Department of Health Policy and Management

Performance Measurement in Health Care (312.620.11)

January 6th and January 7th 2020

Class Room: Hampton House: Room # 208

Classes start at 8:30 AM on both days.

Faculty

- Nikolas Matthes, MD, PhD, MPH, MSc
  - Adjunct Assistant Professor, Johns Hopkins Bloomberg School of Public Health
  - Vice President, Clinical Products & Research, Press Ganey Associates, Inc.
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  - [http://www.jhsph.edu/faculty/directory/profile/4050/Matthes/Nikolas](http://www.jhsph.edu/faculty/directory/profile/4050/Matthes/Nikolas)

- Cyrus Engineer, DrPH, MHS, MHA
  - Faculty,
  - Dept. of International Health
  - Johns Hopkins Bloomberg School of Public Health Wolfe Street building, JHSPH E 8531, Tel: 443-287-6462, Email: cengine1@jhu.edu
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- Lilly D. Engineer DrPH, MD, MHA
  - Assistant Professor, Department of Anesthesiology and Critical Care Medicine, and Health Policy & Management
  - Co-Director, DrPH-HPM concentration and Certificate in Quality, Patient Safety, and Outcomes Research,
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Teaching Assistant

- Mansour Alrumayyan, MD, MPH
  - DrPH candidate
  - Johns Hopkins Bloomberg School of Public Health
  - Health Policy & Management
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Final Paper: Please refer details for both options on last 2 pages of this syllabus document
Day 1 – Monday, January 6th 2020  
Morning: 8:30 AM to 12:00 PM  
Sessions 1 and 2  
Presenter: Nikolas Matthes  

History of Performance Measurement for Hospitals

- History
  - HCFA Mortality Reporting
  - ORYX Measure Initiative
  - Inpatient Quality Reporting
  - Current Performance Measure Requirements for Hospitals
  - Trends and Developments

- Required Readings
  - Hospital Inpatient Quality Reporting Tab under Hospital Inpatient on QualityNet
    - [www.qualitynet.org](http://www.qualitynet.org)
  - CMS Measures Fiscal Year 2020

- Additional Readings

Afternoon: 8:30 AM to 12:00 PM  
Session 3 1:00 PM to 3:00 PM  
Presenter: Nikolas Matthes  

Payment Reform in the United States

- Value-based Purchasing
- Readmission Reduction Program
- Hospital-acquired conditions
- Bundled payment
- Accountable care organizations

Required Readings

• Ody C. Decreases in readmissions credited to Medicare's program to reduce hospital readmissions have been overstated. *Health Affairs*. 2019;38(1):36 - 43.


Additional Readings

• Value-based Purchasing
  - [https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HospitalQualityInits/Hospital-Value-Based-Purchasing-.html](https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HospitalQualityInits/Hospital-Value-Based-Purchasing-.html)

• Readmissions Reduction Program

• Hospital-acquired conditions
  - [https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/AcuteInpatientPPS/HAC-Reduction-Program.html](https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/AcuteInpatientPPS/HAC-Reduction-Program.html)

• Detailed information and technical specifications for all programs available at
  - [https://www.qualitynet.org](https://www.qualitynet.org)

• Financial Penalties

Session 4: 3:15 PM to 5:00 PM
Presenter: Nikolas Matthes
Public reporting of Performance Measures for Hospitals

• Overview of public reporting in the US
  - Hospital Compare
  - NHS Choices

  **Exercise: Student review and critique public reporting websites:** Please review website assigned to you before Day. You will discuss your findings with other students assigned the same website and then present your findings as a group.

Required Readings


Further Readings

• Overall Hospital Quality Star Ratings Methodology

3
Public Reporting websites
- Center for Medicare and Medicaid Services (webpage)
  - https://www.medicare.gov/hospitalcompare/search.html?
- Commonwealth Fund (webpage)
  - http://www.whynotthebest.org/
- NHS Choices
  - https://www.nhs.uk/service-search/performance-indicators/organisations/hospitals?ResultsViewId=1015
- University of Utah
  - https://healthcare.utah.edu/fad/

Additional Readings
Day 2 – Tuesday, January 7th 2020

Overview: Students will understand the need and rationale for holistic performance measurement in health care. They will be introduced to a framework for high performance in health care – the Baldrige criteria. Using cases, students will be able to think and work through the process involved at the institution level to develop, deploy, and use a measurement system that aligns with the mission, vision, and strategy of the institution.

Morning 8:30 AM to 12:00 PM
Session 1: 8.30 to 10 AM
Presenter: Cyrus Engineer

Session Objective: To showcase stellar organizational performance and for groups to identify organizational characteristics that are key to high performance and introduce linkage between Evidence Based Management (EBM) and performance

High Performing Organizations (HPOs) – what does it take to get there?

- Lecture 1 - Introduce case – Baldrige Healthcare winners. How did they get there? Are there similar organizations that you know of?
- Group Exercise (4 groups) - Identify up to 15 organizational characteristics that enable high performance for healthcare organizations in your context
- Lecture 2 - Evidence Based Management – High Performing Organizations – what do we know

Required readings:

- The Baldrige Excellence Framework 2017-2018 (Please review prior to Day 2)
- The Baldrige Excellence Builder (Please review prior to Day 2)

Recommended readings:

• Donabedian, A. (1980). The definition of quality and approaches to its assessment (Vol. 1). Health Administration Press.

Session 2: 10.30 AM to Noon
Presenter: Cyrus Engineer

The Baldrige Healthcare Criteria

• Lecture 3 - Introduce the Baldrige criteria
• Group Exercise (4 groups)
  o Label your morning work with the 7 criteria (4 groups)
  o Read one Baldrige criteria and report the requirements

Afternoon: 1.00 PM to 5.00 PM
Session 3: 1:00 PM to 3:15 PM
Presenters: Cyrus Engineer, Lilly Engineer

Session Objective: Groups will review a Baldrige case study and comment on measures-process and outcome and how these could be refined.
Assign a case – Arroyo Fresco (Please review prior to Day 2)

• Lecture 4 – ADLI, LeTCI concepts
• Group exercise (4 groups) - Compare performance on requirements for 1 Baldrige criteria

Required readings:

• Arroyo Fresco 2017 application/case study (Please review prior to Day 2)

Recommended readings:


**Session 4: 3:30 PM to 5:00 PM**

**Presenters: Cyrus Engineer and Lilly Engineer**

Session Objective:

Tie-up (Day 1 – measures and measurement systems within the US (clinical, patient experience, operational effectiveness. Day 2 – The rationale and approach to systematically designing measures that are relevant and balanced and lead to journey of HPOs. - Challenges in international settings.
• Lecture 5 – Criteria for good measures (validity, reliability, feasibility: Constructing measures vs. using ones available; balanced score card)?
• Group Exercise – How to select a good measure for your setting?
• Wrap up and segue into day 2

Required Readings:


Recommended Readings:

Guide for Final Paper

(Written and submitted by each student individually)

Due Date: TO BE ANNOUNCED DURING THE COURSE

General Requirements (Both Options – see below)

  o Select either Option 1 or Option 2
  o Up to 8 pages excluding cover page, references or appendices - 1½ inches spaced, Times New Roman ≥11 pt. font size
  o Due date: TBD

Option 1 - Select one of the following topics:

1. Critically discuss the overall approach to performance measurement in your organization
   ▪ What are you measuring?
   ▪ How is the information being used?
   ▪ What are the strengths and weaknesses of your approach?
   ▪ What are the greatest opportunities for improvement?
   ▪ Incorporate concepts from class
2. Focus on one type of measure in your organization
   ▪ Outcome (e.g. mortality, readmission), clinical process measure, satisfaction, etc.
   ▪ Discuss methodology, details of data collection, analysis, reporting, and target audience
   ▪ Outline the challenges and opportunities for improvement
3. Performance measurement and physicians
   ▪ Discuss how physicians use performance measures in your organization (physician profiling, payment)
   ▪ What are barriers and potential solutions?
   ▪ Develop a plan for how to introduce or improve physician measurement into your organization
   ▪ Which measures would you use? Why?
4. What type of reports would you provide? Why?
   ▪ How would you introduce the initiative in your organization?

OR

CHOOSE OPTION 2 DESCRIBED ON THE NEXT PAGE
Option 2 - Baldrige Performance Measures (Results) analysis – Paper.

1. Independently review the entire Baldrige application of the Healthcare Organization provided including the Organizational Profile. (ARROYO FRESCO Case Study)

2. Now focus on category 7 (Results) and pick any one section from the following that you will analyze
   a. 7.1 – Health Care and Process Results,
   b. 7.2 – Customer Focused Results,
   c. 7.3 – Workforce Focused Results,
   d. 7.4 – Leadership and Governance Results,
   e. 7.5 – Financial and Market Results.

3. Then answer the following questions for the section you have chosen:
   a. Are these performance measures appropriate (valid)? If not, make suggestions to improve. (15 points)
   b. Have they been defined well and are these generalizable? If not, please make comments or suggestions on how they can be improved. (10 points)
   c. Is data easily available for these measures or can be easily collected (feasible and reliable)? (10 points)
   d. Are the measures adequate to make inferences on performance in the domain (useful and sufficient)? If not, please identify additional measures that could have been reported by the applicant. Provide a simple definition (15 points)
   e. Comment on the performance levels* of all the measures reported. (10 points)
   f. Comment on the performance trends* for all the measures reported (10 points)
   g. Comment on the comparisons* made with competitors for these measures. (10 points)
   h. Comment on how well these measures are integrated*/aligned with the overarching strategy and goals of the organization (10 points)
   i. Finally, based on the LeTCI approach, use the results scoring guideline on page 35 of the Baldrige Excellence Framework booklet to identify a scoring band e.g. 0-5%, 10-25%, 30-45%, 50-65%, 70-85%, 90-100% for the section you have chosen. Provide rationale on why you should not place the applicant in a higher or lower scoring band compared to what you have identified. (10 points)

*refer to the Baldrige excellence framework glossary for definitions – levels, trends, comparisons and integration.

While scored out of 100 points, final paper scores reflect assigned weight.