



# Improving Hospital Performance: New Activities in Measurement, Public Reporting, Performance-based Payment, and Quality Improvement

## Resources and Background Materials

*From Disclosure Project Discussion Forum: June 24, 2008*

The importance of improving the care provided in America's hospitals has spurred the development and endorsement of an increasing portfolio performance measures. Promoting a high performing health care system requires better measurement and the use of those measures to reimburse appropriate care, improve health outcomes, and allow consumers and purchaser to use the data to make appropriate value-driven decisions. While there has made much progress over the past decade in the areas of measure development and endorsement, there remain significant gaps in both critical measurement domains - such as efficiency and disparities of care - and putting that information to use for performance-based payment, consumer support, and quality improvement.

The Consumer-Purchaser Disclosure Project brought together stakeholders to a forum to discuss the current issues related to the uses of hospital performance measurement. This document lists materials and resources that can help consumers, purchasers and others better understand the current activities in the areas of measuring hospital performance and how those measures are being used.

In addition to the presentations made at the Discussion Forum, background and resource materials have been organized according to the following categories:

- Important Links
- Measurement
- Performance-based Payment
- Public Reporting and Consumer Support

- Quality Improvement
- Federal Activity

## Presentations - June 24th Discussion Forum

### [Hospital Performance: The Expansion of Public Reporting, Performance-based Payment, and Quality Improvement in Public and Private Sectors](#)

Peter V. Lee, Co-Chair, Consumer-Purchaser Disclosure Project and National Policy Director, Pacific Business Group on Health.

### [CMS' Progress Toward Implementing Value-Based Purchasing](#)

Thomas B. Valuck, MD, Ph.D., Medical Officer & Senior Adviser, Center for Medicare Management, CMS

### [The Public Reporting and Payment Landscape](#)

Barbara Rudolph, PhD, Director, Leaps and Measures, The Leapfrog Group

### [Consumer Decision Support: Challenges and Issues Related to Chooser Tools for Helping Individuals with Health Care Transactions](#)

Ted von Glahn, Director, Performance Improvement and Consumer Engagement, Pacific Business Group on Health

### [Private Sector Reporting: Stakeholders Helping Consumers Manage Their Health](#)

Christine Muldoon, MBA, Director of Product Management, WebMD Health Services

## Important Links

[CMS](#): CMS sponsors measure development and data aggregation, and is currently driving a number of initiatives related to payment reform, including the Physician Quality Reporting Initiative (PQRI), the Premier Hospital Quality Incentive Demonstration (HQID), Reporting Healthcare Quality Data Annual Payment Update (RHQDAPU), and the Hospital Value-based Purchasing project.

[Hospital Quality Alliance](#): HQA seeks to increase hospital participation in public reporting, and to expand the use of quality measures. It is a key collaborator in the HospitalCompare.hhs.gov

website, which provides information on hospital quality, and also sponsors measure implementation initiatives.

[Agency for Healthcare Research and Quality \(AHRQ\)](#): AHRQ is a major supporter of the measurement enterprise, and is growing its role in measure development and efficacy.

[The Joint Commission](#): The Joint Commission accredits hospitals, home health programs, nursing homes, etc, and develops and implements quality measures through projects such as the ORYX Initiative.

[Consumer-Purchaser Disclosure Project](#): The Consumer-Purchaser Disclosure Project develops information and resources on subjects related to hospital quality measurement and use, such as Pay-for-Performance, measuring patients' experience with care, and payment reform related to the medical home.

## Measurement

### National Quality Forum Reports

[National Voluntary Consensus Standards for Hospital Care: An Initial Performance Measure Set](#), September, 2003.

[Standardizing a Measure of Patient Perspectives of Hospital Care](#), November 2005.

[Voluntary Consensus Standards for Hospital Care: Additional Priority Areas](#), 2005-2006, July 2006.

"[The State Experience in Health Quality Data Collection](#)," Consumer-Purchaser Disclosure Project, May 2004 (in process of being updated).

[Map of States Doing Public Quality Reporting](#), National Association of Health Data Organizations (NAHDO)

[QualityNet Measure Comparison of Inpatient Hospital Quality Measures](#)

"[Enhancement of Claims Data to Improve Risk Adjustment of Hospital Mortality](#)," Pine M, Jordan H, Elixhauser A et al., JAMA. 2007; 297:71-76.

["Improving Quality Measurement using Multiple Data Sources,"](#) Scully, KW, et al., Department of Health Evaluation Sciences, University of Virginia Health System, Charlottesville, VA, 2003.

## **Performance-based Payment**

["Hospital Acute Inpatient Services Payment System,"](#) Payment Basics Report, MedPAC, October, 2007.

["Report to the Congress: Medicare Payment Policy, Chapter 2A: Hospital Inpatient and Outpatient Services,"](#) MedPAC, March, 2008.

["Position Statement on Never Events,"](#) The Leapfrog Group, May 2006.

["The Wisdom and Justice of Not Paying for "Preventable Complications,"](#) Pronovost, P., et al, Journal of the American Medical Association, 2008;299(18):2197-2199.

["Insurers Stop Paying for Care Linked to Errors,"](#) Fuhrmans,V., The Wall Street Journal, January 15, 2008.

## **Public Reporting and Consumer Support**

["Guidance for Using the AHRQ Quality Indicators for Hospital-level Public Reporting or Payment](#)

["Helping Patients Plug In: Lessons in the Adoption of Online Consumer Tools,"](#) Prepared for the California HealthCare Foundation, June 2008.

["Evaluation of Consumer Decision Support Tools,"](#) Pacific Business Group on Health, June, 2007.

["Choosing a Health Care Provider: The Role of Quality Information,"](#) Katherine Harris and Melinda Beeuwkes Buntin, The Robert Wood Johnson Foundation, The Synthesis Project Issue 14, May 16, 2008.

["Current Research on Consumers Use of Performance Information: Low Rates or the Tip of the Iceberg or the Tipping Point,"](#) Peter V. Lee, RWJF Synthesis Project: Choosing a Health Care Provider: The Role of Quality Information, May 16, 2008.

["Does the Leapfrog Program Help Identify High-Quality Hospitals?"](#) Ashish Jha, MD, et al., The Joint Commission Journal on Quality and Patient Safety, Vol. 34, No. 6, June 2008.

["Public Reporting and Pay for Performance in Hospital Quality Improvement,"](#) Peter K. Lindenauer, MD, et al, New England Journal of Medicine 2007; 356:486-96.

["Conflicting Measures of Hospital Quality: Ratings from "Hospital Compare" Versus "Best Hospitals,"](#) Halasyamani, LK., et al., Journal of Hospital Medicine, 2007; 2(3): 128-134.

["Using Performance Data to Identify Preferred Hospitals,"](#) Rosenthal, MB, et al., Health Services Research, Vol. 42, Issue 6p1, pp 2109 - 2119, June 7, 2007.

## Quality Improvement

["Reaping the Harvest: A Review of the 5 Million Lives Campaign's First Year...and a Preview of What's to Come,"](#) Institute for Healthcare Improvement, 2008.

["The 100,000 Lives Campaign: A Scientific and Policy Review,"](#) Journal on Quality and Patient Safety, Vol. 32, No. 11, November 2006.

["Hospital Quality Improvement: Strategies and Lessons from U.S. Hospitals,"](#) Silow-Carroll, S., et al., Prepared for The Commonwealth Fund, April, 2007.

[Testimony before Government Oversight Committee:](#) Statement of Peter J. Pronovost, MD, PhD, FCCM, Professor and Director, Quality and Safety Research Group, Medical Director, Center for Innovations in Quality Patient Care, Johns Hopkins University, April 16, 2008.

## Federal Policy/Medicare

*Note: Information on state and regional initiatives, as well as material relating to federal programs, can also be found in the subject categories above.*

["Report to Congress: Plan to Implement a Medicare Hospital Value-Based Purchasing Program,"](#) Centers for Medicare and Medicaid Services, November 21, 2007.

Consumer-Purchaser Disclosure Project's [comment letter to CMS on development of the Value-Based Purchasing Program](#), April 19, 2007.

Consumer-Purchaser Disclosure Project's [comment letter to Congress in support of CMS' Value-Based Purchasing Program](#), March 5, 2008.

Consumer-Purchaser Disclosure Project's [comments to CMS on the Inpatient Prospective Payment System FY 2009 Proposed Rule](#), June 13, 2008.

["Performance Measurement and Paying for Performance in Medicare: Health Plans, Hospitals and Physicians,"](#) ACHP, July 2005.

["The Quality Improvement Organization \(QIO\) 9th Scope of Work: A Content Overview,"](#) McGann, P., October 23, 2007.

