





## Partnering for Value

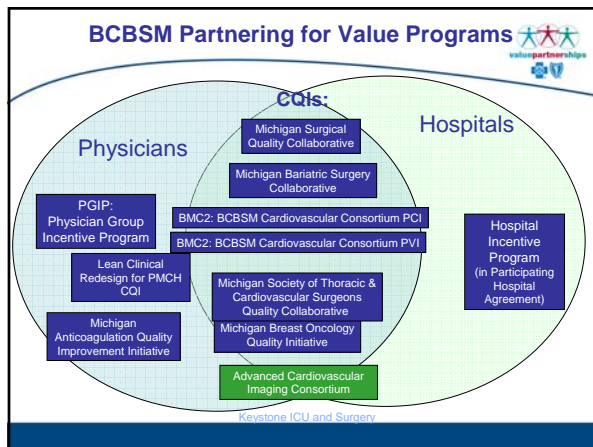

- Collaborative Quality Initiatives (CQI)




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*"These new regulations will fundamentally change the way we get around them."*  
- R. STEIN

- Simple performance measures don't address areas of care which are highly technical, rapidly-evolving and associated with scientific uncertainty
- Best addressed through collaborative, inter-institutional, clinical data registries, with coordinated QI programs



- Cross-institutional collaboration yields more than competition on quality
  - Improvement catalyzed by sharing best practices
  - More can be learned from variation in care processes and outcomes across facilities than within a facility
  - More robust analyses of links between processes and outcomes of care can be achieved by aggregating cases across institutions



- Essential Elements of CQI Programs:
  - Complete, accurate, risk adjusted performance reporting; confidential; provider-owned data
  - Coordinating Center to assure rigor, guide cross-institutional study of practice patterns and their relation to outcomes, and orchestrate QI interventions
  - Participating Centers submit complete data and set/act on QI goals
  - Health plan support of consortium activity
  - Aggregate provider accountability for assuring health care value



## Role of BCBSM

- Convene competing hospitals
- Provide neutral ground for collaboration
- Catalyze participation
- Provide resources for data gathering, analysis and QI orchestration



## BMC2: Lessons Learned

- Blue leverage was key to convening competing providers and catalyzing effective, collaborative QI
- Given procedure/condition-specific information and incentives, competing providers can collaborate and rapidly improve the quality of care, without measurement to judge
- Incentives to rigorously evaluate and re-engineer care accomplish more than focusing on selected performance metrics
- Contrast CQI with P4P: e.g., BMC2-PCI vs P4P-PCI (limited to door-to-balloon time and mortality measurement)



## Current CQI programs

- BMC2: PCI and PVI
- Cardiac Surgery (Michigan STCVS)
- Bariatric Surgery (MBSC)
- General and vascular surgery (MSQC; NSQIP/ACS)
- Breast Cancer (MiBOQI; NCCN)
- Cardiac Imaging (ACIC)
- Anticoagulation Services (MAQII)
- PGIP Lean Thinking Clinic Re-engineering Consortium
- MHA: Keystone ICU, Keystone Surgery, Keystone Hospital Infection Control