Choosing Wisely: Lessons from the First Five Years

IHI National Forum 2017

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President & CEO
Network for Regional Healthcare Improvement (NRHI)

December 12, 2017
30+ Members Nationally
NRHI’s Guiding Principles

• The status quo of our healthcare system is unacceptable in terms of its quality, safety or cost
• We strive for win-win solutions recognizing that change is required by all
• We promote and actively pursue transparency of healthcare cost, quality, patient experience, and outcomes
• We believe the best solutions come from a multi-stakeholder approach
• We work collaboratively to accelerate and scale innovation
Common Focus

Affordability
Better Care at a Lower Cost
Healthcare Spending is the Biggest Driver of Federal Deficits

Projected Federal Budget Spending, 2016-2027 (Billions)

- Debt Interest: 94% Increase ($1 Trillion)
- Medicaid: 85% Increase ($770 Billion)
- Medicare
- Social Security
- Other Mandatory
- Discretionary Spending

Source: CBO

© Center for Healthcare Quality and Payment Reform www.CHQPR.org
More Than 1/3 of Spend Due to Hospital Costs

[Diagram showing sources of healthcare spending increase, 2009-2015]
NRHI’s Role in Choosing Wisely
• 2013: NRHI partnered with ABIM to support implementation of Choosing Wisely
• Today NRHI:
  • Brings together grantees to collaborate/learn from each other
  • Hosts bi-monthly affinity group calls
  • Brings in experts on topics identified by the regions (e.g., employer engagement or getting your story out)

Grantees

Greater Detroit Area Health Council*
Integrated Healthcare Association*
The University of California Los Angeles
Washington Health Alliance*

The North Carolina Healthcare Quality Alliance
Maine Quality Counts*
Wisconsin Collaborative for Healthcare Quality*

* Denotes NRHI Member
Role of the RHICs in Choosing Wisely

*It takes everyone to foster this type of cultural change.*

RHICs enable this critical work because of their collaborative approaches to multi-stakeholder engagement.

- Elizabeth Mitchell, NRHI President & CEO
NRHI Member Case Studies

Three members, three different stakeholder involvement strategies
Overview of Case Study

Through various consumer engagement methods, MQC focused on community outreach and culture change to provide patients with the tools they needed to ask appropriate questions when visiting their doctor.

Kellie Slate Vitcavage, MQC, on Choosing Wisely Focus

Methods
Maine Quality Counts

What it Took to Be Successful

- Kept it simple
- Capitalized on out of pocket cost numbers
- Educated the entire clinical staff
- Garnered ideas from patient advisory committee
- Engaged with community organizations

Barriers to Success
Takeaways

- Program is long term, **not a quick fix**
- Need to be aware of “**something else new**” syndrome
- Fit timing/phasing into **priorities** already in place
- **Measurement and data** are key
- Easiest way to implement program is through **EHR alerts**
- **Meet people where they’re at** to positively impact work infrastructure
GDAHC used technology to educate both staff and consumers about Choosing Wisely.

Matt Wood, United Auto Workers Retiree Medical Benefits Trust - GDAHC Choosing Wisely Partner on How Choosing Wisely Benefited Their Members
What it Took to Be Successful

- Wrote Choosing Wisely into business plan
- Made the action positive
- Engaged the patient in multiple ways
- Linked messaging to awareness months

Barrier to Success
• Give patients **educational materials** if no prescription is ordered to ensure they see/feel value
• **Teach messaging** to medical & nursing students
• Target **population** v. broad messaging
• **Face-to-face** is always best
• **Integrate messaging** into EHR for greatest success & accessible data
Overview of Case Study

Creation of a task force to enable collaboration between health systems to implement/spread Choosing Wisely.

Matt Handley, MD, Group Health Cooperative – WHA Choosing Wisely Partner on Choosing Wisely Script Use as a MD

Methods
What it Took to Be Successful

- Buy in from leadership
- Goal incorporation into strategic plans
- Gathering measurable data to spark conversation

Barriers to Success
# Less waste. Less Harm. Choosing Wisely in WA

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<thead>
<tr>
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<tbody>
<tr>
<td>Antibiotics for sinus infection (2014) → Antibiotics for URI (2016)</td>
<td>37%</td>
<td>26%</td>
</tr>
<tr>
<td>Imaging for uncomplicated headaches</td>
<td>25%</td>
<td>21%</td>
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<tr>
<td>Annual Pap tests for women 30–65 years of age</td>
<td>57%</td>
<td>44%</td>
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<td>Pap tests for women younger than 21</td>
<td>4%</td>
<td>1%</td>
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<td>Pap tests for women who had a hysterectomy</td>
<td>17%</td>
<td>13%</td>
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<tr>
<td>CT for suspected appendicitis in children</td>
<td>30%</td>
<td>24%</td>
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<tr>
<td>CT or MRI for simple syncope</td>
<td>26%</td>
<td>23%</td>
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<td>Diagnosis/management of asthma without spirometry</td>
<td>74%</td>
<td>75%</td>
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<td>Follow-up imaging for clinically inconsequential adnexal cysts</td>
<td>39%</td>
<td>42%</td>
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<tr>
<td>Imaging for low back</td>
<td>14%</td>
<td>20%</td>
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*Data Source: Washington Health Alliance, Results for All Payers Combined*
Takeaways

- Align leaders around a **shared goal**
- Have to explain to patients why **more is not necessarily better**
- Make it **personal**
- Integrate Choosing Wisely **decision** into EHR
- Choosing Wisely is a **perfect compliment** to the shared decision making paradigm
- **1st in the country** to develop Choosing Wisely measures and publicly report the results
Bringing this Work to Life
How can Choosing Wisely help patients?
A Story from the Washington State Health Advocacy Association: Meet Henry

Henry: recently retired, widower from Washington state

Henry loved his family and had always dreamed of fishing in Alaska; He planned his dream trip

Around that time, Henry was also diagnosed with cancer and had to discuss treatment options with his Oncologist
How did Henry’s first oncology appointment go? What were his treatment options?

Before going into his appointment, Henry was given the Choosing Wisely 5-questions card...

Your treatment options are chemotherapy and radiation. The side effects are...

**DOC NOTES
LONG LIST OF SIDE EFFECTS/RISKS, SHORT LIST OF BENEFITS**

What happens if I don’t do anything?

**SHARES STATISTICS ABOUT WAITING TO DO SOMETHING**
You probably should hold off on your fishing trip.
What did Henry decide to do?

The benefits don’t outweigh the risks/harms. I am going to enjoy the rest of my life and forego the treatment. I am happy with my decision.

**Flummoxed**

Henry went fishing in Alaska with his son and had a wonderful trip. He lived for several more months on a houseboat on the water.
Common, overarching themes from regions

Competing priorities, limited resources, provider measure differences

America’s culture

Harm to patients v. Freeing up resources

ABIM & Consumer Reports
Choosing Wisely Positively Affects...
Patient Outcomes

“...more is not always better. In fact, more care can cause harm.”
- Ricky Y. Choi, MD, MPH

Examples of Patient Outcomes
Provider Decision Making

With extremely limited amounts of time in an appointment...

“We need to make the right thing to do, the easy thing to do.”
So, What’s Next?

“It is way past time to normalize the conversation about the cost of care. With patients bearing more and more of the expense out of their own pockets, they have a right to know upfront what the care will cost them so that they can make choices that are right for them and their families.”

- Susie Dade, Washington Health Alliance
The Road To Affordability: How Collaborating At The Community Level Can Reduce Costs, Improve Care, And Spread Best Practices

Elizabeth Mitchell

NOVEMBER 14, 2017 DOI: 10.1377/hblog20171110.0333176

For months, the US public has watched Congress debate the future of the US health care system—or more accurately—the future of the Affordable Care Act. But despite all we heard about deductibles and bronze versus
Helpful Resources
Check out the Choosing Wisely website for patient stories, testimonials from grantees, and much more…

www.choosingwisely.org

Here’s what one passionate doctor took away from the Choosing Wisely Program: Rappin’ Wisely