Celebrating Our Successes: Successful Policy Advocacy & Taking a Scholarly Approach to Quality Improvement
What is Success?

- Success is the ability to go from failure to failure without losing your enthusiasm—Winston Churchill
- Don't aim for success if you want it; just do what you love and believe in, and it will come naturally—David Frost
- The accomplishment of an aim or purpose—Oxford English Dictionary
My Goals at Work

- Provide the best possible care to our patients
- Promote learning
- Improve the system
- Have fun
Successful Policy Advocacy

- **SGIM Hill Day**
  - Annual event organized by HPC since 2007 to advocate for legislation that promotes general internal medicine
  - 63 SGIM members participated in 2014

- **Feb. 2011 Off the Hill Day**
  - Met with the community liaison for Rep. Jim McDermott
  - Discussed impact of a shortage of primary care physicians on quality and cost of care and influence of the AMA’s RUC (Relative Value Scale Update Committee) on physician reimbursement through its RVU (Relative Value Units) recommendations to CMS
    - Would have required analytic contractors to conduct an annual review of misvalued E&M codes and allowed CMS to use RUC values only to the extent they were consistent with the data provided by these contractors.
Other Actions Related to RUC and Physician Reimbursement

- **McDermott**
  - Questions head of MEDPAC on the RUC March 2011
  - May, 2011, invited by him to meet with AMA representatives/RUC Chair, and AAFP representatives to discuss physician reimbursement
  - Introduced Medicare Physician Payment and Assessment Act of 2013 with input from SGIM and AAFP
    - Proposed establishing a CMS panel of independent experts to identify, review, and adjust RVU’s

- **Other Legislators**
  - 2014- Bipartisan groups of 12 senators and 47 members of House of Representatives send letters to CMS urging them to make public the process of setting values for physician services
Health Policy Committee Clinical Practice Subcommittee Activities

- John Goodson leading a subcommittee effort to draft a letter from SGIM and AAFP to CMS to request a revised approach to Evaluation and Management codes
  - Met with Rep. McDermott’s health legislative aide Nov. 2014 to brief him on this effort
- Forum article on RUC Sept, 2014
  - RUC teaching module on SGIM Advocacy website
Take Homes

- Participation in Hill Day can be a very worthwhile activity
- Sharing your stories and perspectives with legislators or their staff can help advance important SGIM clinical, research, and education objectives
Taking a Scholarly Approach to QI

EXHIBIT ES-1. OVERALL RANKING

COUNTRY RANKINGS

- Top 2*
- Middle
- Bottom 2*

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<th>GER</th>
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**Health Expenditures/Capita, 2011**

- $3,800
- $4,522
- $4,118
- $4,495
- $5,099
- $3,182
- $5,669
- $3,925
- $5,643
- $3,405
- $8,508

Notes: * Includes ties. ** Expenditures shown in $US PPP (purchasing power parity); Australian $ data are from 2010.
Financial reality

Percent of GDP

- **Actual**
- **Projected**
- **Tax Money**
- **Medicare, Medicaid, and health spending**
- **Social Security**
- **All other spending**

1970 2010 2080
Get Better Faster!

Quality Improvement Skills for Reliable Care

April 24, 2014
SGIM 2014 Annual Meeting
San Diego, CA
Taking a Scholarly Approach to Quality Improvement

Tom Staiger
Outline

- Chairs perspectives on QI activities and promotion
- Taking a scholarly approach to QI activities
- Maximizing opportunity for peer-reviewed publications
  - Quasi-experimental research designs
  - Reporting a clinical protocol as one of the outcomes
  - Publication sites
- Frequency of study designs in the current QI literature
- Optimizing scholarly recognition for QI activities outside peer-reviewed journals
Chairs perspectives on QI activities and promotion

- Survey of Chairs of Depts. of Medicine in US and Canada to assess the importance of recognition of QI/PS (patient safety) activities in academic promotion

- 78% agreed that faculty should be promoted based on QI/PS work

- 51% felt their current promotion criteria were not useful on only a little bit useful in assessing QI/PS work

- 26% commented that evidence of scholarship should be required

Taking a Scholarly Approach to QI Activities

Adapted from Shojania K “Achieving synergy between designing quality improvement projects and writing them up for publication” (See resources)

• Plan from the outset to write up your project
  – Enhances design and execution
  – Inform design with best practices from the literature
  – Start writing the abstract while designing the project
  – Document intervention implementation methods and modifications as the project evolves
  – Review SQUIRE Guideline-see references

• Articulate a theory for why the intervention will work
  – Specify the “active ingredients” of the intervention
  – Explain how these ingredients address the cause of the target safety or quality problem
Maximizing Opportunities for Peer Reviewed QI Publications

• When developing clinical protocols, consider reporting the protocol as one of the outcomes
  – Clinical protocols developed and implemented with a scholarly approach may be of interest to others
    • SQUIRE guidelines don’t include specific recommendations on how to format a report on the development and implementation of a clinical QI protocol (Staiger TO, JGIM, Commentary on Stevens, 2014)
    • Authors employed a format that includes a methods and results section for each of protocol development, implementation, and evaluation which may be a useful template for others
Maximizing Opportunities for Peer Reviewed QI Publications

- Understand when & how to use quasi-experimental research designs (i.e. PDSA QI research)
  - Research designs which lack random allocation but address issues of internal validity
    - Goal is to clearly establish the direct relationship between process changes and variation in outcomes
  - Basic approach is a series of multiple measurements at baseline and during intervention
    - May include a non intervention control, a series of interventions, on-off-on interventions, statistical process controls
    - See Speroff T “Study designs for PDSA QI Research” Q Manage Health Care, 2004;13:17-32
Quasi-experimental Time Series Design

Frequency of QI study designs in a sample of the literature

Wong CJ, Work in Progress

Note: Time series without statistical analysis such as process control charts, were not considered quasi-experimental.
Frequency of QI study designs in a sample of the literature
Selected QI Projects: Reduction of Nosocomial Infections

- UWMC “Breakthrough Goal” effort to decrease MRSA, CLABSI, VAP, nosocomial respiratory viruses by > 50%.
  - Over 24 months
    - MRSA decreased 58%
    - CLABSI decreased 54%
    - Hand Hygiene increased to 96%
    - VAP bundle 100% compliance

Selected QI Projects: Discharge Time Initiative

- Medication reconciliation performed the evening prior to discharge and orders entered prior to 9AM
  - Increased discharges by 9AM from 8% to 29.7%
  - Improved mean discharge time by 3 hours

Durvasula R et al. Use of a CPOE-based process improvement initiative to drive earlier hospital discharge times in a large academic medical center. Qual Manag Health Care. In press
Selected QI Projects: Advanced HF

Adv HF Tracking by PI Project Phase

- Pre-Pathway
- Implementation
- Post Pathway/ Sustainability

- ALOS (Days)
- Readmit Rate (%)

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<th>Post Pathway/Sustainability</th>
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<td>Feb-13</td>
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- O:E Ratio

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- PI Phase ALOS (days)
- Average 30 Day Readmit Rate AHF (service-wide) (%) PI Phase
- Case Mix Index by PI Phase
- PI Phase LOS Index (O/E)
- Average Mortality Index (O/E) PI Phase
- Direct Cost Index (O/E) by PI Phase

[Graph showing trends over time with specific data points]
Take Homes

- There are substantial faculty development, resident education, and organizational benefits to promoting a scholarly approach to QI activities
- Encourage your faculty and residents to attend SGIM QI Skills for Reliable Care course
  - “This was a fantastic session. I am completely impressed by the high quality of this content. I am supposedly a QI expert but I learned so much in this course!” - 2014 Attendee
- Consider developing a QI methods course for your institution
  - Inaugural UWMC course, based on SGIM course, 2014
Questions/Comments?