

50 Questions Every Health Organization Should Ask

Presented by:

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ORGANIZED FOR QUALITY?

- Does your organizational structure promote communication and coordination between these organizations/ departments?
 - Quality
 - Medical Staff
 - Nursing Staff
 - Ancillaries
 - Finance
 - Public Relations
 - Technology
 - Other Providers

How does consolidation affect me?

- **How will patient mix affect my hospital's ability to adjust to a change from FFS to partial or full capitation and ultimately a bundled payment?**
- **Is the Quality Department communicating anticipated procedure reductions to the Finance Department for budgeting purposes?**
- **How will I assure that the expenditure of resources on patients meets cost elements of quality?**
- **Does the Finance Department understand that VBP will result in lost FFS opportunity revenue as hospitals days and procedures are reduced?**

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FINANCIAL

- **Have I discussed the coordination of quality care and value-based benefits design with Finance and the managed care contracting staff?**
- **Do I understand the concept of Value-based benefits design?--Benefits design that encourages the delivery of beneficial treatment interventions that are cost-effective alternatives to other treatments.**
- **Is my hospital's billing system nimble enough to change as the payment paradigm changes from FFS to bundled payments?**

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PREFERENCE SENSITIVE CARE

- **What is Preference Sensitive Care?**
 - **Medical care for which the clinical evidence does not clearly support one treatment option**
 - **The appropriate course of treatment depends on the values of the patient or the preferences of the patient, caregivers regarding the benefits, harms, and scientific evidence for each treatment option**
 - **The use of such care should depend on the informed patient choice among clinically appropriate treatment options**
- **Used by commercial/employer plans to educate beneficiaries and determine benefits design**

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COORDINATION OF CARE

- **How will I affiliate sufficient primary care physicians to manage a coordinated system?**
- **What if I am a teaching hospital?**
- **Have I affiliated with effective multispecialty groups?**
- **How will I aggregate small groups of physicians into effective units to measure care?**
- **Will ACO performance scores affect medical staff membership?**

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COORDINATION OF CARE

- **How will I improve performance of ACO physicians who are also medical staff members, but who cannot or will not conform to quality guidelines?**
- **Is my hospital developing a physician-driven Medical Home model?**
- **How will physician exclusivity in an ACO effect my existing referral patterns?**
- **How will physician exclusivity in an ACO effect my ability to control quality?**

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COORDINATION OF CARE

- **What effect will having “employed” physicians and independent contractors have on my ability to control quality?**
- **Am I familiar with NCQA requirements for coordinated care?**
- **How will the performance of outside providers/contractors affect my hospital’s quality scores, ratings, or reimbursement—particularly in bundled payment models?**

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COORDINATION OF CARE

- **What is my strategy to facilitate responsibility for transitions of care responsibly?**
- **Do I have, or will I be able to “home grow,” all the skill sets I need to develop an ACO?**
- **Do I have departments that are not up to the standards of the other departments?**
- **How will I approach the issues related to the mid-level practitioners who are potentially encroaching into practice areas formally restricted to physicians?**

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COORDINATION OF CARE

- **Has the hospital developed a physician practice management organization?**
- **What role should the Quality Department play in practice management?**
- **Will my hospital contract with outside providers/contractors to implement an integrated delivery system?**
- **What have I learned from the problems of prior PHO-type organizations?**
- **How will I assure that my hospital/ACO must deal with only one set of performance standards for all payors?**

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HOSPITALISTS

- **How do Hospitalists fit into the coordination program?**
- **Are you working with your hospitalists to enhance their skills to improve patient care beyond discharge?**
- **What resources do your hospitalists need in order to improve patient care?**
- **Have I engaged our hospitalists in discussions about bundled payments and care?**
- **Are our hospitalists compensated in ways that tie their performance to core quality measures?**

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DISCHARGE PLANNING

- **What sort of chronic care/discharge management system will I develop to prevent readmissions?**
- **Are my discharge planners adequately trained to assure community resource follow up with patients and their families?**
- **Am I spending enough resources on organizing my post-discharge team to allow for coordination of patient care on a cost-effective basis?**

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DISCHARGE PLANNING

- **What is my strategy to facilitate responsibility for transitions of care responsibly?**
- **Can Shared Decision-Making aids pre-educate the patient as to their obligations in post discharge?**
- **Do I have adequate disease registries to manage chronic care patients?**

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PUBLIC RELATIONS & TRANSPARENCY

- **Have I coordinated with the Public Relations Department about PR issues related to transparency of quality ratings and scores?**
- **Will my Public Relations Department prepare reports that will inform purchasers of care of the superior quality of my hospital?**
- **Can I help PR tell our story in a way that will demonstrate our enhanced value to payors?**

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LEGAL

- **How will my hospital merge its privacy and confidentiality policies into the ACO?**
- **How will my hospital recruit medical staff members if they are encumbered by restrictive covenants, including non-competes?**
- **What are the legislative issues on the State and Federal horizon that may impact my ability to control my business environment?**
- **How will my quality program mesh with the hospital's compliance plan?**

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- **Has my hospital created a committee of the hospital board to oversee the affiliations necessary to develop a clinically integrated system?**
- **Will the Quality Department be included in commercial contract negotiation to assure that attribution of costs related to care decisions are correctly assigned?**
- **Does the risk-management staff understand the issues related to coordinated care and bundled payments?**

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