

## The Evolution of Quality Measurement: Applicability to Stroke Measurement

Helen Burstin, MD, MPH  
Senior Vice President  
Performance Measurement  
National Quality Forum

Annual Stroke Belt Consortium  
March 1, 2014



### Quality Measurement in Evolution

- Recognized need to achieve higher performance more quickly
- Critical to align measures across settings and providers to reduce burden and accelerate improvement
- Focus on measures that are more patient centered
- Transition to electronic platforms (eMeasures)
- Recognize broader measure types (e.g., composites) and measurement systems, e.g., registries
- Address disparities in all we do



### Why Do Standardized (Endorsed) Measures Matter?

**Standardized measures**

- Help providers know how they are doing because they can benchmark and compare
- Allow payers to purchase on the basis of value, not volume
- Guide patients looking for good medical care and alert them to safety issues
- Reduce the burden associated with use of near identical measures and facilitate alignment

While measurement is necessary, it is insufficient. It must be coupled with payment and delivery reform.

NATIONAL QUALITY FORUM

Measurement is not an end in itself –  
the purpose is to improve healthcare quality

The diagram illustrates a cyclical process. At the top is 'Publicly reported performance data', which points down to 'Knowledge'. From 'Knowledge', arrows point to 'Selection' on the left and 'Change' on the right. 'Selection' and 'Change' both point to 'Performance: Effectiveness of care, Safety, Patient-centeredness, Unintended consequences'. 'Performance' points back up to 'Publicly reported performance data'. A double-headed arrow connects 'Selection' and 'Change', with 'Motivation' written below it. The entire diagram is enclosed in a large, light-colored oval.

NATIONAL QUALITY FORUM *Fung et al. adaptation of Berwick, James and Coye's Conceptual Framework* 5

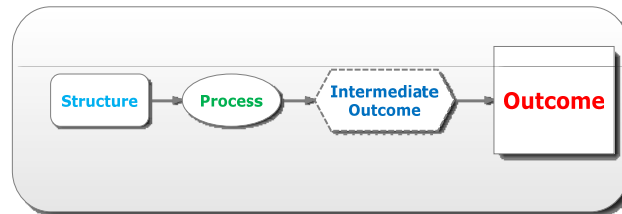
NQF Measure Evaluation Criteria

The criteria are listed in a vertical stack of six green, downward-pointing arrow-shaped boxes:

- Conditions for Consideration
- Importance to measure and report
- Scientifically acceptability of measure properties
- Feasibility
- Use and Usability
- Harmonization & selection of best-in-class

NATIONAL QUALITY FORUM 6

## Preference for Outcomes



- Hierarchical preference for:
  - Outcomes linked to evidence-based processes/structures
  - Outcomes of substantial importance with plausible process/structure relationships
  - Intermediate outcomes
  - Processes/structures (most closely linked to outcomes)

NATIONAL QUALITY FORUM

## Evolving Roles for NQF

- Support collaboration to advance measurement, involving clinical experts, measure developers, EHR vendors, and end-users of eMeasures
- Further promote alignment between public and private purchasers
- Actively engage in measurement and reporting science (e.g., composite measurement, patient-reported outcomes, SES and risk adjustment)
- Systematically assess impact through feedback loops -- data collection and analysis on the use and usefulness of measures

NATIONAL QUALITY FORUM

8



### Need for Ongoing Measure Feedback

- IOM report, *Best Care at Lower Cost: The Path to Continuously Learning Health Care in America*, cites feedback loops as essential for continuous learning and system improvement
- Continuously learning system uses information to change and improve its actions and outputs over time

NATIONAL QUALITY FORUM 10

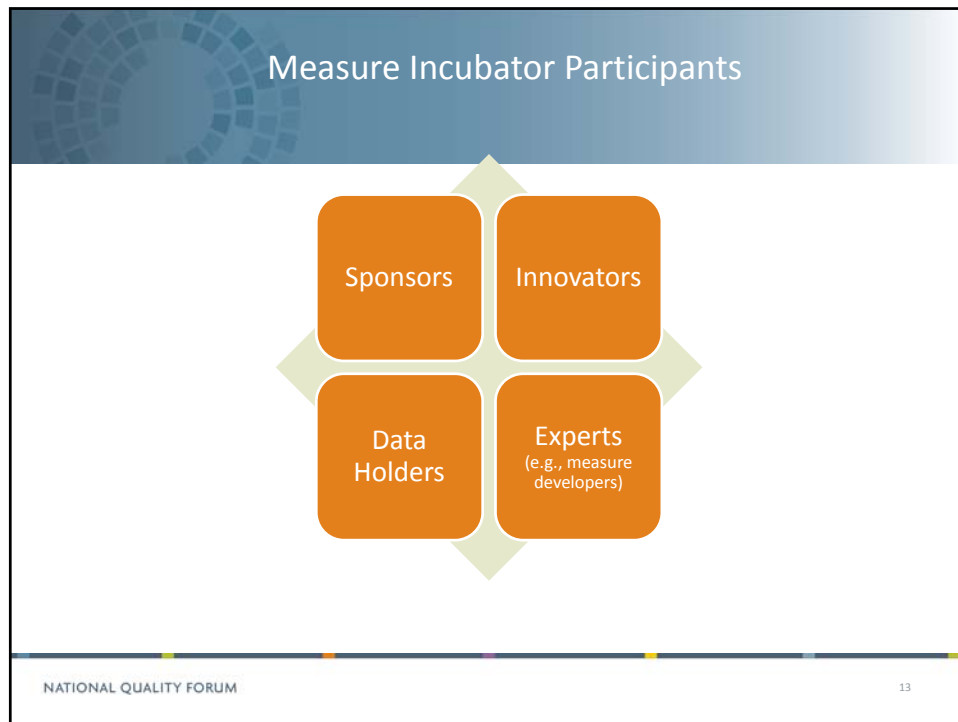
Image Source:  
<http://www.iom.edu/~media/Files/Report%20Files/2012/Best-Care/BestCareReportBrief.pdf>

## Transition to eMeasures

- Need measure development that takes advantage of clinical data in EHRs, registries, and patient portals
- Need interoperable systems to track quality and efficiency across settings and populations
- Need better interfaces to other data, including patient demographics and costs
- Current EHRs present additional challenges --
  - » Widespread EHR data are not yet available for measure development and testing;
  - » Lack of comparability across vendor products;
  - » Data elements needed for advanced measures currently may not be feasible to capture in EHRs

## NQF Measure Incubator

- Goals:
  - Crowd source the next generation of standardized quality measures
  - Rapidly fill measurement gap areas with trial measures ready for testing and implementation.
  - Build the foundation of data needed for future endorsed measures.
- Actively seeking support for incubator design session



- ### Incubator Design Session
- Review different approaches for incubating measures
  - Gather community feedback on proposed process
  - Understand how incubated measures relate to measure development and endorsement
  - Planning for Spring 2014
  - Stay informed: [incubator@qualityforum.org](mailto:incubator@qualityforum.org)
- NATIONAL QUALITY FORUM 14

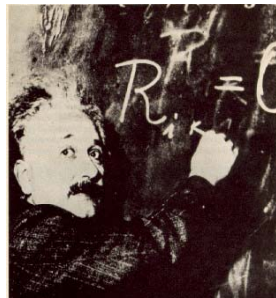
## Implications for Stroke Measurement

- Focus on measures that matter to clinical practice and improved patient outcomes for stroke
- Transition to electronic data sources, with consideration of hybrid measures (electronic data + claims)
- Shift to patient-focused outcomes, including patient reported outcomes (e.g., NHS stroke outcomes)
- Measure linkage to physician and national clinical registries for stroke
- Provide feedback on stroke measures in use – consider unintended consequences

## The Measurement Imperative

**Not everything that counts can be counted,  
and not everything that can be counted counts**

*~Albert Einstein*



**But.....**

**You can't improve what you don't measure**

*~ W. Edwards Deming*



Discussion

Helen Burstin, MD, MPH  
Senior Vice President, Performance Measurement  
[hurstin@qualityforum.org](mailto:hurstin@qualityforum.org)