Quality 2020

Joan D. Wynn PhD RN
Teresa Anderson PhD RN
Lou Reida MSN RN
Objective

Participants in this session will learn what’s new in the national healthcare environment and how that informs creation of our Enterprise Quality plan for 2020. Participants will brainstorm quality strategies and priorities.
Reflection

“Ultimately, the secret of quality is love. You have to love your patient, you have to love your profession, you have to love your God. If you have love, you can then work backward to monitor and improve the system.”

- Avedis Donabedian
Reflection

Talk at your tables about your response to this quote?
Who do you love?
Take out your phones....... 

What is the **ONE** word that describes what you want for your loved one in their healthcare experiences?
Environmental Scan
New leadership at the Federal Level
Alex Azar HHS Secretary – March 5, 2018

“There is no turning back to an unsustainable system that pays for procedures rather than value. In fact, the only option is to charge forward — for HHS to take bolder action, and for providers and payers to join with us. This administration and this President are not interested in incremental steps.
We are unafraid of disrupting existing arrangements simply because they’re backed by powerful special interests accelerating value-based transformation, and creating a true market for healthcare: 1) giving consumers greater control over health information through interoperable and accessible health information technology; 2) creating pricing transparency from payers and providers; 3) accelerating new Medicare and Medicaid payment models to drive value and quality, and 4) removing government burdens.”
Medicare Value Based Programs across the Continuum

**Pay-for-Performance**
- Hospital VBP Program
- Hospital Readmission Reduction Program
- HAC Reduction Program
- Merit-Based Incentive Payment System

**Bundled Payments**
- Bundled Payments for Care Improvement Initiative (BPCI)
- Comprehensive Care for Joint Replacement (CJR) Model
- Episode Payment Model

**Shared Savings**
- MSSP Track 1 (50% sharing)

**Shared Risk**
- MSSP Track 1+1
- MSSP Track 2 (60% sharing)
- MSSP Track 3 (up to 75% sharing)
- Next Generation ACO Model (full risk option)

**Full Risk**
- Next Generation ACO Model (full risk option)
- Medicare Advantage (provider-sponsored)

**Increasing Financial Risk**
Employers Innovating

Apple to run its own health clinics for employees, CNBC reports

10:59 AM - February 27, 2018
The Advisory Board Daily Briefing
Changing Consumers

Figure 1: Consumers are ready to embrace a new era of care delivery

- **78%** of consumers are interested in having a “menu” of care options offered by multiple providers, allowing them to choose care from local providers or virtual care from specialists across the country.

- **78%** who had a hospital stay in the last two years believe at least a few of their recent in-person interactions with providers could have occurred virtually.

- **54%** would choose to receive hospital care at home if it cost less than the traditional option.

- **54%** of consumers surveyed by HRI said they would be somewhat or very likely to try an FDA-approved app or online tool for treatment of a medical condition.

- **47%** would be comfortable receiving health services from a technology company such as Google or Microsoft.

Source: PwC Health Research Institute consumer survey, May 2018
Cost of Care

Figure 10: Average deductible for employer-sponsored plans over the past decade

Source: PwC Health Research Institute analysis of Health and Well-being Touchstone survey, 2018
Market Competition

- UNC Health
- DukeLifePoint
- Sentara
- New Hanover
- Vidant Health Hospitals
Health Disparities in the East

Figure 5.1 ii. All Causes of Death: Trends in age-adjusted mortality rates for ENC29, RNC71, NC, and US, 1979-2012 with projections to 2020

ENC29 14-yr trendline 21% decrease
R2 = 0.97
y = -15.58x + 1,041.14

RNC71 14-yr trendline 17% decrease
R2 = 0.96
y = -11.11x + 924.69

NC 14-yr trendline 18% decrease
R2 = 0.97
y = -12.00x + 944.34

US 12-yr trendline 17% decrease
R2 = 0.98
y = -12.71x + 896.81

1999 ENC29 rate is 13% greater than RNC71
2012 ENC29 rate is 7% greater than RNC71
Social Determinants

Montefiore Health System

Drivers of Health Care Costs

- Lacks Social Support: 10% higher costs
- Lacks a Primary Care Physician: 12% higher costs
- Has Physical Limitations: 9% higher costs
- 16% Report Unstable Housing Situation
- Substance Abuse: 89% higher costs
- Financial Distress: 25% higher costs
- Mental Health Diagnosis: 38% higher costs

Source: Montefiore Medical Center

Based on results of over 4,000 assessments of high-risk patients conducted at Montefiore CMO
Required Quality Measures

• Meaningful measure alignment by CMS

• Ambulatory measures continue to grow in number
Summary

High value organizations will be successful

Value = Quality/Cost

(Quality = care that is safe, timely, efficient, effective, equitable, patient centered)
Creating the Annual Quality Plan
High Reliability Operating System
The Quadruple Aim
Cultural Transformation Theory

Power OVER

Silos
Shame
-isms
Retribution
Blame
Fear

How we Experience each other is how our patients Experience us

Power WITH

Inclusiveness
Compassion
Respect
Empathy
Safety
Trust
An example

Mission – Why?
• Improve the health and well-being of eastern North Carolina

Goal – Where to?
• Zero harm and exceptional experiences - STEEEP

Strategy – What?
• Advance Safety Culture

Tactics/Initiatives/ Priorities – How?
• Expand meaningful partnerships with patient family advisors
Vidant Health (VH) is a private, not for profit health system organized beginning in 1997 through mergers and acquisition of not for profit entities located in eastern North Carolina (NC). VH serves 29 counties and more than 1.4 million people in eastern NC. VH consists of a full continuum of services including acute inpatient care, home health, hospice, rehabilitation, physician office practices, wellness, and outpatient services and is affiliated with the Brody School of Medicine at East Carolina University.

VH uses the Institute of Medicine dimensions to define quality: safe, timely, efficient, effective, equitable, and patient centered. In order to determine the annual scope of work, VH conducts a critical review of the internal and external environment, key services, stakeholder expectations, regulatory standards, and patient/family feedback. This document establishes the quality scope of work for fiscal year 2018 and outlines methods used in quality initiatives.

The VH Board of Directors (BOD) has two distinct obligations with respect to patient safety and quality improvement: decision-making and oversight functions. The decision-making function involves the BOD making specific decisions or taking a particular board action. The oversight function includes general activity of the board in overseeing the operations of the corporation. The VH BOD retains ultimate responsibility for monitoring and evaluating overall effectiveness of quality initiatives at each VH entity. The BOD delegates the responsibility for implementing quality plans to the medical staff and administration of each entity. Individual accountability for quality rests with every team member and member of the medical staff. Reports of progress toward annual quality goals are made to the Quality Improvement Committee of the VH BOD. At least annually, the governing body receives a report of process failures/events, staffing effectiveness, number/type of events, disclosure to patient/family, and actions taken in response to these events.

The National Quality Strategy (Department of Health and Human Services, 2011) defines the triple aim as: better care, healthy people & communities, and affordable care. To acknowledge team members’ critical role in transforming healthcare, the quadruple aim has emerged and emphasizes team member wellbeing and joy in work. The VH Imperative Compass (Figure 1) depicts the quadruple aim by defining attributes of a quality experience, emphasizing team member wellbeing and highlighting VH values as the required behaviors to achieve excellence.

The VH annual quality plan outlines priorities and measures that drive us to achieve the quadruple aim and supports the mission of the organization which is to improve the health and well-being of eastern North Carolina. VH leadership assures that processes are examined, opportunities for improvement identified, and necessary changes made to support quality as identified by internal and external experts.
Let the fun begin – 20 minutes

• Think about the “one word” exercise – consider these the “outcomes” we want in 2020

• Brainstorm at your table what tasks/initiatives/priorities we need to undertake in 2020 quality scope of work to achieve these outcomes

• Prioritize your list
Small Group Reports
Next Steps
Quality Planning – Annual Process

Jan/Feb
Conduct Internal and External Scan

Feb/Mar
Review and Update Multi Year Strategies

Jun/Jul/Aug
Approval of Annual Plans

Apr/May
Develop Annual Quality Plan

Feb/Mar
Understand Performance Benchmarks
Sources

• Hospitals and Health Networks 2019 Environmental Scan
• Becker Hospital Review Takeaways from 2019 JP Morgan Healthcare Conference
• TAB National Nurse Executive Center Briefing 2017-2018
• Center for Medicare and Medicaid Services (CMS)
• HFMA Healthcare 2020 – Part 1 Transition to Value
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