The Case for Quality

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Disclosures

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Quality measurement and improvement is essential in health care’s mission to provide safe, effective, patient-centered, timely, efficient, equitable care for patients

(National Academy of Medicine Crossing the Quality Chasm)

Step outside Health Care for a moment…

Where do you look to ensure quality and safety?

CR

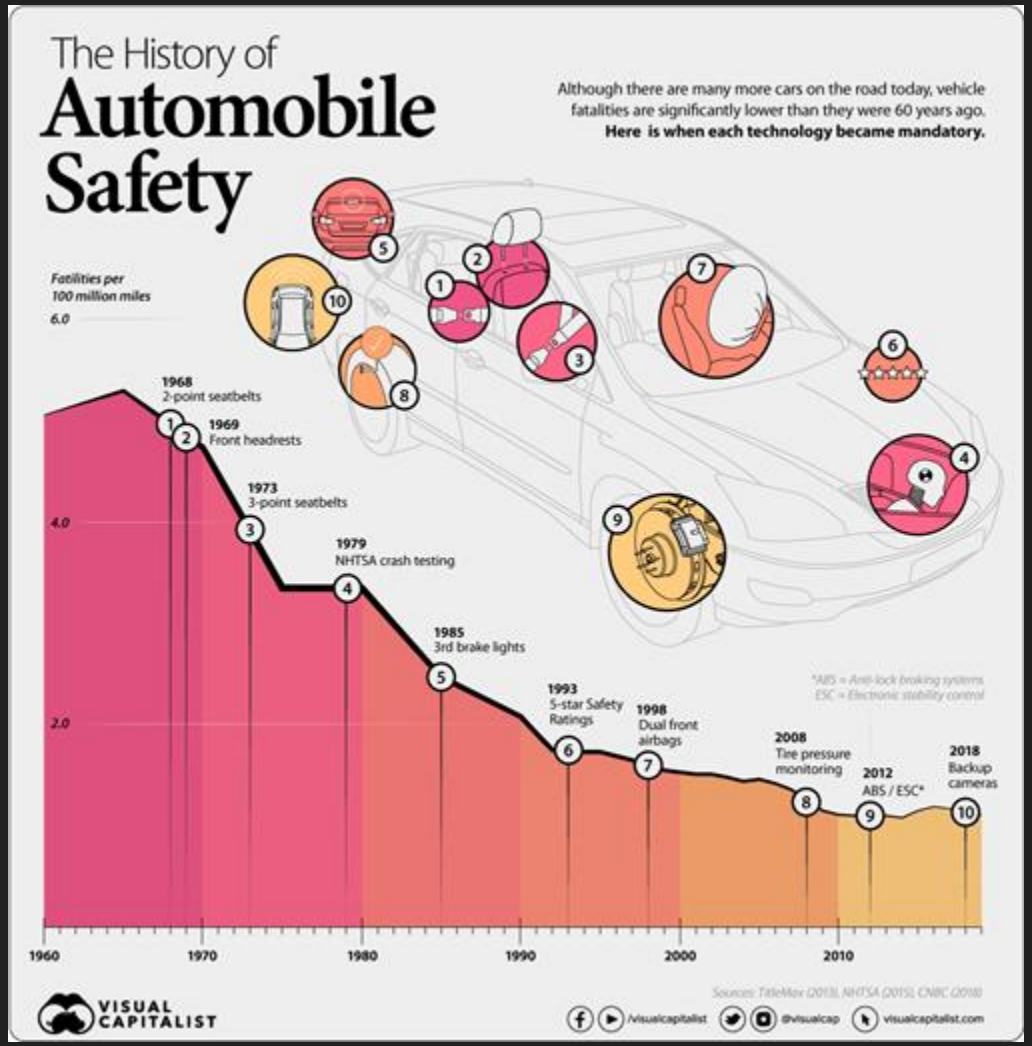
HIGHEST CUSTOMER SATISFACTION
J.D. POWER
AND ASSOCIATES
NORTH AMERICA LOW-COST CARRIER • 2010

ASE
National Institute for
AUTOMOTIVE
SERVICE
EXCELLENCE

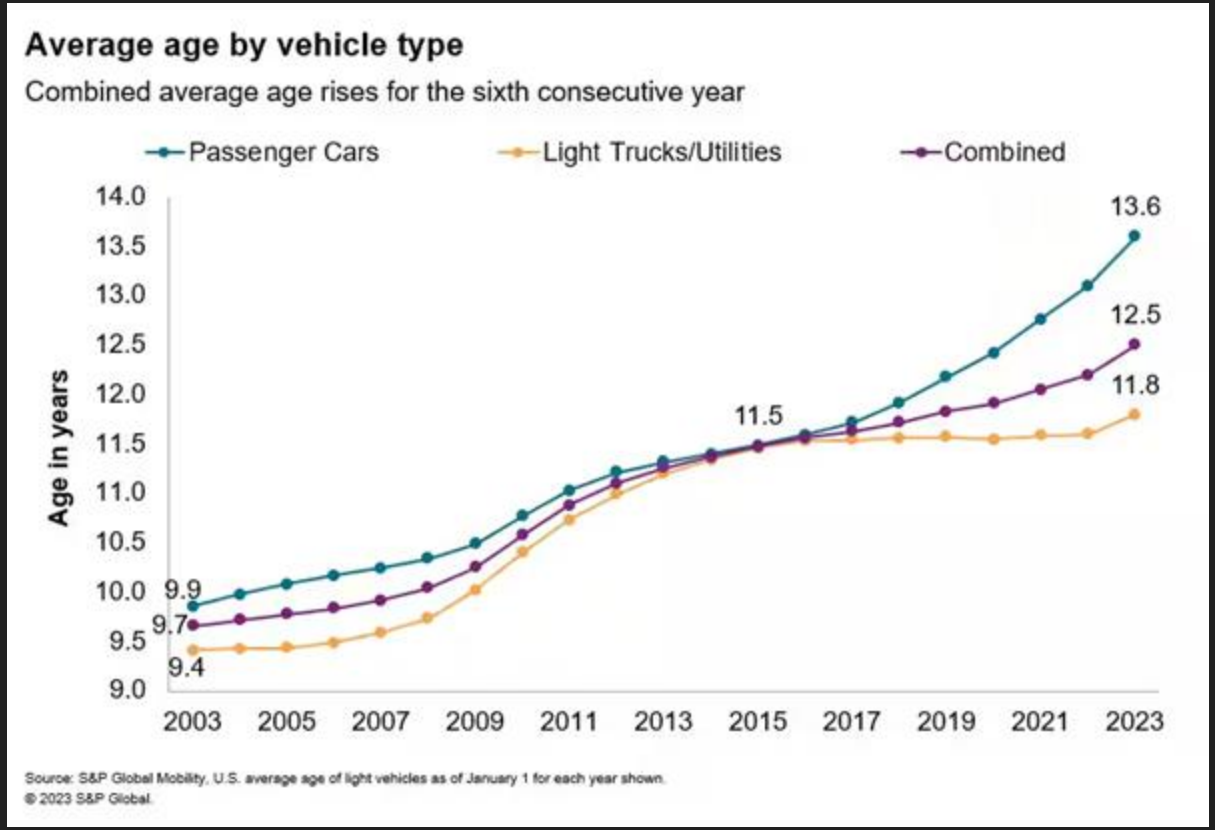
NHTSA

IIHS
HLDI

Image Source: Bettman/Getty



Source: Visual Capitalist



Source: S&P Global

What We Talk About When We Talk About Quality

Safe

Effective

Patient-Centered

Timely

Efficient

Equitable

What We Talk About When We Talk About Quality

Safe: Avoiding harm to patients from the care that is intended to help them.

Effective

Patient-Centered

Timely

Efficient

Equitable

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>

What We Talk About When We Talk About Quality

Safe

Effective: Providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit (avoiding underuse and misuse, respectively).

Patient-Centered

Timely

Efficient

Equitable

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>

What We Talk About When We Talk About Quality

Safe

Effective

Patient-Centered: Providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions.

Timely

Efficient

Equitable

Source AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>:

What We Talk About When We Talk About Quality

Safe

Effective

Patient-Centered

Timely: Reducing waits and sometimes harmful delays for both those who receive and those who give care.

Efficient

Equitable

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>

What We Talk About When We Talk About Quality

Safe

Effective

Patient-Centered

Timely

Efficient: Avoiding waste, including waste of equipment, supplies, ideas, and energy.

Equitable

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>

What We Talk About When We Talk About Quality

Safe

Effective

Patient-Centered

Timely

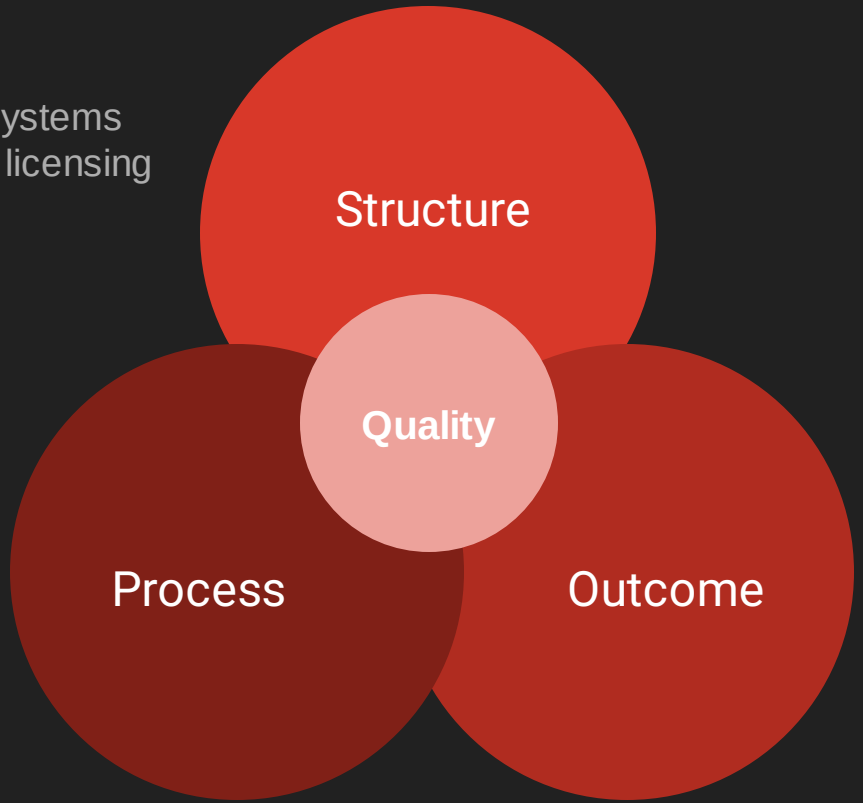
Efficient

Equitable: Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status.

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/six-domains.html>

How to Measure Quality - Donabedian Model

- Medication orderings systems
- Board certification and licensing



- Cancer Screenings
- Hemoglobin A1c measurement and control

- Morbidity and Mortality
- HAI (CAUTI, CLABSI)

Source: AHRQ <https://www.ahrq.gov/talkingquality/measures/types.html>

What Happens When We Don't Measure Quality/Safety?

- Bad actors
- Underuse, Misuse, Overuse
- Invisibility/Latent Risk (e.g. hypertension, poor hand hygiene)
- Lag time from evidence to practice (15-20 years)
- Variability in care delivery

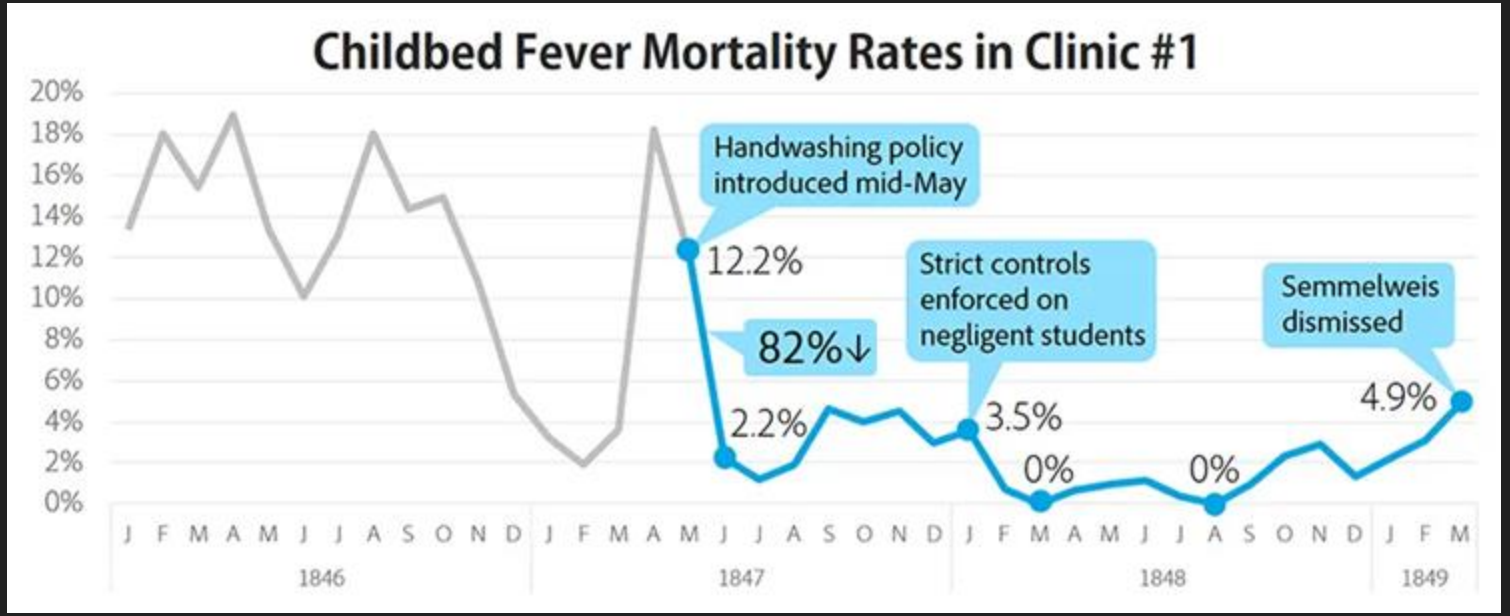
Unlike a car, you don't get to trade in your body for a new one!

Source(s): Balas EA, Boren SA. Managing Clinical Knowledge for Health Care Improvement. Yearb Med Inform. 2000;(1):65-70. PMID: 27699347.

Tactics are multifactorial

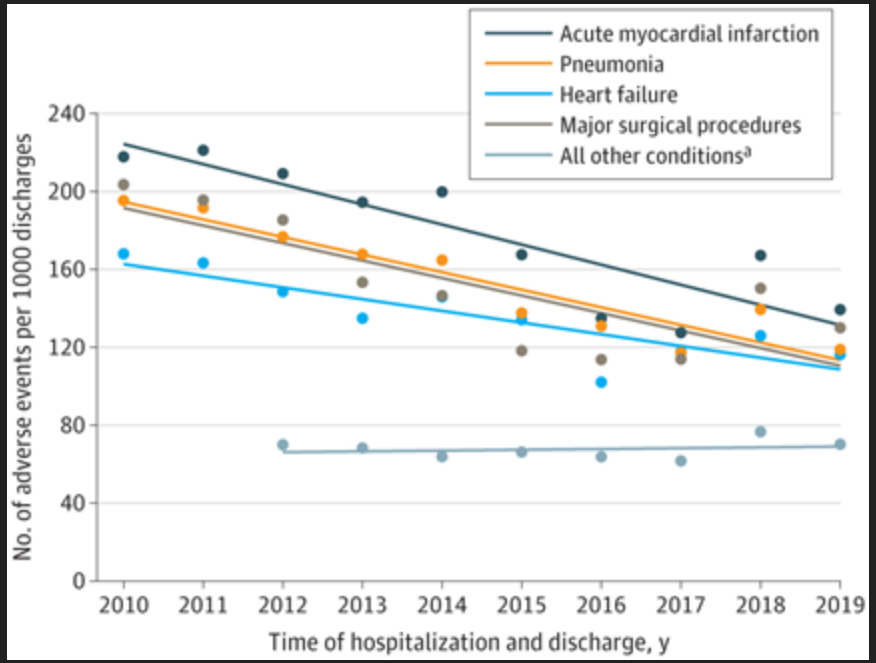
- Licensing, Board Certification, Accreditation
- Clinical Practice Guidelines, CME, Centers of Excellence
- Safety Culture
- Standard Processes, PDSA
- Technology (CPOE, barcode medication administration)
- Quality Metrics (HEDIS, CMS etc.)
- Operational Metrics (Patient Access, phone calls dropped)
- Patient Experience (CG-CAHPS, HCAHPS)
- Peer Comparison
- Risk Adjustment
- Transparency (Star ratings)
- Value Based Care

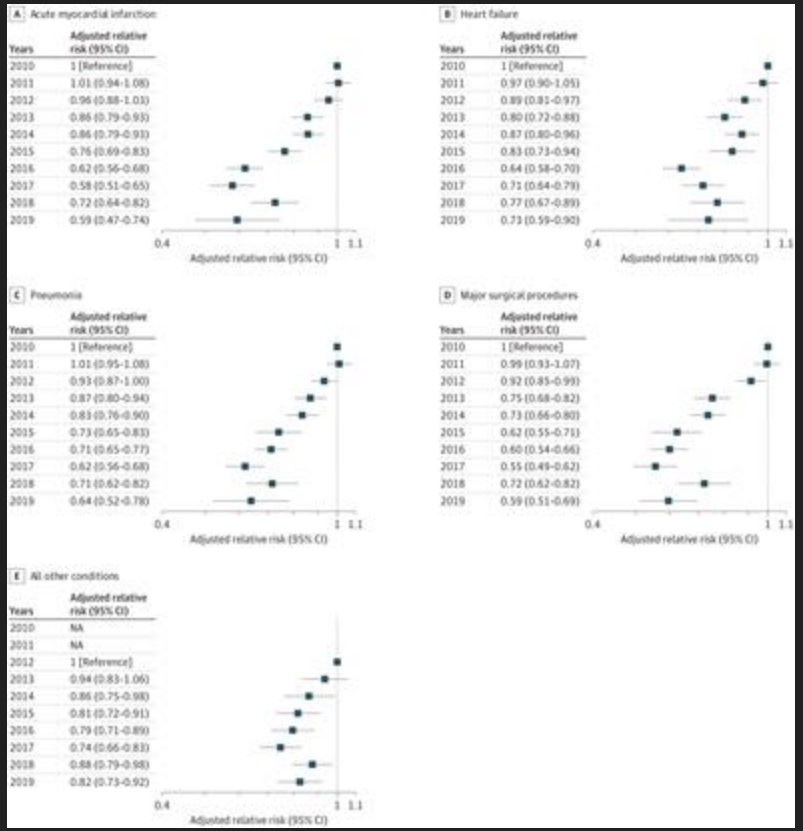
History of Measuring and Improving: Ignaz Semmelweis



Sources: Dykes, Brent. A History Lesson On The Dangers Of Letting Data Speak For Itself. Forbes Feb 9 2016. Accessed 10/26/23. <https://www.forbes.com/sites/brentdykes/2016/02/09/a-history-lesson-on-the-dangers-of-letting-data-speak-for-itself/?sh=f19364920e1c>

Safety: 2010-2019 Outcomes





Sources: Eldridge N, Wang Y, Metersky M, et al. Trends in Adverse Event Rates in Hospitalized Patients, 2010-2019. JAMA. 2022;328(2):173–183. doi:10.1001/jama.2022.9600

Quality Measurement and its discontents

- Accredited hospitals don't necessarily perform better
- Limitations of Data Sources: Administrative, Medical Records, Patient-Based
- Data integrity issues
- Overemphasis on NCQA HEDIS measures at the expense of everything else
- Declaring premature victory
- Cherry picking healthier patients (or sicker patients with risk adjustment)
- Provider and health system behavior: do it the right way or cheat?
- Provider and staff burden (box checking exercises)
- Resources and attention needed to track and trend metrics
- Patient factors that are out of the care team's control

Sources:
Jha AK. Accreditation, Quality, and Making Hospital Care Better. JAMA. 2018;320(23):2410–2411. doi:10.1001/jama.2018.18810
Hussein, M., Pavlova, M., Ghalwash, M. et al. The impact of hospital accreditation on the quality of healthcare: a systematic literature review. BMC Health Serv Res 21, 1057 (2021). https://doi.org/10.1186/s12913-021-07097-6
https://www.ahrq.gov/talkingquality/measures/measure-questions.html

Don’t Let the Perfect Be the Enemy of the Good!

Sources: https://wordhistories.net/2018/11/23/throw-baby-bathwater/

“I think we need to handle measurement with great care, it’s a beast. It has to be tamed, controlled, limited. It has to be put to use for us, not the other way around. Never confuse measurement with what is really important. The measurement is never what’s important. Avoid suboptimization by focusing on changing the result that is being measured. That will lead you astray. Use conversation, first, last and always, embed metrics in conversation.”

Don Berwick. Keynote Three, International Forum on Quality and Safety in Healthcare

May 3, 2019
<https://www.youtube.com/watch?v=mPMJznD_Yis&list=PLVdY5G6w32Nh6W9a7ytIvobmapNMGssgy&index=10>