

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

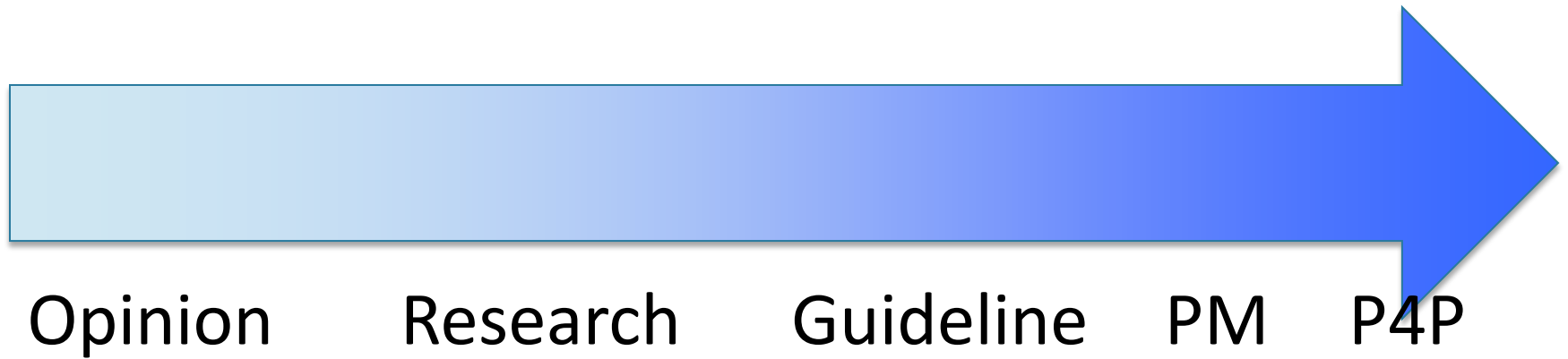
Because we want to

influence practice.

Why Use Performance Measures

- Quality Improvement
 - For internal consumption only
- Quality Assurance
 - Accountability
 - P4P

Ability to Influence Practice



This is SO important

Ability to Influence Practice



Opinion

Research

Guideline

PM

P4P

*Research should inform guidelines
(evidence-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 2nd group provides technical advice.
- Often a 3rd group provides a final “OK”
- Often a 4th 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

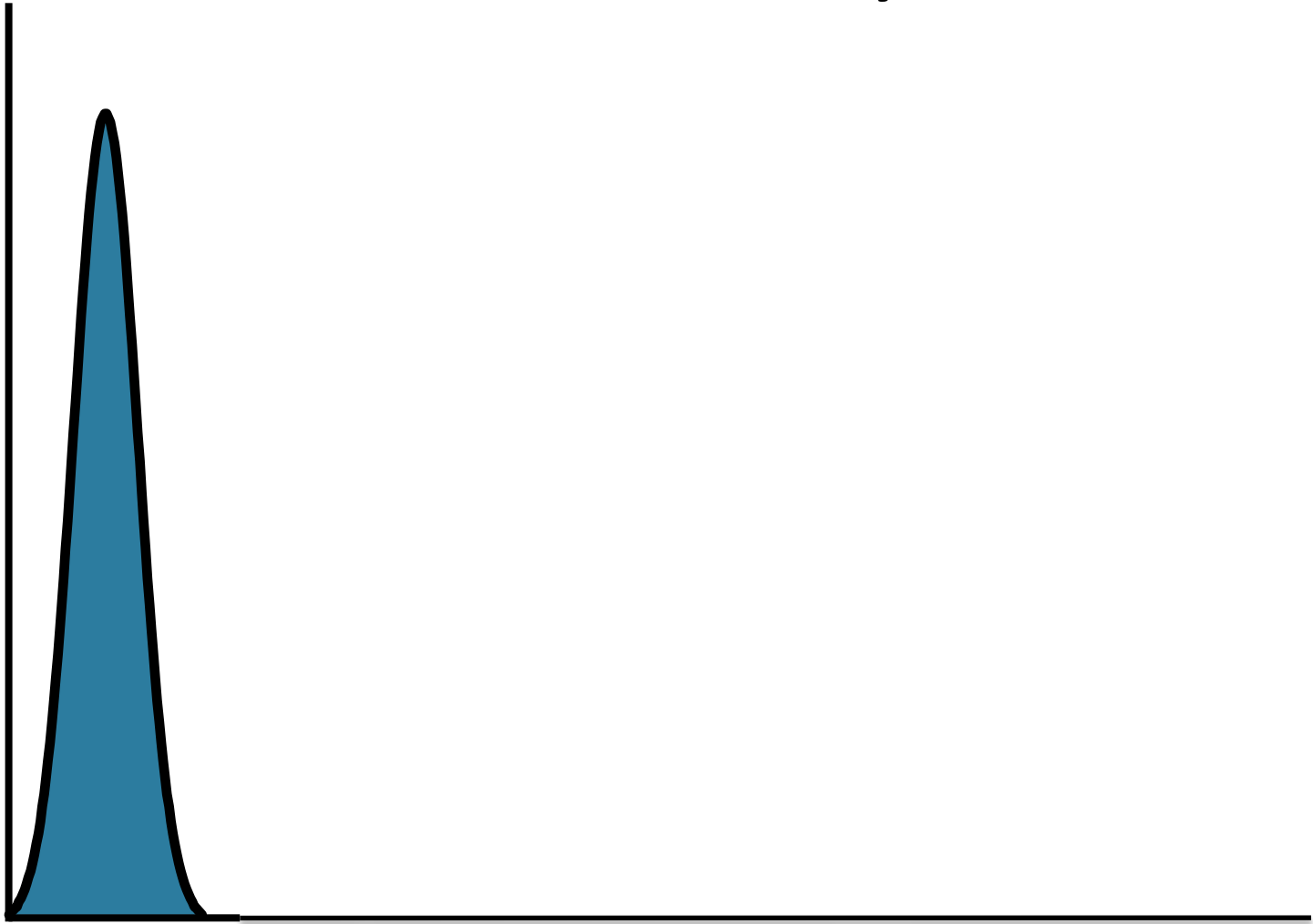
How Hard Is It to Collect Data?

- Administrative data (some lab values)
- Survey (patient report)
- Unavailable (flu shot)

How Much Variability Is There?



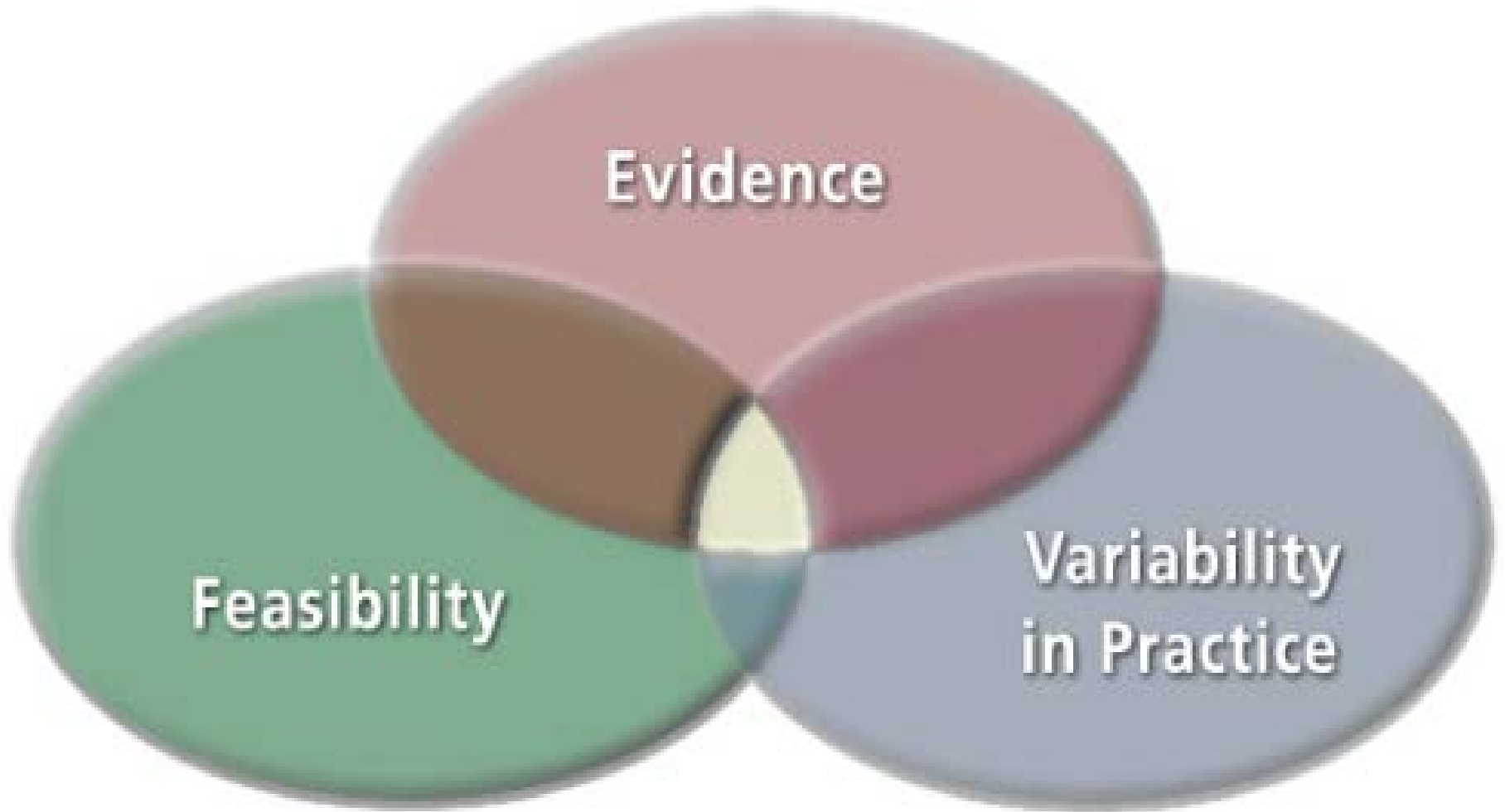
How Much Variability Is There?



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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