



# A Data Driven Solution to the P4P Puzzle

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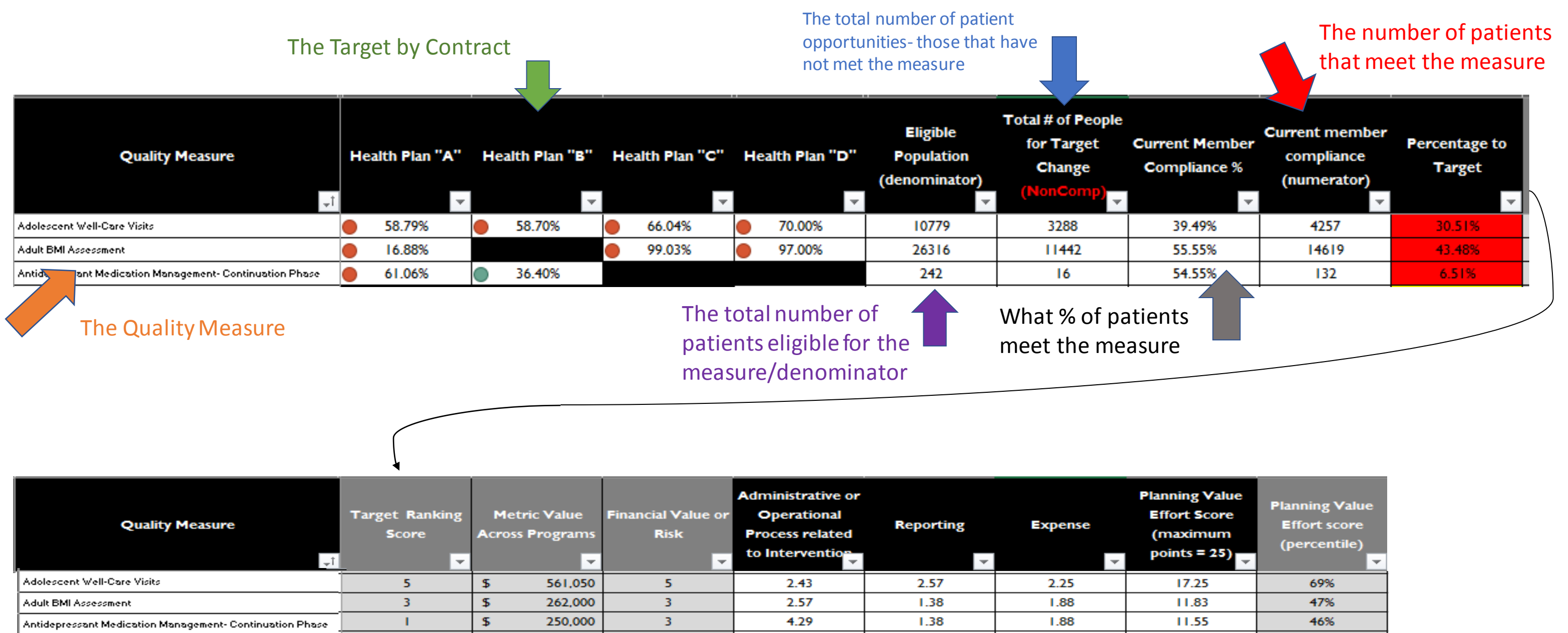
## Description

Selecting the right quality measures for improvement efforts with limited time, energy and clinical resources is a challenge, but it doesn't need to be a roll of the dice. WellSpan Health has implemented a data driven clinical opportunities tool that organizes specific quality measure performance progress and pay for performance opportunities into an objective and logical scoring, to support leadership in recommendations for confident selections of highly impactful measures.

## Aim

There are over one hundred quality measures, hundreds of corresponding metrics, and dozens of various government and payer contract specifics to track and relate for prioritization and planning. Executive Leadership needs help and support in recommendations for what to focus on, when, and why poor performance on quality outcome measures, including Value Based Purchasing (VBP) and pay for performance contracts can cost providers and delivery systems millions of dollars in missed revenue, fines and penalties.

## The Tool



## Project Design/Strategy for Change

The premise of the logic begins with the listing of the quality measures and corresponding metrics (determined by contracted and/or regulatory authority). Using an Excel spreadsheet for the purpose of incorporating and organizing the proposed logic for quality alignment with the end result being a final recommendation for leadership.

A multidisciplinary team of subject matter experts gathers to "score" each of five operational categories related to the quality metric. The total of these categories (called the "Planning Value Effort Score") is then calculated and ranked from lowest score (easiest to achieve) to highest score (most difficult to achieve). This ranking is then delivered to leadership to guide decision making.

## Scoring Methodology

Each quality measure is ranked in five areas on a scale of 0-5

- Target Ranking Score
- Financial Value or Risk
- Administrative or Operational Burden of Intervention
- Reporting
- Expense

Each measure has definitions to guide the 0-5 scoring (distance from target <=2% should score a "1", etc.). Target Ranking Score and Financial Value/Risk are scored based on predetermined thresholds. The remaining areas are scored following the established algorithm with subject matter expert discussion and input.

## Results

This methodology has been used for 3+ years and has guided the decision making regarding quality measure focus. As such, year over year quality performance in health plan quality measures and the subsequent financial gains from these programs have increased.

From 2015 to 2017, the total earnings achieved by focused efforts brought fourth by this exercise has increased four fold. In the chart to the right, of the total dollars earned each year, the amount earned by the measures continues to increase. Highlighting the success that can be found when focus is placed on measures with low burden, high opportunity.

