

Minutes
Initiation Work Group, HSCRC
Friday, Oct 21 2005
8:45 -10 am
Room 100, 4160 Patterson Avenue
Baltimore, MD 21215

IWG Members Present: Dr. Trudy Hall, Chair and HSCRC Commissioner; Ms. Barbara Epke, Lifebridge Health and Sinai Hospital; Dr. Linda Hickman, Chester River Hospital Center; Ms. Renee Webster, Office of Health Care Quality; Ms. Barbara Hirsch, Kaiser Foundation of the Mid-Atlantic States; Ms. Marybeth Farquhar, AHRQ; Mr. Joseph Smith, MedStar-Union Memorial Hospital; Ms. Pamela Barclay, MHCC; Dr. Vahé Kazandjian and Ms. Karol Wicker, Center for Performance Sciences; HSCRC Staff: Mr. Steve Ports and Ms. Marva West Tan. On conference call: Dr. Maulik Joshi, Delmarva Foundation, Dr. Kathryn Montgomery, University of Maryland School of Nursing; Mr. Conan Dixon for Dr. Charles Reuland, Johns Hopkins Medicine; Dr. Jon Shematek, CareFirst BlueCross BlueShield; Dr. Irene Fraser, AHRQ

Interested Parties Present: Ms. Katherine Hax, Kaiser Permanente; Ms. Ing-Jye Cheng; MHA; Ms. Charlotte Thompson, HSCRC; Ms. Kristen Geissler, Mercy Medical Center; Mr. John O'Brien, Center for Health Program Development and Management, University of Maryland, Baltimore County; MHCC Staff: Ms. Joyce Burton, Ms. Carol Christmyer, Ms. Deborah Rajca.,

1. Welcome and Approval of Minutes- Dr. Hall welcomed the Work Group. The minutes from the September 12, 2005 meeting were approved.
2. Guest Speaker- Ms. Tan introduced Ms. Marybeth Farquhar, RN, MSN, Senior Advisor, Quality Indicators Initiative, Agency for Healthcare Research and Quality (AHRQ). Ms. Farquhar presented a description, characteristics, use of and future plans for the AHRQ Quality Indicators in quality-based reimbursement programs (Please refer to attached copies of slides for content of presentation.) Dr. Irene Fraser, Ph.D., Director, Center for Delivery, Organization and Markets, AHRQ, also provided information about the AHRQ Quality Indicators. There was a lively discussion about the indicators and several questions from the Work Group. Dr. Hall thanked Ms. Farquhar and Dr. Fraser for the presentation.
3. Technical Consultant- Mr. Steve Ports, HSCRC Principal Deputy Director, introduced Dr. Vahé Kazandjian, CEO, Center for Performance Sciences (CPS), who has been awarded a year-long contract to serve as Technical Consultant to the HSCRC quality-based reimbursement initiative, effective October 20, 2005. Mr. Ports reviewed some history of the initiative and the preceding steps in the process. Mr. Ports also reminded the work group about the time lines for the initiative which are driven by the HSCRC fiscal year deadline of July 1.
Then, Dr. Kazandjian introduced his associate, Ms. Karol Wicker, who will serve as CPS project manager for this initiative. Dr. Kazandjian proceeded to review some of the design features that emerged from the Steering Committee's Final Report on the Quality Initiative including the plan for a three-part system of rewards, incentives and infrastructure support. He also noted the unique aspects of the Maryland healthcare system experience in quality and safety including the HSCRC rate setting mechanism, the patient safety initiatives of the Maryland Patient Safety Foundation, which has recently won the Eisenberg Award for its outstanding work, and the longstanding Maryland Quality Indicator project which is implemented in many hospitals in the USA and internationally. He stated that one remaining dimension to consider was appropriateness – what is the right thing to do? He said that a challenge of this project was to put all of the dimensions of quality together and arrive at a composite score. Dr. Kazandjian further noted that composite scoring has been used successfully in other industries. Dr. Kazandjian reviewed the work plan for the project (see attached), noting the need for some adjustment of the start time due to the timing of the

procurement process. He noted that part of project management would be expectation management due to the complexity of the project. He said that the next step was selection of the measures, building of the infrastructure and data system, and then the design of the pilot. Dr. Kazandjian suggested the use of at least two subcommittees: a small expert group to develop a pool of measures and the logic for these measures and a group representing “those in the trenches” with the expert group beginning its work first. Under this scenario, the outside work of the subgroup would be summarized and presented to the full Initiation Work Group for their discussion and review. The Initiation Work Group had several questions about the small group composition and purpose. Dr. Hall, in summary, noted that the Initiation Work Group had been very active to date and did not want to lose the opportunity to provide their input nor to take on a “rubber stamp” function.

4. Adjournment- The next meeting date was set and Dr. Hall adjourned the meeting at 10 am.

Addendum - Based on feedback during and following the October 21 Initiation Work Group meeting, the full Work Group is very excited about participating in the discussion and selection of potential measures for the pilot of the Quality Initiative. Therefore, a smaller work group will not be formed at this time.

Next Meeting- The sixth meeting of the Initiation Work Group will be Monday, November 21, from 8:30 am -10 am at HSCRC, 4160 Patterson Avenue, Baltimore, MD 21215 in Meeting Room 100.