

Is Quality in the Eye of the Beholder?

Digital Bridges 2.0

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Consumers Care about Quality

- 82% of consumers feel that the quality of hospital care varies greatly (Forrester)
- 42% of consumers had been affected by a medical error, either personally or through friend or relative (National Patient Safety Foundation)
- 17% of consumers considered changing hospitals based on quality, 10% actually did change hospitals (Forrester)

Quality Goal - Six Sigma

- **Six Sigma = 3.4 defects per million**
 - Achieved in other industries
- **Three Sigma = 67,000 defects per million**
 - Best for most healthcare processes
 - Difference between Three to Four Sigma and Six Sigma is 10-15% of revenue (GE estimate)
 - Clearly a long way to go in healthcare

How would you choose?

- **Situation**

- Your father has a leaky heart valve and needs to undergo a heart valve replacement
- Father lives in a suburb of Philadelphia

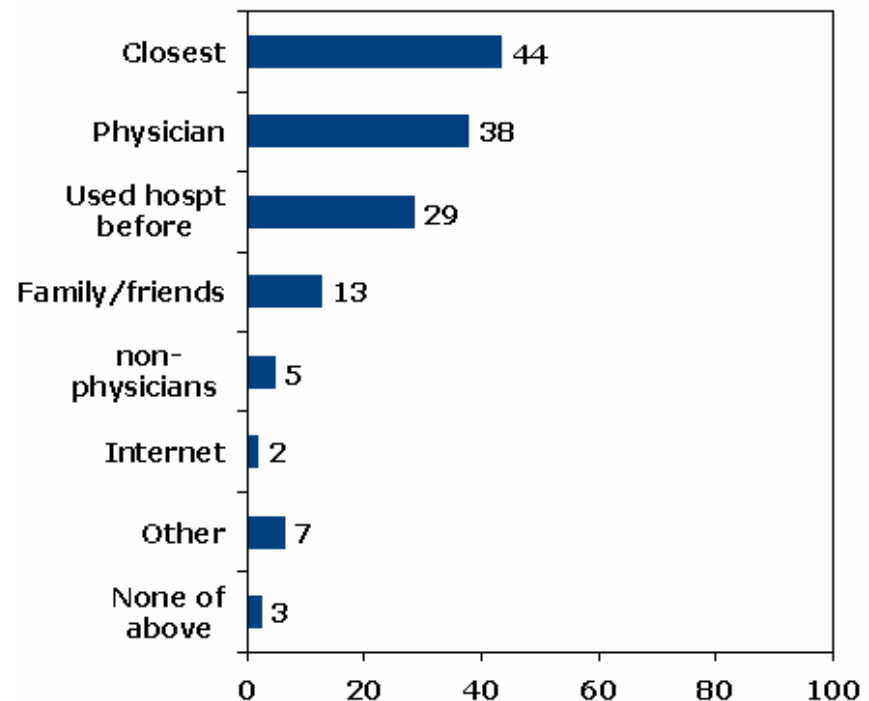
- **Questions**

- Where should you suggest he go for care?
- Local community hospital vs. downtown teaching hospital?
- What factors would you consider to be most important?
- Any different approach if had congestive heart failure?

Historical Hospital Selection

Consumers currently select hospitals by:

- Proximity/ Convenience
- Physician recommendation
- Familiarity



How evaluate hospitals?

- **Objective Metrics**
 - Structural
 - Process
 - Outcomes
- **Subjective Metrics**
 - Patient Satisfaction
 - Reputation
 - Recommendations
 - Convenience

Subjective Metrics

- **Reputation**
 - US News & World Report
- **Recommendations**
 - Primary care physician or specialist***
 - Family and friends
- **Convenience**
 - How far willing and able to travel
 - Family and work realities
- **Patient Satisfaction*****

Structural Measures

- JCAHO Accreditation
- Scope of Services offered
- Technology available
- Hospital Type
 - Teaching vs. Community
 - For-profit vs. Non-profit
 - Religious affiliation
- Staffing
 - Physician specialty accreditation
 - Nurse staffing levels***

Process Measures

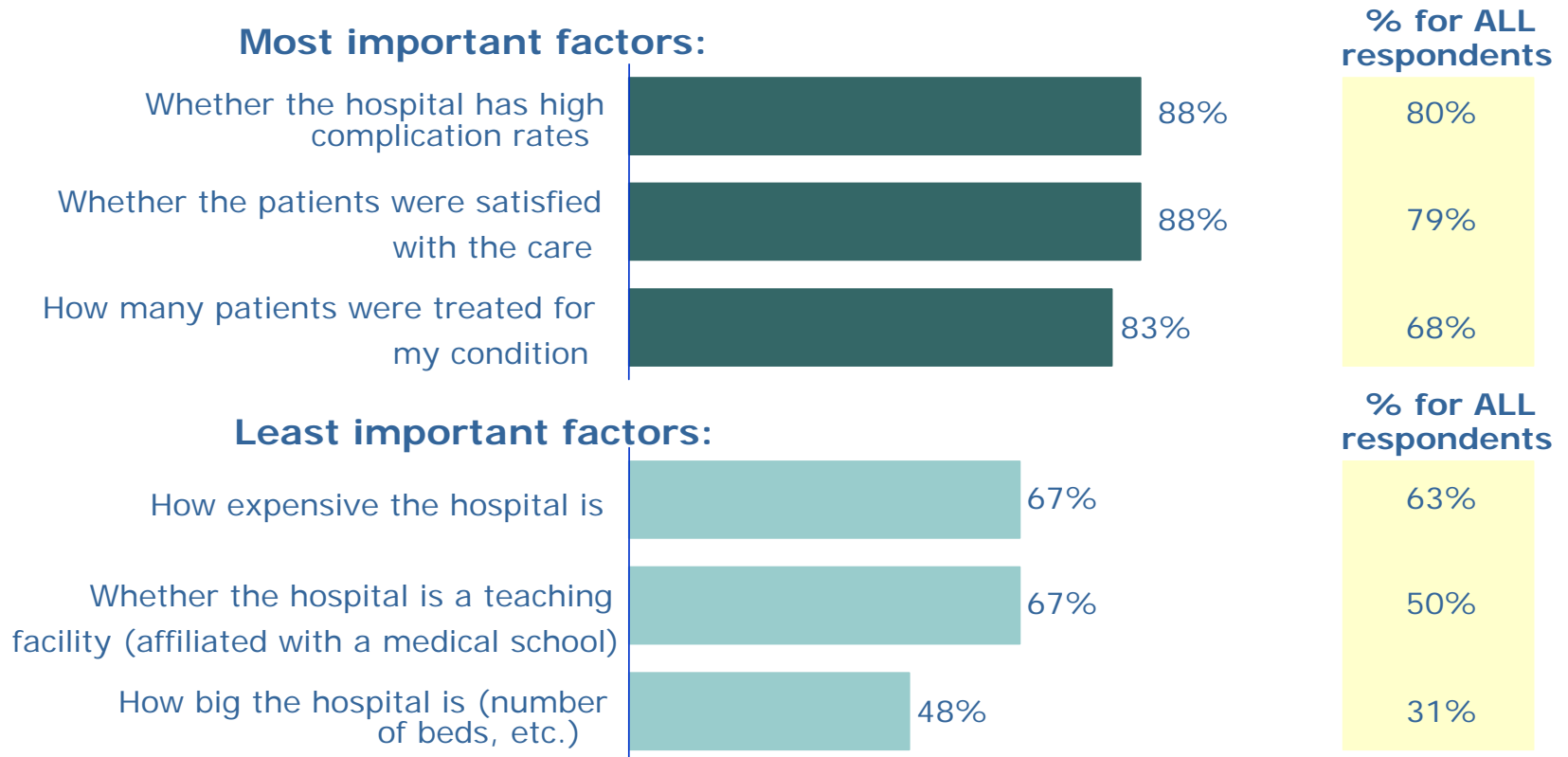
- **CMS (Hospital Quality Alliance)**
 - Heart failure
 - Heart attack
 - Pneumonia
- **Leapfrog Leaps**
 - CPOE
 - ICU staffing
 - Evidence based hospital referral (EHR)
 - 4th Leap - NQF Safe Practices
- **JCAHO Core Measures**

Outcomes Measures

- Volume
- Mortality
- Complications
- Length of Stay
- Cost
 - Cost to the hospital
 - Cost to the health plan
 - Cost to the consumer

What Consumers Want to Know

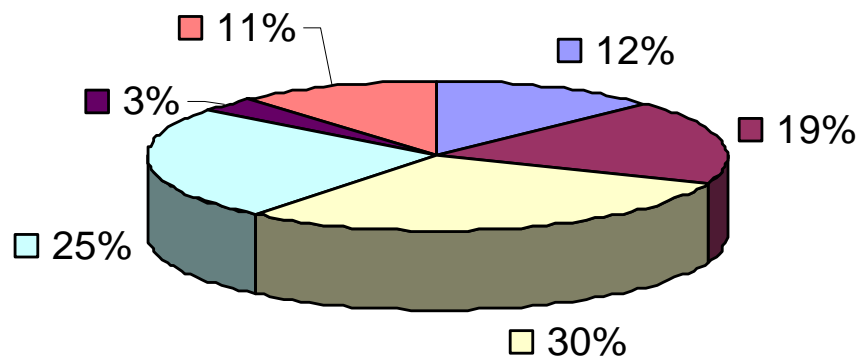
“I am most interested in knowing the following information when selecting hospitals”



Base: respondents who have used the Net to research hospitals' quality

The Impact on Behavior

After using this site, what phrase best describes the action you will take?



- I will change my hospital
- I will discuss my options with my doctor
- I will remain with the hospital my doctor says to use
- I will seek additional information
- I will switch doctors
- Other

Role of the Internet?

- Public access vs. via health plan or employer web site
 - Economic model
 - Consumer pricing considerations
- What approach?
 - Static standardized report cards
 - Interactive consumer decision support
- How specific the information shared?
- What role of government?

Where should we be going?

- “Quality is Not a Department”
- “Your organization will only make meaningful and sustainable quality improvements when people at every level feel a shared desire to make processes and outcomes better every day, in bold and even imperceptible ways.”

Robert Lloyd, Executive Director, Institute for Healthcare Improvement

Where should we be going?

- “Reducing medical error is everybody’s business, including clinicians and the public. Accountability for what we do in in medicine is a cornerstone for the future construction of any delivery system. We need the energy of both the public and the private sectors to tackle this social challenge. How we tackle this matters less than the fact that we must tackle it now.”

Dr. David Nash, Jefferson Medical College, in March 2003 Health Policy Newsletter

Where are we going?

**“If you don’t know
where you are going,
you’ll wind up
somewhere else.”**

Yogi Berra