How Are Quality Assurance Measures* Really Developed?

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*Like HEDIS
Overview of Talk

• What are performance measures
• Why use performance measures
• How make performance measures
• (Why not use performance measures)
What Are Performance Measures

• Tools that help us quantitatively evaluate how we are doing
  – Process
  – Outcome
KEY DISTINCTION!!

- Quality Improvement
- Quality Assurance
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Why Use Performance Measures

Because we want to

influence practice.
Why Use Performance Measures

• Quality Improvement
  – For internal consumption only

• Quality Assurance
  – Accountability
  – P4P
Ability to Influence Practice

Opinion    Research    Guideline    PM    P4P

This is SO important
Research should inform guidelines
(seevidence-based guidelines)

Evidence-based guidelines should inform PM

Only the best PMs should inform P4P
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How Make?

- A bunch of people sit around a room and on conference calls discussing (arguing) a variety of points until some compromise is met.

- Often a 2\textsuperscript{nd} group provides technical advice.

- Often a 3\textsuperscript{rd} group provides a final “OK”

- Often a 4\textsuperscript{th} group endorses
But There Is (should be) More

• Guiding Principles
Which Guidelines Should Be Used?

• Strength of recommendation
• Level of evidence

• Strong recommendation w/o strong evidence
  – Apply pressure to bleeding artery
  – Counsel to not smoke
How Hard Is It to Collect Data?

• Administrative data (some lab values)

• Survey (patient report)

• Unavailable (flu shot)
How Much Variability Is There?

Frequency

better  |  Quality  |  worse
How Much Variability Is There?
Three Key Factors

- Evidence
- Feasibility
- Variation
Accountability Measures
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Why Not Use Performance Measures?

• In a word....

• There Will Be Unintended Consequences!!!!
Case Report

• 85 yo “healthy” male goes to dermatology for Moh’s surgery. Noted to have BP of 145/92 at both visits. Wife has hypertension; checks BP at home: <135/80 on multiple evaluations

• Gets call from PCP, whom he has never seen:
  – You have hypertension.
  – Labs have been ordered.
  – Pick up a new medicine at the pharmacy.
What if DM Isn’t the Main Problem?

• Guidelines are designed for disease management, but there is an EXPLICIT flexibility

• Performance measures are designed for disease management; explicit flexibility but not operationalized

• But this is a problem.

• This is a MAJOR problem
Major Problem

• To be clear
  – Saying unintended consequences are not evaluated
  – Saying unintended consequences blunt benefits of performance measures
  – NOT saying performance measures are useless or harmful
  – (But some may be)
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