CMS Special Session: Quality Improvement
Organization (QIO) 12th Scope of Work

*Remember: If you are not speaking, please remain on mute*

April 20, 2017

NOTE: Today’s Meeting is being recorded.
The Centers for Medicare & Medicaid Services is hosting a special session to gather information from all stakeholders, including the public, to inform the priorities and aims of the next phase of the QIO Program.

The QIO Program is the largest federal program dedicated to improving health and healthcare quality at the local level for Medicare beneficiaries.
## Agenda

<table>
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>1:30 – 1:45 pm</td>
<td>Logistics</td>
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<tr>
<td>1:45 – 2:00 pm</td>
<td>Welcome and Introduction</td>
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<tr>
<td>2:00 – 2:05 pm</td>
<td>Overview of 11th SoW</td>
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<td>2:05 - 2:15 pm</td>
<td>Emerging Goals and Approaches</td>
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<tr>
<td>2:15 – 2:25 pm</td>
<td>Importance of Partnerships and Collaborations</td>
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<td>2:25 – 2:50 pm</td>
<td>Current and Future Work</td>
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<td>2:50 - 2:55 pm</td>
<td>Patient Perspective</td>
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<td>2:55 - 3:05 pm</td>
<td>Break</td>
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<td>3:05 - 3:35 pm</td>
<td>Focused Questions</td>
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<td>3:35 - 3:45 pm</td>
<td>Next Steps, Closing Comments</td>
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Logistics: Audio

To connect to the audio:

• The easiest way to connect to the audio is to allow Adobe Connect to dial-out to your telephone by entering your phone number and clicking “Join”

• You may also manually join the audio by dialing 1-800-832-0736 and then entering *3273435# when prompted

• To view dial-in information at any time during this event please click on the information icon at the top right of your screen and then click “View Info”
Logistics: Engagement and Resources

- To view the presentation in Full Screen, click on the **four arrows** above the slides.

- Ask the presenter a question or share a comment by using the **Chat pod** on the right side of the presentation screen.
Logistics: Engagement and Resources

• To speak over the phone in response to a group discussion question, please get into queue by pressing *#.

• If you are experiencing technical difficulties please email TCPI_NDMIC@Lewin.com for assistance.

• If you are on the phone line, but are unable to log into the event via your computer. You may access today’s slide deck by visiting: http://qioprogram.org/ (under the events tab)

• If you are attending this event in-person and would like the ability to view the presentation on your phone and participate in live polling during the event, we ask that attendees download (no cost) the Adobe Connect app to their phones.

Adobe Connect app – Find the app on your phone app store or at http://www.adobe.com/products/adobeconnect/apps/adobe-connectmobile.html

Event Login link – Join the event on your phone at the following link to participate in polls. Enter as a guest by typing in the following url. https://tcpi.adobeconnect.com/cmsspecialsession042017/event/login.html

Remember to MUTE YOUR PHONE once you join the event so that the event discussion does not broadcast through your phone speakers.
Ground Rules

Ground rules for in-room participants:

1. Start/stop on time
2. All ideas are good ideas
3. One speaker at a time
4. Identify yourself and your organization
5. Keep a parking lot for later submission
6. We encourage you to actively participate in the live polling via the app.
7. For those who are unable to access the app, please fill out the focused questions that require polling using the appropriate sheets from your registration package and turn in these sheets at the end of the session.
Polling Question No. 1

Please identify your organization classification from the list below.

- Contractor
- Provider
- Patient (including patient family and/or advocate)
- Government employee (Federal, State, Local)
- Other
Today’s Speakers

Jean Moody-Williams
Deputy Director
Center for Clinical Standards and Quality

Dennis Wagner
Director
Quality Improvement & Innovation Group

Jeneen Iwugo
Deputy Director
Quality Improvement & Innovation Group
Dr. Paul McGann  
Chief Medical Officer  
for Quality Improvement

Dr. Cara James  
Director  
Office of Minority Health, CMS

Traci Archibald  
Division Director  
ESRD, Population, and Community Health Division
Introduction

Beneficiaries are at the center

Providers

Hospital Improvement & Innovation Networks (HIINs)

General Public

Federal Partners

Quality Improvement Organizations

Media

Quality Associations

Other Organizations Involved in Quality

Involved in Quality
11th SoW High-Level Results Summary

- 294 communities recruited
- 24,383 readmissions avoided
- 3,745 outpatient healthcare settings recruited (including pharmacies)
- 7,311 potential adverse drug events avoided
- Over 1,570 instances of technical assistance provided
- 276 successful Quality Improvement Initiatives (QIIs) reported and performed
- 328,378 PPV and Influenza vaccinations given by QIN-QIO recruited providers
- Approximately 1,400 practices and clinicians have supported work to improve mental and behavioral health screening, improve cardiac care, etc.
- BFCC-QIOS conducted more than 29,050 reviews for quality of care concerns, and identified more than 3,850 opportunities for quality improvement across a variety of health service providers.
- More than 328,800 discharge appeal reviews were completed, resulting in more than 68,200 beneficiaries not being discharged earlier than necessary.
Quality Improvement Organization Program
11th Scope of Work

Essential Functions

- Activities that lead to results
- Community Learning and Action Networks
- Technical Assistance from Experts
- Integrated Communications
- Case Review

EXCELLENCE IN OPERATIONS

BETTER HEALTH
- Improving heart health
- Reducing disparities in diabetes and cardiac care
- Adult Immunizations

BETTER CARE
- Improved quality care in 11,000 of the 15,000 Nursing Homes
- Reduce readmissions for drug events
- Behavioral Health
- Responding and resolving patient/beneficiary complaints

LOWER COSTS
- Better and more accurate reporting
- Programs to help Providers in Quality Payment Program

TECHNICAL ASSISTANCE
- Quality Improvement Initiatives
- Special Innovation Projects
Beneficiary and Family Centered Care QIOs

11th SoW Core Functions

**Beneficiary Oversight**
- Emergency Room Assessments
- Claims Review and Validation
- Discrimination Reviews
- Provider Sanctions

**Beneficiary Protection**
- Concerns from Patients
- Patient Discharge Concerns
- Concerns related to the ending of services

**Beneficiary Engagement**
- Person & Family Engagement
- Patient/Physician Mediation
- Patient Satisfaction
- Beneficiary Focus Groups

**ANALYTICS & DATA DRIVEN IMPROVEMENTS**
Emerging Goals

- Identify areas for achieving significant impact at a national scale – like patient safety, nursing home quality, and big data analytics

- Continue testing promising innovations through the Strategic Innovation Engine

- Advance and scale up promising innovations from the 11th SoW innovation projects and other successful initiatives

- Sustain and expand continuous quality improvement based on data from Beneficiary and Family Centered Care functions
Emerging Goals and Approaches

Approaches

- Maximize competition
- Be flexible on the “how” and tight on the “what”
- Work in close partnership with patients
- Align with other federal programs/agencies and team with private partners
- Fewer, more important measures, focus on outcomes/results
- Less reporting, fewer deliverables, and more improvement work
- Configure work in key “systems” like clinical practice, hospitals and communities
Emerging Goals and Approaches

Which approaches resonate most with you? Pick three (3).

- Maximize competition
- Be flexible on the “how” and tight on the “what”
- Work in close partnership with patients
- Align with other federal programs/agencies and team with private partners
- Fewer, more important measures, focus on outcomes/results
- Less reporting, fewer deliverables, and more improvement work
- Configure work in key “systems” like clinical practice, hospitals and communities
Focused Question No. 1

How should we do this work together – what are some of the other “hows” that are important to you?

• In-Room Participants: Fill-in your response on your sheet or via the mobile app.

• Virtual Participants: Enter your responses in the “Chat Box.”
The Role of Collaboration in Achieving Better Care and Better Health

Cara V. James, PhD
CMS Office of Minority Health
April 2017

“Working to Achieve Health Equity”
Quality of Care Disparities Over Time: Summary by Race and Ethnicity, 2014

- Black vs. White: 46% Improving, 8% Same, 0% Worsening
- Asian and PI vs. White: 69% Improving, 0% Same, 1% Worsening
- American Indian/Alaska Native vs. White: 74% Improving, 4% Same, 2% Worsening
- Hispanic vs. Non-Hispanic White: 52% Improving, 5% Same, 3% Worsening

NOTES: “Improving” means disparity is becoming smaller over time; “worsening” means disparity becoming larger over time. Data on all measures are not available for all groups. Totals may not add to 100% due to rounding. Time period differs by measure and includes oldest and newest years of available data.
### Relative Contribution of Medical Care to Health Outcomes

<table>
<thead>
<tr>
<th>Source</th>
<th>Behaviors</th>
<th>Social Circumstances</th>
<th>Environment</th>
<th>Genetics</th>
<th>Medical Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Ten Leading Causes of Death in the US.” DHHS, 1980.</td>
<td>50%</td>
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<td>20%</td>
<td>20%</td>
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<tr>
<td>“The Case for More Active Policy Attention to Health Promotion.” J.M. McGinnis et al., 2002</td>
<td>40%</td>
<td>15%</td>
<td>5%</td>
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<td>“Different Perspectives for Assigning Weights to Determinants of Health.” B. Booske et al., 2010.</td>
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CMS Collaborations That Are Working to Achieve Health Equity

- CMS Equity Plan to Improve Quality in Medicare
- Hospital Innovation Initiative Network/Partnership for Patients
- QIO Program 11th Scope of Work
- CMS Quality Strategy
- Transforming Clinical Practice Initiative
- Quality Payment Program – Merit-Based Incentive Program
- Accountable Health Communities Model
- Connected Care – Chronic Care Management Campaign
- From Coverage to Care
Collaboration Can Make a Difference

An unprecedented 39 percent reduction in preventable patient harm in U.S. hospitals

An estimated 87,000 lives

2.1 million fewer medical errors

Savings of $20 billion
Forge Collaborations at All Levels

Build Bridges to New Partners

By Frits Ahlefeldt
Learn More About CMS OMH

CMS Office of Minority Health

Mapping Medicare Disparities Tool

CMS Equity Plan for Medicare

Chronic Care Management Services

Stratified Reporting: New Data

Health Equity Blog

Spotlight

Chronic Care Management Services

Learn about the latest changes to Medicare’s payment policy for physician services related to chronic care management.

Details

CMS Office of Minority Health

The CMS Office of Minority Health offers a comprehensive source of information on eliminating health disparities and improving the health of all minority populations, like racial and ethnic minorities, people with disabilities, members of the lesbian, gay, bisexual, and transgender community, and rural populations.

go.cms.gov/cms-omh
11th SoW Current Quality Improvement Tasks

Quality Innovation Network (QIN)

B.1 Cardiac Health
B.2 Diabetes Care
   Everyone with Diabetes Counts
C.2 Nursing Home Care
C.3 Care Coordination
   Reduction of Admissions/Readmissions
C.3.6 Medication Safety
C.3.10 Antibiotic Stewardship
D.1 Quality Reporting/Quality Payment Program
E.1 Quality Improvement Initiatives (QII)
F.1 Immunizations
G.1 Behavioral Health
   Screening
H.1 Transforming Clinical Practice Initiative

Note: Patient and Family Engagement is a cross-cutting requirement for all QIN tasks.
Polling Question No. 3

Which tasks should be continued from the 11th SoW? Pick your top three (3).

- Cardiac Health
- Diabetes Care
- Nursing Home Care
- Care Coordination
- Medication Safety
- Antibiotic Stewardship
- Quality Reporting
- Quality Improvement Initiatives
- Immunizations
- Behavioral Health (Screening)
- Transforming Clinical Practice Initiative
### Quality Innovation Network QIOs
#### Potential Additional Work for 12th SoW

<table>
<thead>
<tr>
<th><strong>Opiates</strong></th>
<th><strong>Diagnostic Errors</strong></th>
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</thead>
<tbody>
<tr>
<td>- Address the broader issue of pain management</td>
<td>- Ensuring right care is diagnosed/delivered</td>
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<tr>
<td>- Opioid prescribing practices/guidelines</td>
<td>- Protocols/guidelines/tools</td>
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<thead>
<tr>
<th><strong>Behavioral Health</strong></th>
<th><strong>Chronic Kidney Disease</strong></th>
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<tbody>
<tr>
<td>- Integration with physical medicine</td>
<td>- Early identification to prevent ESRD</td>
</tr>
<tr>
<td>- Substance abuse programs</td>
<td>- Patient education, dealing with anxiety and depression</td>
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<th><strong>Patient Safety</strong></th>
<th><strong>Palliative Care</strong></th>
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<tr>
<td>- Reduction of harm/errors, medication safety</td>
<td>- Expand palliative care efforts</td>
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<tr>
<td>- Home and outpatient safety</td>
<td>- End-of-life planning, education of beneficiaries</td>
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<tr>
<th><strong>Chronic Disease Management</strong></th>
<th><strong>Antibiotic Stewardship</strong></th>
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<tbody>
<tr>
<td>- Address social determinants</td>
<td>- Prescribing guidelines</td>
</tr>
<tr>
<td>- Chronic disease self-management education &amp; patient engagement (diabetes, healthy hearts)</td>
<td>- Provider education</td>
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<th><strong>Administrative Burden/Burnout</strong></th>
<th><strong>Creating Better Systems of Care</strong></th>
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<tr>
<td>- Reduction of unnecessary reporting requirements</td>
<td>- Design remodeling for impacts on safety, quality, efficiency &amp; effectiveness</td>
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<tr>
<td>- Well-being, resilience, creating joy in work</td>
<td>- Management across continuum, integration with community resources</td>
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<tr>
<th><strong>Nursing Home Quality</strong></th>
<th><strong>Big Data</strong></th>
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<tr>
<td>- Dementia and Alzheimer’s care</td>
<td>- Data Analytics</td>
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<tr>
<td>- Workforce development</td>
<td>- Data Infrastructure</td>
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<th><strong>Value Based Purchasing/Quality Payment Programs (VBP/QPP)</strong></th>
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<tr>
<td>- Support for MACRA implementation</td>
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<tr>
<td>- Obtain balance among measures</td>
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Polling Question No. 4

Which additional 12\textsuperscript{th} SoW tasks resonate most with you? Pick your top three (3).

- Beneficiary Oversight
- Beneficiary Protection
- Beneficiary Engagement
- Opiates
- Behavioral Health (Integration)
- Chronic Disease Management
- Administrative Burden/Burnout
- Nursing Home Quality
- Diagnostic Errors
- Chronic Kidney Disease
- Palliative Care
- Antibiotic Stewardship
- Creating Better Systems of Care
- Big Data
- Value Based Purchasing/Quality Payment Program
Focused Question No. 2

What other initiatives should be included in the 12th SoW?

• In-Room Participants: Fill-in your response on your sheet or via the mobile app.

• Virtual Participants: Enter your responses in the “Chat Box.”
In addition to various priority focus areas, the following three cross-cutting areas are being taken into consideration:

- **Health Equity**
- **Person/Patient & Family Engagement**
- **Rural Health**
Voice of the Beneficiary

- Coordination of care, improving systems of care
- Provider-patient communication, involvement in care
- Avoidance of harm, patient safety
- Understanding of all costs of care
- Health literacy
- Patient engagement mechanisms (councils, portals)
- End-of-life planning
- Involvement in quality improvement projects/redesign
- Outreach to underserved, community resources
- Attention to care givers/care partners
Focused Question No. 3

How can the QIOs better help you accomplish your organization’s and constituents’ quality goals?

• In-Room Participants: Fill-in your response on your sheet or via the mobile app.

• Virtual Participants: Enter your responses in the “Chat Box.”
Focused Question No. 4

What else should CMS know as we start the direction of the QIO Program, e.g., who else needs to be integrally involved in the conduct of this work?

- In-Room Participants: Fill-in your response on your sheet or via the mobile app.
- Virtual Participants: Enter your responses in the “Chat Box.”
Focused Question No. 5

Provider Engagement

What quality improvement tools and resources are most valuable to you?

• In-Room Participants: Fill-in your response on your sheet or via the mobile app.

• Virtual Participants: Enter your responses in the “Chat Box.”
Focused Question No. 6

Provider Engagement

How can QIOs assist with your quality goals?

• In-Room Participants: Fill-in your response on your sheet or via the mobile app.

• Virtual Participants: Enter your responses in the “Chat Box.”
Focused Question No. 7

Provider Engagement

How can QIOs help integrate patients into quality improvement?

- In-Room Participants: Fill-in your response on your sheet or via the mobile app.
- Virtual Participants: Enter your responses in the “Chat Box.”
Closing Remarks

Thank You!

Thank you for sharing your thoughts with CMS today.

The thoughts you have shared with us will actively contribute to informing our approach to the QIO 12th Scope of Work.

Next Steps

Additional opportunities to share your ideas will be available as we continue our market research. These will be communicated publicly, for example through places such as:

- The Federal Register
- http://www.FBO.gov
If You Have Additional Thoughts

Please send your input to:

QIOProgram@cms.hhs.gov