

Case Study for Successful Statewide Public Release of Physician Performance Information

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Today's Objectives

- ✓ Provide brief background on MHQP as important context for reporting efforts
- ✓ Describe MHQP's approach to developing clinical and patient experience reports for physicians and consumers
- ✓ Describe stakeholder perspectives and decision points around key reporting issues
- ✓ Describe the results of the public releases and talk about next steps and challenges

The Headlines from October, 1994...

The Boston Globe



High hospital death rates

Study finds 10 facilities with above-average mortality

High Death Rates Noted At 10 Hospitals In State

...Led to the Creation of MHQP in 1995

- **Provider Organizations**
 - MA Hospital Association
 - MA Medical Society
 - 2 MHQP Physician Council representatives
- **Government Agencies**
 - MA EOHHS
 - CMS Region 1
- **Employers**
 - Analogue Devices
- **Health Plans**
 - Blue Cross Blue Shield of Massachusetts
 - Fallon Community Health Plan
 - Harvard Pilgrim Health Care
 - Health New England
 - Tufts Health Plan
- **Consumers**
 - Exec. Director HCFA
 - Exec. Director NE Serve
- **Academic**
 - Harris Berman, MD, Board Chair

MHQP's Collaborative Process

- **Involving Physicians in Measurement Process**
 - Increased credibility and acceptance of end results
 - “Do it with me, not to me”
- **Aggregating Data Across Health Plans**
 - More data leading to greater validity
 - Allows reporting on more physicians
 - Avoids “dueling scorecards” or non-comparable data
- **Engagement Among Members of Broad Based Collaborative**
 - Greater understanding of diverse views

MHQP's Track Record: Comparative Performance Initiatives

- **Hospital Level**
 - Statewide hospital survey of patient experiences (public release in 1998)
- **Physician Organization Level**
 - Statewide reporting of collaborative HEDIS performance measures at medical groups and physician organization level
- **Practice Site Level**
 - Statewide survey of patient experiences in the primary care physician office

MHQP's Goal

- ✓ To be the trusted source of actionable health care quality information for health plans, physicians and consumers that will result in improved quality of care for MA residents

Achieving the Goal: A Process Built on MHQP Collaborative Mission

- Expert team
- Health Plan Workgroup
- Plan/Physician Communication Workgroup
- MHQP Physician Council
- MA Medical Society
- MHQP Board of Directors
- Consumer Focus Groups

Setting the Stage for Public Reporting: Engaging Physicians

“A voice at the table is huge”

“Physicians know all their concerns are not going to be met, but to be able to raise what is really important and have it taken seriously and used to modify the process is worth everything.”

***Karen Boudreau, MD
Valley Medical Group
MHQP Physician Council Member***

Setting the Stage for Public Reporting: Key Issues for Physicians

- **What measures get reported**
 - Criteria for reporting measures publicly
 - Use of “super” composites to rate overall performance
 - Level of detail presented to consumers—composites vs. item level
- **How measures get reported**
 - Absolute vs. relative scoring
 - Use of “subjective” performance labels—Excellent, Good, etc.
 - Determining performance categories
 - Minimizing the risk of misclassification
 - Recognizing high achievers
- **Setting the context for the user**

Gaining Consumer Perspectives: MHQP Focus Groups

- Partnership with Harvard-CAHPS Reporting Team
- 6 focus groups conducted across MA
- Profile of participants:
 - High/low health care users
 - Access to/use of internet
 - Mix of race/ethnicity, education, age, gender

Consumer Perspectives: Focus Group Feedback On...

- Labeling measure composites
- Providing item level detail
- Describing how care is delivered in MA and where the MHQP data fits
- Creating trust for the user
 - Transparency about project funding, methods
 - Endorsement from the physician/health care community--AMA, MMS or State Health Department

Consumer Perspectives: Focus Group Feedback On...

- **Using quality information**
 - Picking a new doctor
 - Evaluating a current doctor
 - Recommending a doctor for family and friends
 - Seeing how the doctors in their area were performing overall
- **Useful information to support use of the performance data**
 - Useful tools to help pick a doctor
 - Information about the doctor and the practice
 - Links to other websites

Consumer Perspectives: Focus Group Feedback On...

- Talking about quality with doctors
 - Skeptical
 - Worried
 - “Wouldn’t have any effect or worse, might be negative”
- Benefits of the information
 - Information = Empowerment
 - “Having options and the ability to make a choice when finding a doctor”
 - “Taking charge of my health because now I can make decisions based on information that I didn’t have before”
 - Improving the quality of care
 - “I would hope they [doctors] would use this as feedback to improve their practices”

Key Decisions for Public Reports

- Search Approaches:
 - search by Physician Name
 - proximity search using region or zip code
 - Search from list of practice sites, medical groups
- Front-end presentation of how care is delivered and context for report
- Umbrella categories for measures but no data roll-up



QUALITY INSIGHTS: PATIENT EXPERIENCES IN PRIMARY CARE

Begin By Selecting Massachusetts Doctors' Offices...

By distance from a particular zip code:



Find doctors' offices within

5 miles of zip code:

Office type: Adult Medicine Pediatrics Both

By name of a medical group:



Enter medical group name:

Office type: Adult Medicine Pediatrics Both

By name of a doctors' office:



Enter doctors' office name:

Office type: Adult Medicine Pediatrics Both

By name of a doctor:



Enter doctor's last name:

Office type: Adult Medicine Pediatrics Both

quality reports : clinical quality



QUALITY INSIGHTS: CLINICAL QUALITY IN PRIMARY CARE

The following 6 medical groups meet your search criteria. Please select the groups to include in your report and click *Continue* at the bottom of this page.

	Medical Group	Select Medical Groups
Select All Medical Groups:		<input type="checkbox"/>
	Harvard Vanguard Medical Associates, Lynnfield Medical	<input type="checkbox"/>
Go to Group's Website		
	Harvard Vanguard Medical Associates, Peabody	<input type="checkbox"/>
Go to Group's Website		
	Lahey Clinic	<input type="checkbox"/>
Go to Group's Website		
	Lahey Community Practice Network	<input type="checkbox"/>
	North Shore Health HealthCare	<input type="checkbox"/>
<div style="border: 1px solid black; padding: 2px;"> <ul style="list-style-type: none"> Depression Asthma Care Heart Disease and Cholesterol Management <li style="background-color: #800000; color: white;">Diabetes Care for Adults Pediatric Care Women's Health </div>		
	Northeast PHO, Inc	<input type="checkbox"/>
Select a Category:	Women's Health	<input type="button" value="Continue"/>



QUALITY INSIGHTS: PATIENT EXPERIENCES IN PRIMARY CARE

Doctors' Office Summary: Care From Personal Doctors

click on the measure name to learn more information about the measure
click on the stars to learn about how patients answered each survey question



Doctors' Office

How Well
Doctors
Communicate
with Patients

How Well
Doctors
Coordinate
Care

How Well
Doctors Know
Their Patients

How Well
Doctors Give
Preventive
Care and
Advice

Doctors' Office Summary: Care And Service From Others In The Doctor's Office

click on the measure name to learn more information about the measure
click on the stars to learn about how patients answered each survey question



Doctors' Office

Getting Timely
Appointments,
Care, and
Information

Seeing your
own Doctor

Getting
Quality Care
from Other
Doctors and
Nurses in the
Office

Getting
Quality Care
from Staff in
the Doctor's
Office



Doctors' Office Summary: Care From Personal Doctors

click on the measure name to learn more information about the measure
click on the stars to learn about how patients answered each survey question

	How Well Doctors Communicate with Patients	How Well Doctors Coordinate Care	How Well Doctors Know Their Patients	How Well Doctors Give Preventive Care and Advice
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Acton Medical
Associates
(Pediatrics)



N/D



[Go to Medical Group's Website](#)

Harvard Vanguard
Medical Associates,
Concord Hillside
(Pediatrics)



[Go to Medical Group's Website](#)

Click on a doctors' office to view results on all measures

Select Category:

Explanation Of The Star Ratings...

The star rating for each measure tells you how a doctor's office compares to all the other doctor's offices in the state that were part of the MHQP survey.

- Doctor's offices with 4 stars (★★★★) did better than at least 85% of the doctor's offices in this survey
- Doctor's offices with 3 stars (★★★☆☆) did better than at least 50% of the doctor's offices in this survey
- Doctor's offices with 2 stars (★★☆☆☆) did better than at least 15% of the doctor's offices in this survey
- Doctor's offices with 1 star (★☆☆☆☆) did less well than at least 85% of the doctor's offices in this survey
- The symbol N/D is displayed when MHQP does not have enough data to report this measure. This is usually because not enough patients answered the survey questions for this measure. Having too little data to report for a doctor's office does not mean that the quality of care delivered by that doctor's office is either good or bad.

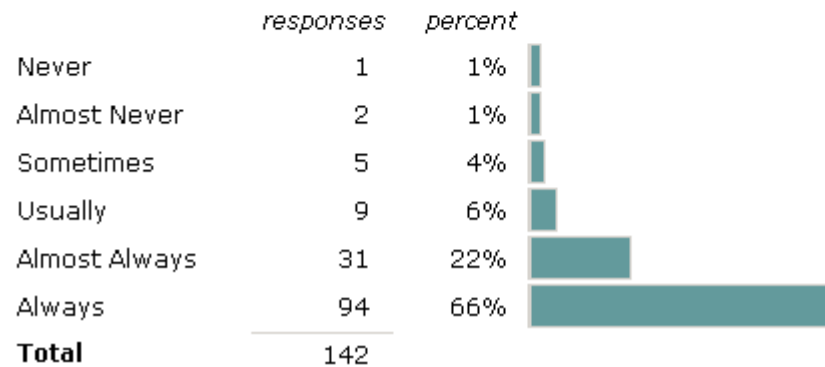
Care From Personal Doctors: How Well Doctors Know Their Patients

Acton Medical Associates (Pediatrics)

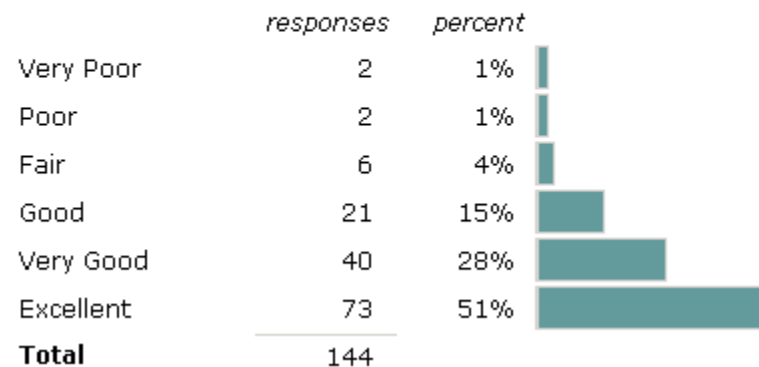
[Go To Medical Group's Website](#)



In the last 12 months, how often did your child's doctor seem to know all the important information about your child's medical history?



How would you rate your child's doctor's knowledge about your child as a person (special abilities, concerns, fears)?



Ways Your Doctor Can Help...

- **Learn about your medical history and current health problems.** The first time a doctor sees you as a new patient, he or she should ask about your medical history and that of close relatives. In future visits, the doctor should update the your medical history with information about current health problems and concerns.
- **Have a record-keeping system that makes it easy to find your health information.** A doctor's office can have systems that make it easy to find your past and present health information. This is needed whether doctors meet with you in the office, talk by phone, or consult with specialists about your treatment and care.
- **Learn about what matters to you.** This includes knowing your values and beliefs about treatments, care, and desired results. The doctor should take extra time to learn this information when meeting with you for the first time. When making decisions about treatment choices your doctor should talk with you about the benefits (how treatments can help) and risks (problems that can happen) of each treatment.

Ways You Can Help...

- **Give your doctor complete and accurate information.** This includes current health problems as well as medical history (medications, surgery, and illnesses). The doctor may also want to know about the medical history of your close family members. Make a list of important information you want to discuss before you see a doctor for the first time.
- **Talk about what is important to you—even if the doctor does not ask.** This includes religious beliefs or other values you have about treatments and care.
- **Discuss benefits and risks before you make a treatment choice.** Many times, there is more than one way to treat an illness or health problem. Talk with your doctor and learn as much as you want to know about the benefits (how treatments can help) and risks (problems that can happen) of each treatment choice.

One More Stakeholder: The Media

What the headlines could have been...

Grading doctors

Massachusetts HMO primary care physicians and pediatricians survey of patients regarding operational practices. Grades reflect average statewide scores.

Care from doctors.
How well doctors ...

	Primary Care Physicians	Pediatricians
Communicate with patients	B	B
Know their patients	B	B
Coordinate care	B	B
Give preventive care and advice	B	B
Care and advice from other doctors and nurses in the doctor's office	B	B
Quality care from staff	B	B
Timely appointments, care and info	B-	B-
Quality care from other doctors and nurses	B	B
Seeing your own doctor	B+	B+

Would you recommend your doctor?

Willingness to recommend	B+	A
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Sample question

In the last 12 months, when you called your personal doctor's office to get an appointment for care you needed right away, how often did you get an appointment as soon as you needed it?

Never	1.2%
Almost never	1.2%
Sometimes	4.4%
Usually	8.5%
Almost always	22.2%
Always	62.5%

Pediatricians	
Never	0.1%
Almost never	0.2%
Sometimes	1.2%
Usually	3.7%
Almost always	16.4%
Always	78.3%

For illustration only

The Headlines from February 10, 2006

The Boston Globe

FRIDAY, FEBRUARY 10, 2006

Bay State doctors rated among best

Web list shows
areas where care
excels — and lags

By Liz Kowalecyk
GLOBE STAFF

The quality of medical care provided by Massachusetts doctors exceeds the national average in most categories. But data being made public today show significant variation, particularly in how well physicians care for teenagers and patients with depression.

The Massachusetts Health Quality Partners, a coalition that includes doctors, hospitals, and

posting on its website performance ratings for 150 Massachusetts physician groups — though not individual doctors — that provide care to hundreds of thousands of patients. The information is available at www.mhqp.org.

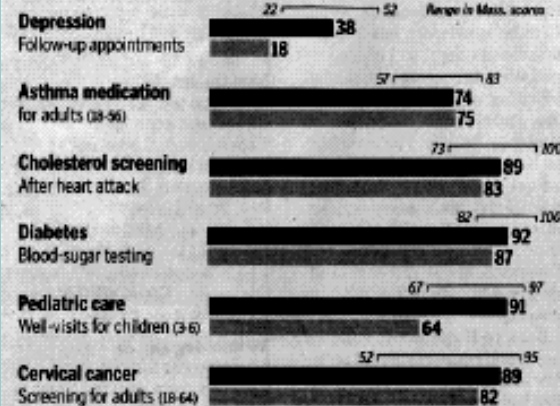
Doctors at disadvantage without computers, C.I.

Health Quality Partners hopes consumers will use the information to help choose a primary care doctor, particularly if prospective patients have a specific medical condition addressed by the measure. The organization also hopes that the public release of the infor-

How Mass. care compares

Percentage of patients receiving recommended care for:

■ Mass. average
■ US average



SOURCE: Massachusetts Health Quality Partners

JAM ES BENNETT/GLOBE STAFF

The Headlines from March 9, 2006

The Boston Globe

THURSDAY, MARCH 9, 2006

Patients weigh in on Mass. doctors

High ratings given on care

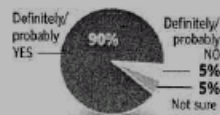
By Liz Kowalczyk
GLOBE STAFF

Massachusetts residents think their doctors are good communicators, who listen carefully and give clear instructions, according to the first statewide survey on patients' experiences with their care. But patients do not rate their interactions with physicians and their staffs as highly in other areas, including seeing them

SELECT SURVEY RESULTS

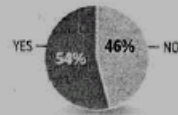
48,294 adults were questioned about their primary care physician.

Q. Would you recommend your doctor to your family and friends?



IN THE PAST 12 MONTHS ...

Q. Did your doctor ever ask you if your health makes it hard to do the things you need to do each day?



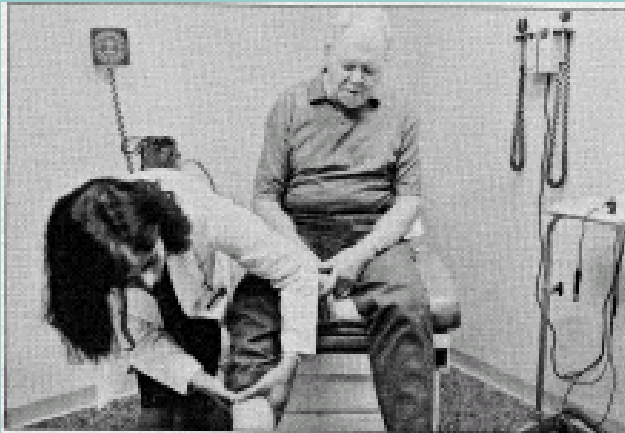
Q. Did your doctor's office remind you to get preventive care (for example, flu shot, cancer screening, mammogram, eye exam)?

'Doctors have gotten the message that consumers have higher expectations. Publishing this data is a pretty gutsy move.'

JAMES CONWAY, Institute for Healthcare Improvement

The Headlines from March 9, 2006

Worcester Telegram & Gazette



Dr. Raphael H. Coubas examines patient Thurston E. Salomon of Worcester during a visit to Fallon Clinic on Maple Lake Avenue in Worcester yesterday.

Physicians draw healthy scrutiny

By Bob Klevens
TELEGRAM-GAZETTE STAFF

Primary care physicians in Massachusetts do a good job communicating with their patients, but survey results to be released today indicate that few have

How patients rate their doctors

Where's the Web site?
www.mhqp.org

How patients rate their doctors

Where's the Web site?
www.mhqp.org

What will I learn?

How the medical group where my primary care doctor practices was ranked when it comes to patient experience, which refers to all that happens to a patient while in a doctor's office. It also includes phone calls and other interaction between a patient and the doctor's office.

How do I find the information?

The site will tell you how to locate your medical group, then you can select a care category and see how well the group performed. The results show how well doctors communicate with and know their patients, coordinate care and provide preventive care and advice. It also indicates how well other office staff provide quality care, the ability to see one's own doctor and the ease of obtaining timely appointments.

What are the star ratings?

The site explains how it used survey results from patients of primary care adult and pediatric practices that provide services to five Massachusetts managed-care plans to create a one- to four-star rating system.

Has performance improved from previous years and how does the state compare nationally?

This is the first time such a survey has been produced in Massachusetts and there is no comparable national data.

What is Massachusetts Health Quality Partners?

MHQP is a coalition of doctors, hospitals, health plans, purchasers, consumers and government agencies working to improve the quality of health care in Massachusetts.

Source: Massachusetts Health Quality Partners; reflects 2005 survey results from 50,000 patients of 400 primary care adult and pediatric practices providing services to five Massachusetts managed-care plans.

Worcester Telegram & Gazette

'Patients don't consider themselves experts on clinical quality, but they are experts on service quality.'

DR. CRAIG E. SAMITT

FALLON CLINIC CHIEF OPERATING OFFICER

How MHQP data is being used

- **Current uses**

- Reporting to physicians for quality improvement
- Direct to consumer online reporting
 - Links from MA state website to MHQP reports
 - Links from health plan websites to MHQP reports
 - Links from several provider organization websites to MHQP reports

- **Likely future uses**

- Support MA transparency agenda in State Health Care Reform Law (Section 16)
- Physician certification
- Links to MHQP reports by employers
- Health plan recognition programs, P4P, and product design

Challenges in Developing Comparative Performance Reports

- Defining “Physician Groups” and “Practices”
- Building flexibility into feedback report formats
- Achieving consensus on benchmarks and scoring
- Identifying appropriate contacts for report distribution to physicians
- Balancing scope and comprehensibility for consumers
- Need for multiple distribution channels to physicians and consumers



A Look Toward our Future

**MHQP Vision – to be
the most trusted
source of performance
data in MA**

Inputs beginning in 2006

Commercial Health Plan Claims (MHQP 5 Member plans)

Medicare Claims (through AQA pilot)

Inputs beginning in 2007 and beyond

Medicaid Claims (through AQA Pilot)

Clinical data from registries (through AQA pilot)

Clinical EHR Data (on voluntary basis with MAeHc pilot sites)

**MHQP
Aggregated
Database**

Outputs beginning in 2006

Clinical Performance Measures for PCPs and Specialists
--AQA starter set
--HEDIS

Survey Sample for Patient Experience Surveys

Outputs beginning in 2007

Clinical Performance Measures for PCPs and Specialists
--RAND QA Tool
--Others as developed

Efficiency Metrics for PCPs and Specialists

Condition specific patient level registries for physician offices

For more information about MHQP...

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