ref's Actions Called

#### 'Isolated'

Commissioner Addresses Probe Gambling on Gar

By SALLY JENKINS Washington Post Staff Writer

NEW YORK, July 24 - N Basketball Association Commi David Stern fought to restore confidence in his league at a neference Tuesday, asserting his that a referee under federal inv

tion for gambling and a link to orga nized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league.

"My reaction is, I can't believe it's happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons, Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

lance offers the prospect of using incentives to steer patients to care that is both effective "Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveil-

Gonzales, Senators Spar on

dibility

nt of Meeting Is Challenged

EN and PAUL KANE st Staff Winters

General Alberto R. stified yesterday that ssional leaders from agreed in March 2004 a classified surveillance t Justice Department ofeemed illegal, a conteniately disputed by key

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"The data often contain errors and that doctors often lack the ability to correct them... [some doctors] had been penalized because of errors in data-gathering... diabetes in patients who did not have the disease..."



130TH YEAR NO. 232 S

HOME **EDITION** 

Details, B10

WEDNESDAY, JULY 25, 2007

#### NBA Ref's Actions Called 'Isolated'

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had

patient at home."

lance offers the prospect of using incentives demoted him to its Tier 2 for quality. to steer patients to care that is both effective "Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveil-

Gonzales, Senators Spar on

dibility

nt of Meeting Is Challenged

EN and PAUL KANE ast Staff Winters

General Alberto R. stified vesterday that ssional leaders from s agreed in March 2004 a classified surveillance t Justice Department ofeemed illegal, a conteniately disputed by key c lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

Commissioner "Such systems fail to capture the intangibles of Addresses Probe Gambling on Gar quality, such as a doctor who visits a dying By SALLY JENKINS



Washington Post Staff Writer NEW YORK, July 24 - N Basketball Association Commis David Stern fought to restore confidence in his league at a neference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to orga nized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged

that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons. Stern said. According to a source close to the investigation, the FBI's Organized

130TH YEAR NO. 232 S

**HOME** EDITION

35¢

Prominer was market subside metropic Workington (Senting or

# NBA Ref's

## Actions Called

#### 'Isolated'

Commissioner Addresses Probe Gambling on Gam

By Sally Jenkins Washington Post Staff Writer

Basketball Association Commis David Stern fought to restore confidence in his league at a new ference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to organized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone

NEW YORK, July 24 - N

that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league. "My reaction is, I can't believe it's

and appearance as he acknowledged

happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons, Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

"Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective and sensibly priced. Gonzales, Senators Spar on

dibility
nt of Meeting

nt of Meeting Is Challenged

GEN and PAUL KANE Post Staff Writers

General Alberto R. estified yesterday that essional leaders from a greed in March 2004 a classified surveillance t Justice Department of-leemed illegal, a contenliately disputed by key lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney general

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"Disparate ratings can confuse patients and cause turbulence in group practices."



Today: Thunderstorms. High 86. Low 70.

Thursday: Thunderstorms High 86. Low 72.

Details, B10

130TH YEAR NO. 232 S



**EDITION** 

#### NBA Ref's Actions Called

#### 'Isolated'

Commissioner Addresses Probe Gambling on Gar

By SALLY JENKINS Washington Post Staff Writer

David Stern fought to restore confidence in his league at a neference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to orga nized crime was a "rogue, isolated

NEW YORK, July 24 - N

Basketball Association Commi

criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league.

"My reaction is, I can't believe it's happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons, Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

"Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective

Gonzales, Senators Spar on

dibility

nt of Meeting Is Challenged

EN and PAUL KANE st Staff Winters

General Alberto R. stified yesterday that ssional leaders from agreed in March 2004 a classified surveillance t Justice Department ofeemed illegal, a conteniately disputed by key c lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"Doctors critical of ratings systems say they are held accountable for whether patients exercise, take their medications or follow their prescribed regiments."



130TH YEAR NO. 232 S

**HOME** EDITION

350

Prominany was in areas reduced in this Pershangton (Senticus)

### NBA Ref's Actions Called

## 'Isolated' Commissioner

Addresses Probe Gambling on Gan

By SALLY JENKINS
Washington Post Staff Writer

Basketball Association Commis David Stern fought to restore confidence in his league at a new ference Tuesday, asserting his that a referee under federal inv tion for gambling and a link to organized crime was a "rogue, isolate

NEW YORK, July 24 - N

nized crime was a "rogue, isolated criminal." But the normally self-assured commissioner was grim in tone and appearance as he acknowledged that the NBA is facing "the most serious and the worst situation" in his 23 years as head of the league.

"My reaction is, I can't believe it's happening to us," Stern said.

Tim Donaghy, a veteran referee of 13 years, resigned July 9 under investigation by the FBI for allegedly placing bets on NBA games, including some he officiated, and for providing inside information to others for profit over the last two seasons, Stern said. According to a source close to the investigation, the FBI's Organized

#### Doctors Rated but Can't Get a Second Opinion

Inaccurate Data About Physicians' Performance Can Harm Reputations

By ELLEN NAKASHIMA Washington Post Staff Writer

After 26 years of a successful medical prac-

instead of other physicians in his western Massachusetts town because the system had demoted him to its Tier 2 for quality.

"Who did you kill?" the man asked sardon-

ticated software. Such data-driven surveillance offers the prospect of using incentives to steer patients to care that is both effective and sensibly priced. Gonzales, Senators Spar on

dibility
nt of Meeting

Is Challenged

GEN and PAUL KANE Post Staff Winters

General Alberto R. estified yesterday that essional leaders from a agreed in March 2004 a classified surveillance t Justice Department of-leemed illegal, a contendiately disputed by key lawmakers.

Rep. Nancy Pelosi (Calif.) and Sen. John D. Rockefeller IV (W.Va.), who were briefed on the program at the time, said there was no consensus that it should proceed. Three others who were at the meeting also said the legal underpinnings of the program were never discussed.

"He once again is making something up to protect himself," Rockefeller said of the embattled attorney general

The dispute came as Gonzales weathered one of the most contentious and hostile congressional hearings seen during the Bush administration, as Democrats and the

"Why should I be penalized for going to this person's partner?"



#### Conclusions

- Processes that engage physicians are key to accuracy and to success
- Standardized measures have clinical credibility
- Standardized measurement and methodologies are key to coherent and actionable information within a community
- Following the above can lead to successful measurement and quality improvement



#### Criteria for Measures

- Importance
- Scientific acceptability
- Feasibility
- Usefulness

Used by NCQA, National Quality Forum (NQF)



## **Importance**

#### For population to be measured

- Prevalence
- Work days missed
- Expenditures
- Indications of quality issues

What data sources are available?
Nationally, locally?



## Scientific Acceptability

- Based on scientific evidence
- Reproducible
- Valid (accurately representing the concept to be measured)
- Precise (showing real differences in provider performance)
- Fully specified

Organizations that do this:
NCQA, NQF, AQA, PCPI, ICSI (MN)
Multistakeholder involvement important



## Feasibility

- Can the measure be produced from acceptable, accessible data sources?
- Can the results be audited?

What are acceptable data sources:
Claims, CPTII codes, other electronic data (eg registries), medical record, patient survey?
Acceptability of data sources affects measure selection



#### Usefulness

Will the measure work in the specific environment?

- Large enough population?
- Useful for comparison and public reporting?
- Able to be improved by entity being measured?
- Specified for the environment?

Important to test in the specific environment



## **Cost & Quality**

- Quality/Cost=Efficiency
- Standardized quality measurement is more advanced
- Methodological approach important
  - Definition of episodes
  - Attribution
  - Sample size
  - Risk adjustment
  - Outliers
- Standardized cost vs. price

Cost measurement even more controversial than quality!



#### Conclusions

Consideration of and transparency about these criteria leads to

- Multistakeholder acceptance
- Efficient use of measurement resources

