

CMS Operational Plan for Governor Ritter's Center for Improving Value in Health Care



Building Block: The Center for Improving Value in Health Care (CIVHC) – Executive Order D005 08

Mission and Scope: The Colorado Department of Health Care Policy and Financing (HCPF) has convened an inter-agency, multi-disciplinary steering committee that will be responsible for:

1. Establishing priorities, developing strategies, coordinating existing efforts and begin implementing strategies to improve health care quality and manage growth of health care costs.
2. Researching quality forums or councils in other states, including best practices on governance structure, funding, roles and responsibilities and engagement of the private sector.
3. Identifying strategies for tying quality measurement to rate setting methodologies and payment structures for providers in public insurance programs. Research general trends in the private sector that relate to quality improvement and cost management.
4. Driving Colorado's participation in the State Quality Institute, funded by a grant from Commonwealth Foundation to help eight state teams in developing and implementing sustainable quality improvement action plans centered around value-based purchasing, quality reporting, care coordination, or chronic care management.

HCPF will deliver a report to the Governor's office by December 15, 2008, which summarizes the organizations and programs (government/non-governmental) that are working on quality improvement and cost containment, along with a plan for better collaboration of these efforts. The report will also identify a set of priorities and strategies to improve quality and contain cost growth, lay out recommendations for a formalized governance structure for the Center including sustainability plans, and make recommendations for any legislation needed to support the work of the Center.

Research Entity: HCPF contracted with JSI Consulting of Denver to facilitate decision making of the Steering Committee and develop two white papers on best practices used by quality councils in other states and best practices on quality measurement and payment. JSI will also provide information about governance and funding opportunities for the Center.

Appointees: Dave Downs, MD, Ben Vernon, MD

Background: This Building Block is a result of the final recommendations from the SB 208 Commission (Recommendations 15, 14, 11 and 10) and the Governor's interest in cost, quality and access as stated in his demand for

a “stronger system that provides a better value for the dollar for all Coloradans.”

The Executive Order cites concern about: (1) health care spending in Colorado growing 77% since 2000; (2) despite this \$30 billion investment the overall quality of health care in Colorado has actually decreased to “average” from a “strong” ranking, and (3) the need to develop a structured, well-coordinated approach to improving quality, containing costs and protecting health care consumers.

Analysis:

Governor Ritter has used executive orders as vehicles for managing complex issues. From the start of its work, the Physicians’ Congress has emphasized that system reforms must start at the delivery system, working from the patient’s bedside up. The bulk of the Evaluation Matrix is focused on the criteria of an ideal delivery system that provides quality, safe and cost-effective care. The Congress’ application of the Matrix to the final proposals from the SB208 Commission and CMS’ balanced pursuit of SB 138, which created the nation’s first fair and transparent physician profiling bill, enhanced CMS’ credibility and should strengthen the profession’s voice during the upcoming work of the Center, assuming adequate preparation and ongoing physician consensus.

The creation of the center, which is focused on key elements within the Physicians’ Congress’ Evaluation Matrix, provides an important opportunity for the profession to play a leading role in helping to redesign the delivery system.

Organized medicine must prepare and assist the Steering Committee in every possible way. It is important to advance this work by providing practical, evidence-based ideas on how to properly align delivery system forces, through either policy or practice, in order to ensure that patients get the right care, at the right time at the right value.

Recommendations:

- (1) Review and incorporate the conclusions of RES-4P AM’07, RES-18P AM’07 and other relevant CMS policies into all activities associated with the Center.
- (2) Using the Evaluation Matrix as a framework, gather specific ideas from component/specialty societies, and CMS councils and committees on how to advance the work of the Center.
- (3) Continue outreach to external stakeholders, including consumers and business. Maintain close ties with HCPF and the Governor’s office.
- (4) Include a progress report to the House of Delegates in September 2008.

Activities:

- (1) Direct the Physicians’ Congress use a systems thinking model to identify cost drivers that physicians can: directly control, partially control and have no control over. Vet these ideas and possible interventions across the physician community.

- (2) Solicit specific ideas from component and specialty societies on how to redesign the delivery system to improve quality and contain costs that are based upon evidence-based practice or practical experience.
- (3) In collaboration the Center, survey physicians regarding their quality improvement and cost containment activities. Catalogue these activities and share with the Steering Committee of the Center.
- (4) Query the AMA and other state medical associations about best practices and experience with similar centers.
- (5) Fundraise and promote the CCGC's Collaborative Care Network and other registries and HIT applications.
- (6) Actively participate in all State Quality Institute activities, sharing best practices and lessons learned regarding physician performance measurement and pay for performance.
- (7) Actively promote the work of the Center in outreach activities within the profession and with other external stakeholders.