

Accountable Care Organization: Quality and Efficiency Metrics

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The Healthcare Conundrum

No one and no Body is in charge of healthcare; stakeholder incentives are in direct conflict; and there is little to no accountability for results.

Getting better outcomes requires
new thinking, leadership,
collaboration, and courage



Catalyzing Transformation

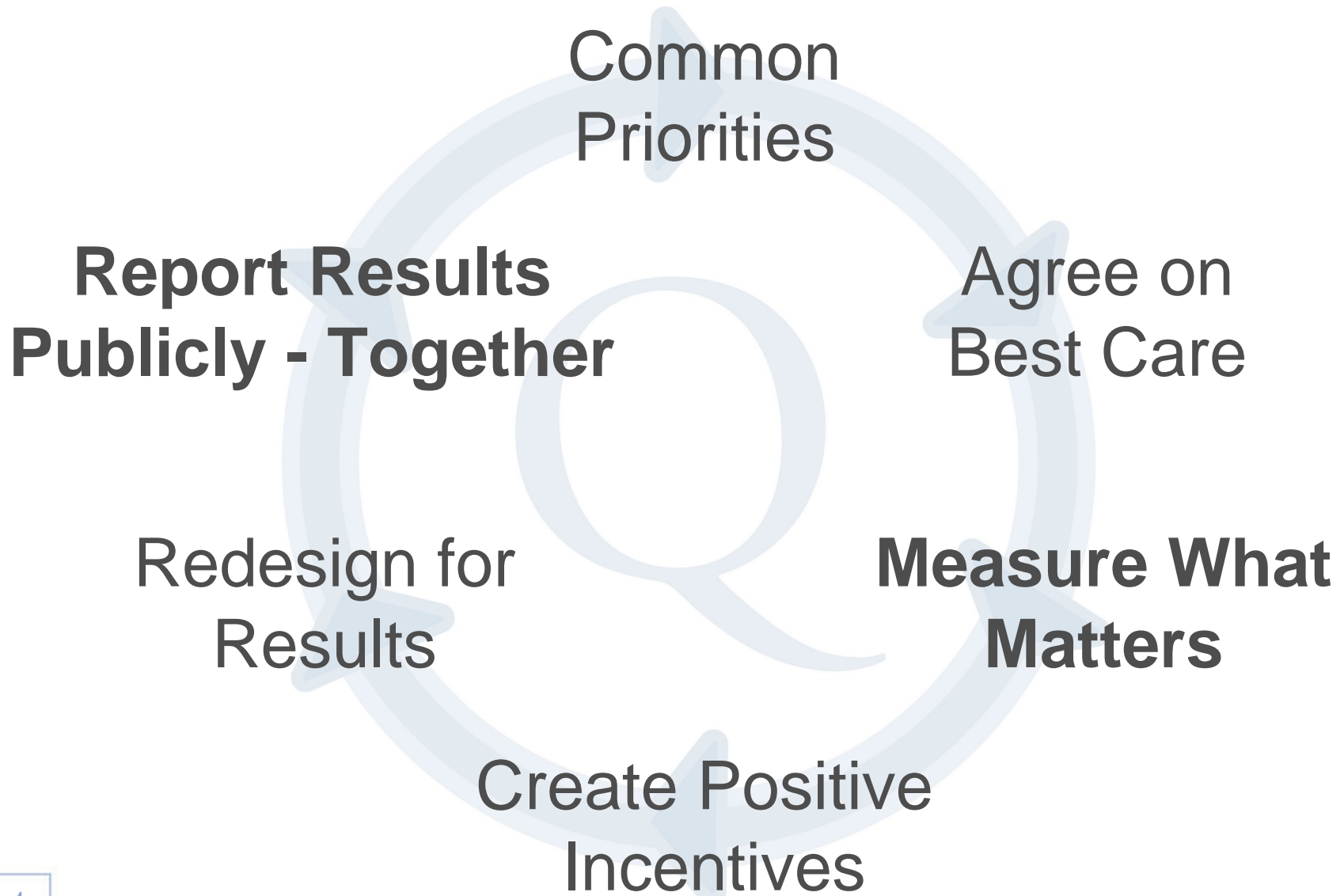
An external force with deep expertise that brings healthcare stakeholders together to create change that is not otherwise possible.

- Working together creates alignment
- Public reporting drives improvement

Transparency provides recognition for those performing well and motivation for those who are not



Quality Quest *for* Health



Patient-Centered Quality Measures

- Individual Patient is the Unit of Analysis
 - All recommended preventive care
 - All CV risk reduction targets met
 - All procedural parameters met
 - *YES* or *NO*

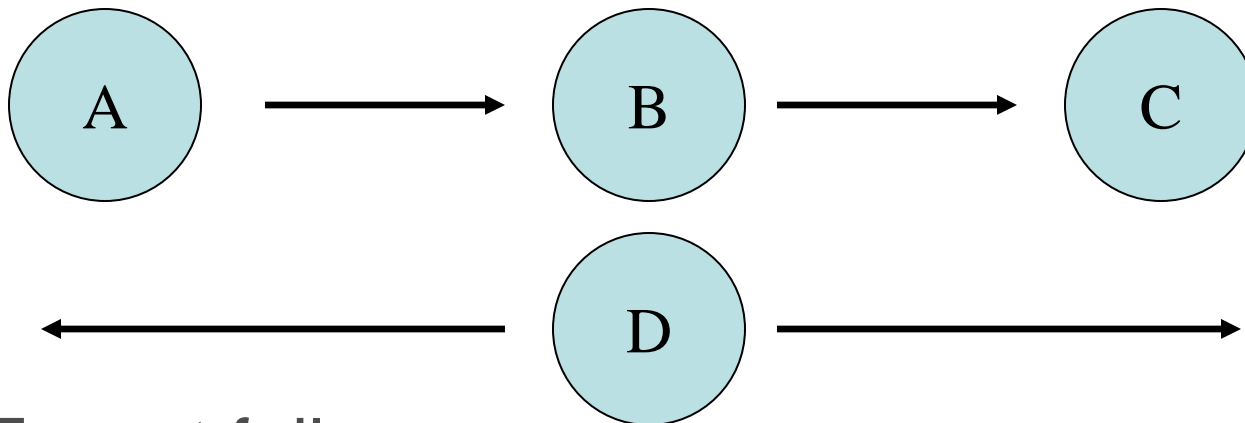


Is the system designed to provide best care?

Reliable Systems

Avoid failures

- All components work



Expect failures

- Build a parallel process



Secondary CV Risk Registry

PATIENT	BP	SMOKER	A1C	LDL	ASPIRIN
1	140/60	Never	6.5	91	10/17/08
2	138/80	Never		91	7/30/08
3	128/54	Never	6.5	65	9/23/08
4	140/66	Never	10	64	10/14/08
5	128/80	Never	5.4	99	10/20/08
6	158/90	Never	4.7	52	
7	130/68	Yes	6.6	58	
8	126/70	Never	5.5	78	6/20/08
9	122/72	Yes	7.7	150	
10	134/58	Never	7.8	103	11/3/08
11	124/62	Yes	7	92	11/7/08
12	126/66	Never	7.6	85	9/2/08
13	134/72	Never	5.4	115	
14	122/74	Never	9.2	59	
15	116/68	Never	7.7	61	4/22/08
16	128/88	Yes	11.3	113	
17	126/84	Never	6.8	52	11/5/08
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19	120/78	Never	6.3	122	
20	120/84		7.7	107	

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	45%				

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Secondary CV Risk Registry

20% (4 of 20) met all

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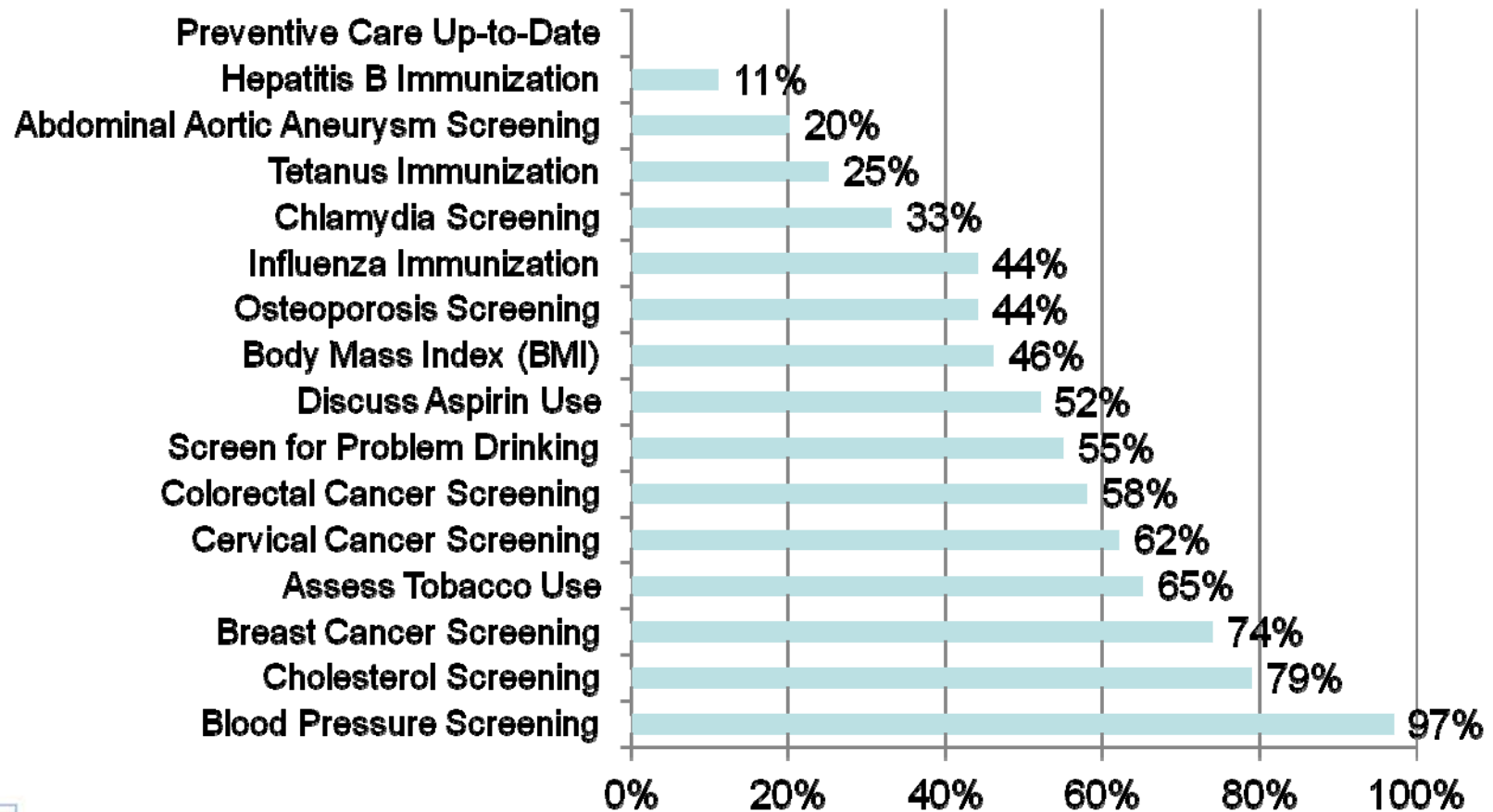
Secondary CV Risk Registry

10% (2 Of 20) met none

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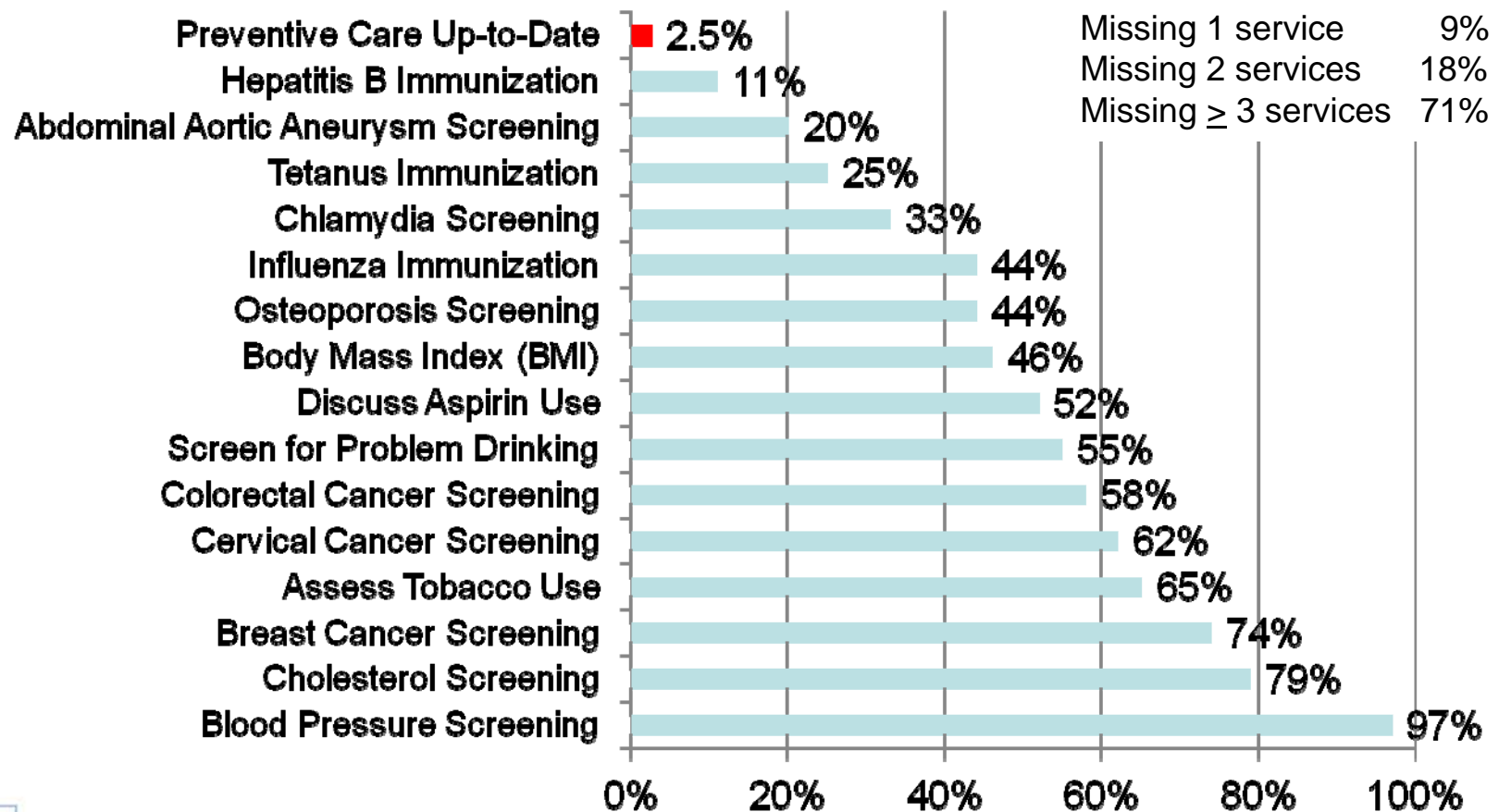
Preventive Care in Our Practices

n = 164 multiple offices, EMR and non-EMR



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n = 164 multiple offices, EMR and non-EMR



Success Story: Online Preventive Care Calculator

About You

[Download PDF Checklist](#)

Tobacco

- +

Unsafe Drinking

- +

Depression

Taking Aspirin

Obesity/BMI

Your Screenings

Cholesterol Check

Colorectal Cancer Screen

Abdominal Aortic Aneurysm (AAA) Screen

Your Immunizations

Tetanus/Diphtheria Immunization (TD/Tdap)

Influenza Immunization (Flu)

Pneumococcal Immunization (Pneumonia)

Your Screenings

Cholesterol Check

- +

Colorectal Cancer Screen

- +

Interval: Get checked for colorectal cancer beginning at age 50. The frequency of screening depends on the type of test used.

Reason: Screening helps prevent colorectal cancer by finding precancerous polyps that can be removed and it helps find cancer early when it is most treatable.

Exceptions: If you have a family history of colorectal cancer, you may need to begin screening before the age of 50. If you are African American, you should begin this screening at age 45. If you are older than 75, you do not need screening unless you have had polyps in previous tests or have a history of colorectal cancer.

Links: [Learn more](#)

- Filters out unneeded services
- USPSTF & ICSI guidelines

Success Story: High quality colonoscopy

Rigorous scoring system tests characteristics that make up a high-quality colonoscopy

Quality Elements
Appropriate Indication
Complete Exam
Photo-documentation of cecum
No Serious Complication
Bowel Preparation Assessment
Cardiac Risk Assessment
Polyp Info Complete or No Polyp
Withdrawal Time Recorded
Follow-up Recommendation Appropriate

	Q3 2009	Q4 2009	Q1 2010	Q2 2010	Q3 2010	Q4 2010	Q1 2011	Q2 2011	Q3 2011
12-Month Average	54.6%	53.0%	52.0%	54.1%	57.1%	62.1%	68.5%	76.6%	80.6%
Quarterly Rate	47.7%	47.1%	54.6%	56.9%	63.8%	72.0%	83.2%	82.9%	84.2%



Measure Description: Aggregate All-or-None composite score by endoscopist (> 30 for graphical display), and endoscopy site

Best Care Index for Colonoscopies (Q4 2010 - Q3 2011):

High to Low



High Performer = 95%

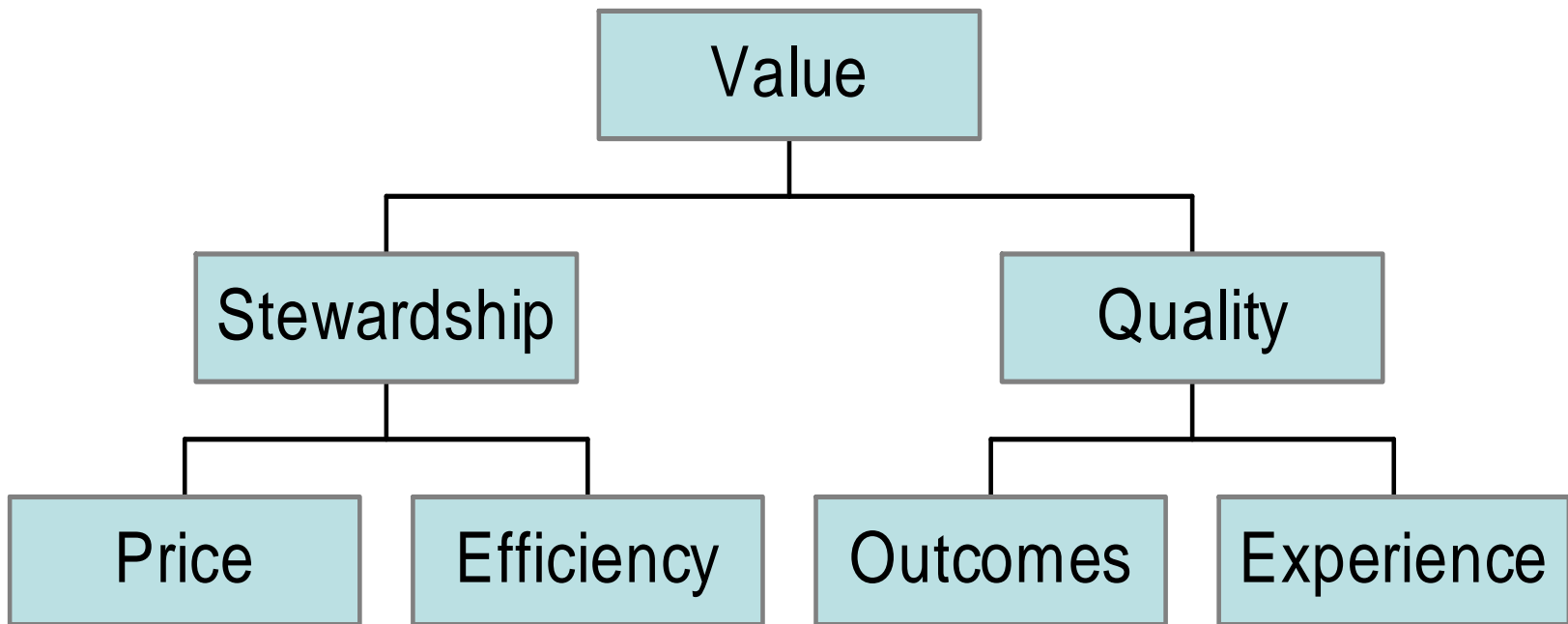
Eliathamby Kuganeswaran Illinois Gastroenterology Institute (1001 Main St, Ste 500A)	Peoria	61606		95%
Victor Lawrinenko, MD OSF Gastroenterology (2805 N Knoxville Ave)	Peoria	61604		92%
Kenneth Camacho Illinois Gastroenterology Institute (1001 Main St, Ste 500A)	Peoria	61606		90%
George Liu, MD Weber & Liu (302 W Hay St, Ste 205)	Decatur	62526		90%
Michael Cashman OSF Gastroenterology (2805 N Knoxville Ave)	Peoria	61604		88%
Richard Dilorenzo, DO Internal Medicine Subspecialty Associates (2 Memorial Dr, Ste 101)	Decatur	62526		87%
Frank Adams, MD OSF Gastroenterology (2805 N Knoxville Ave)	Peoria	61604		87%
Carl Peter Birk Jr, MD Sherwood and Birk (1 Memorial Dr, Ste 200)	Decatur	62526		86%
Abdullah Al-Rashdan Illinois Gastroenterology Institute	Peoria	61606		86%

Single vs. Composite Measures

Partial care	Complete care
Misleadingly high.....	Quality Chasm visible
Difficult to compare	Intuitive
Easy to measure	Clinically important
Parallel solutions.....	System solutions
About us.....	About patients

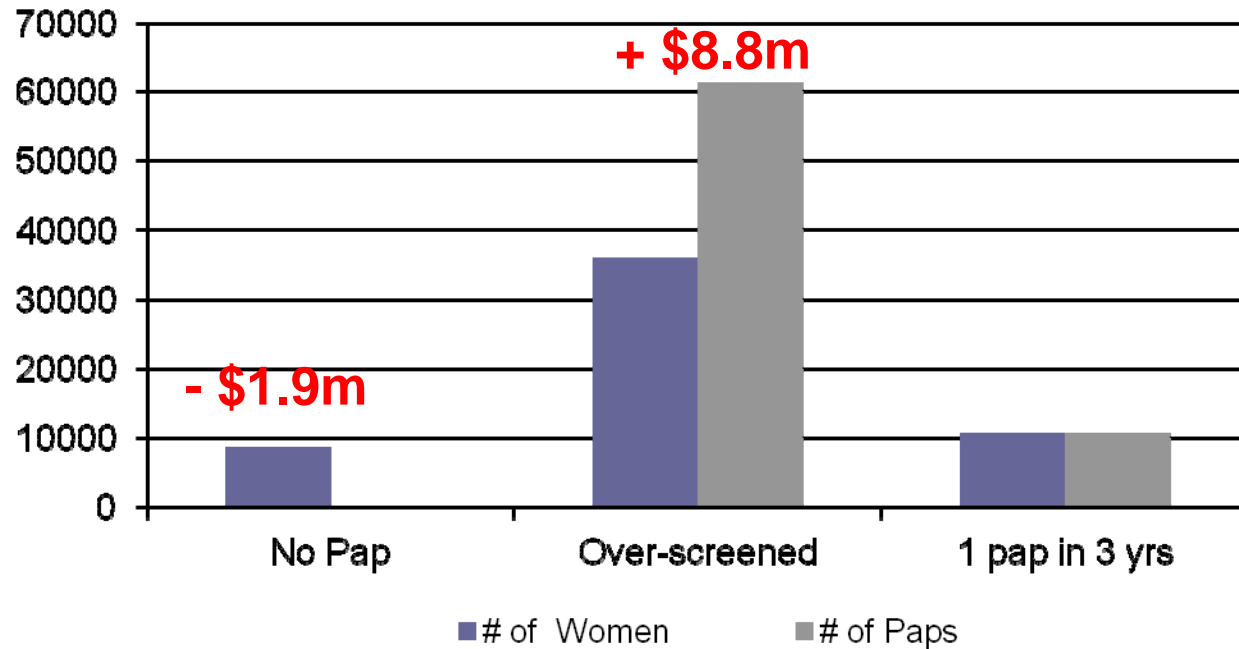


High Value Healthcare



Value = Quality ÷ Cost per Episode of Care

Evidence-Based PAP Screening: \$6 million overuse (\$2 million annually)



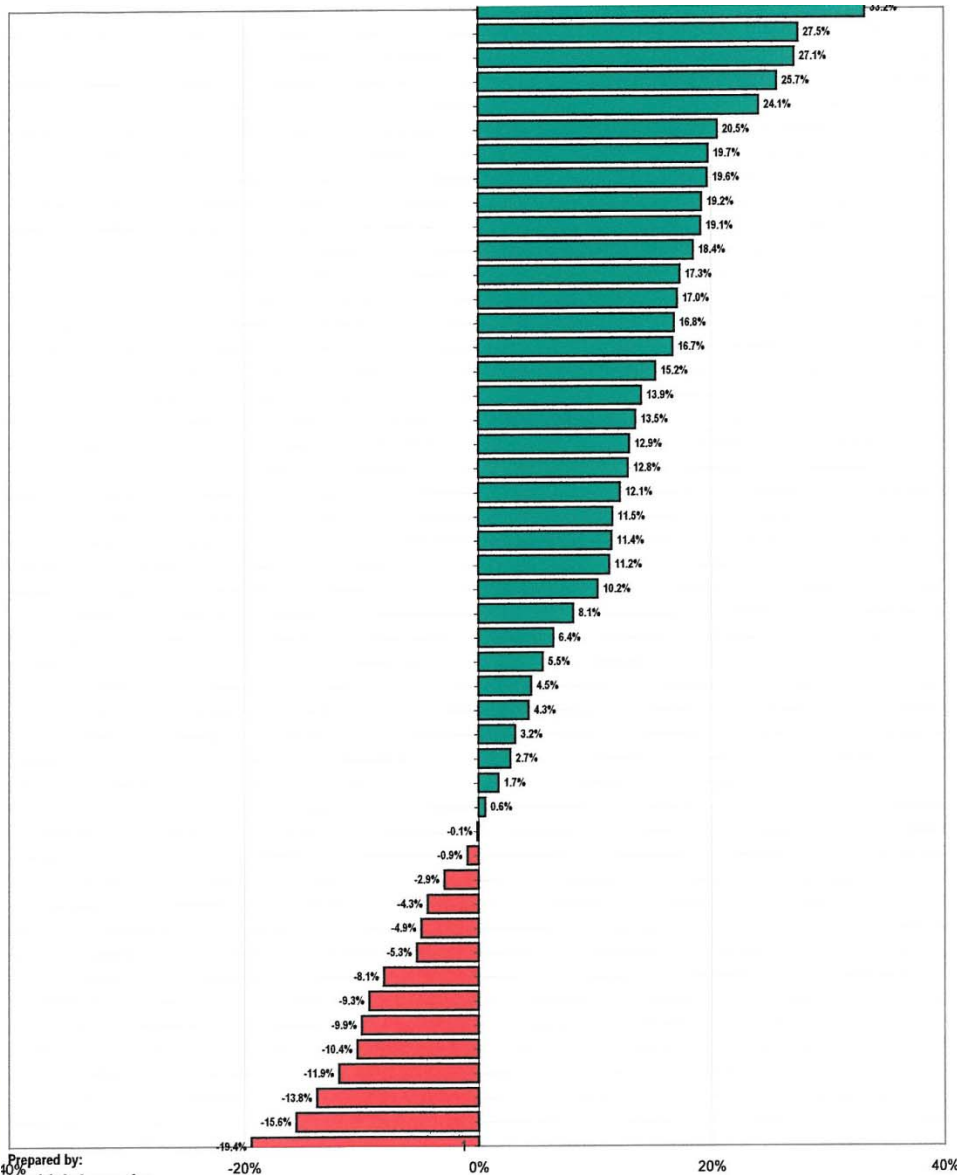
Legacy overuse in one large practice of 250,000 patients



An Episode of Care

- A summary record representing the inpatient, outpatient, and prescription drug treatment related to a given spell of disease or treatment, with links to all of the underlying detail.
- Triggered by the first encounter with healthcare.

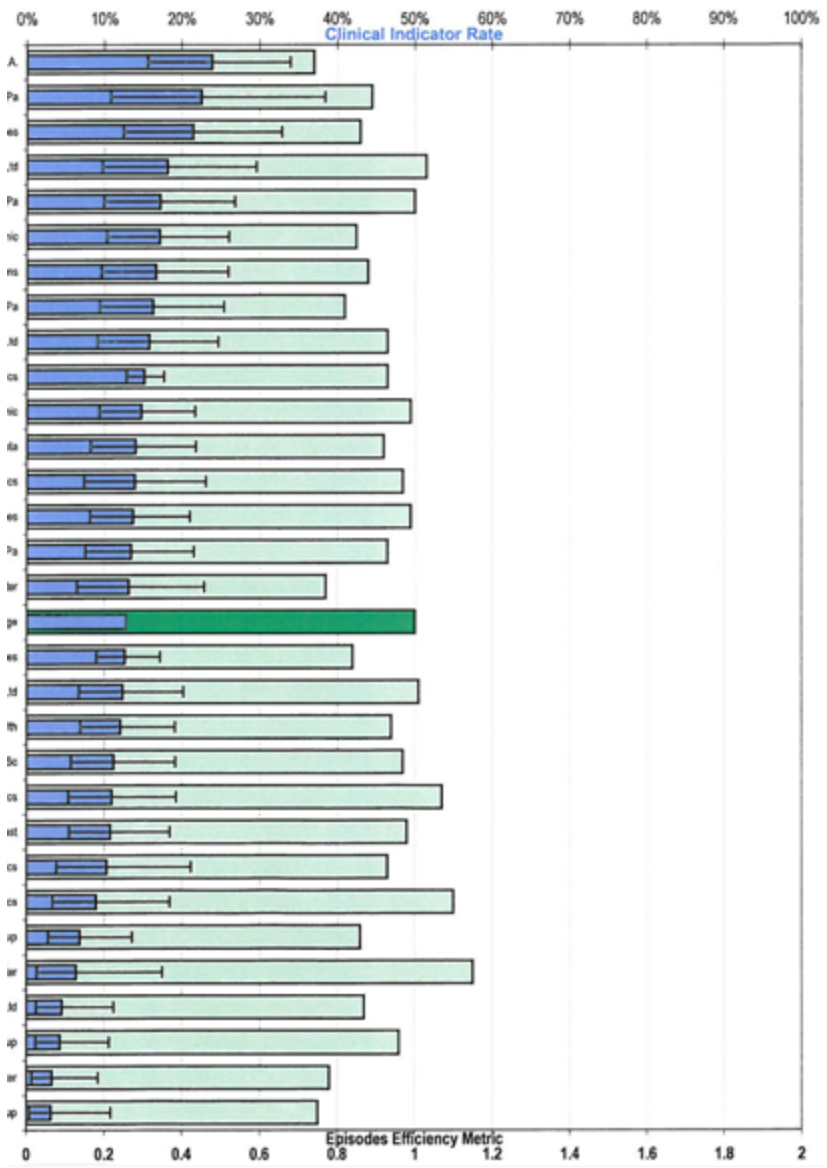
Relative Efficiency of Diabetes Care



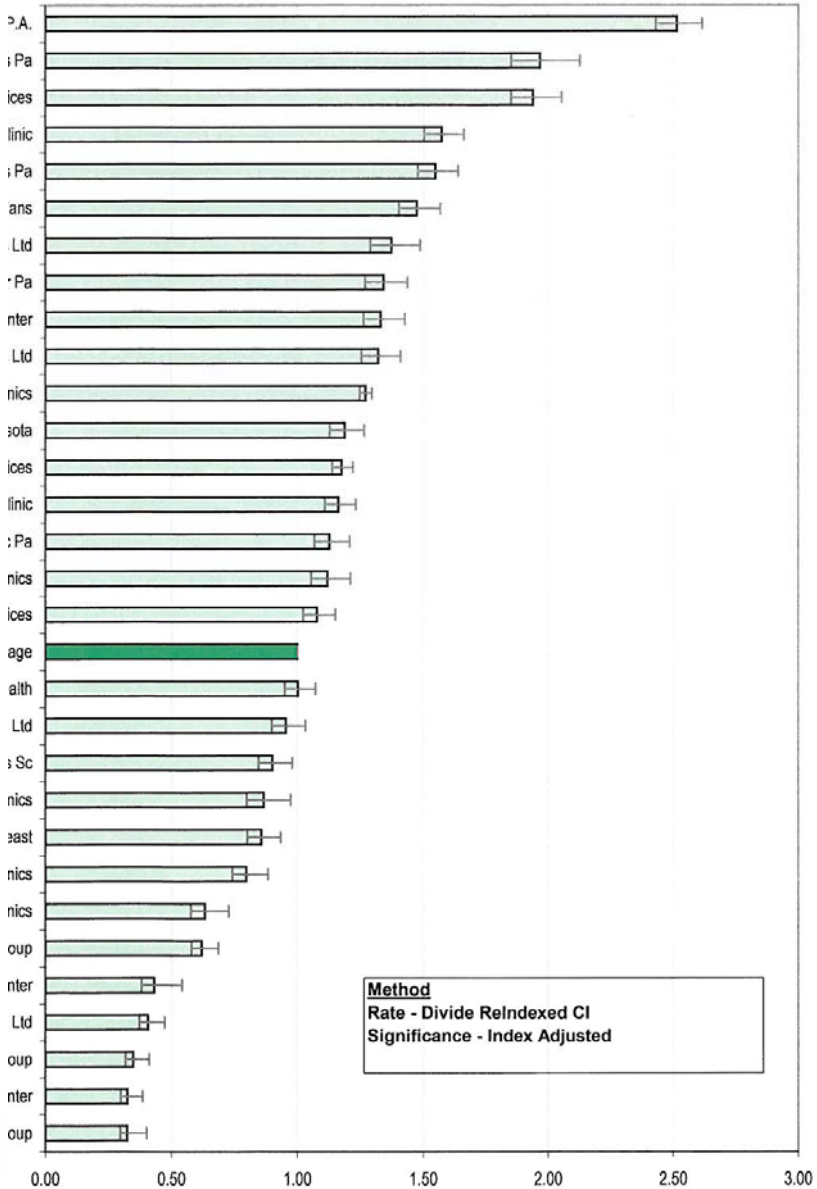
Quality Quest *for* Health

Quality & Efficiency

- Optimal Diabetes Care
- Diabetes Care Efficiency



Quality Quest *for* Health



Diabetes Care Value

Quality ÷ Relative Efficiency



Implementation Lessons

- Analysis with standardized fees is important
 - Focus on practice efficiency isolated from contractual influences
- Aggregated data is best
 - More reflective of overall practice performance
 - Enables reporting on more practices
 - More actionable information for practices

Quality Quest *for* Health



To fulfill the promise of ACOs,
accountability measures will
necessarily be significantly more
robust than current measures.