

# Quality Counts!

Measurably Improving Health and Healthcare for Maine

## Statewide Organizations Supporting Improvement in Healthcare

**Introduction:** Maine is fortunate to be home to a wide range of organizations and activities that promote improvements in healthcare quality. In its efforts to align quality improvement efforts around the state, *Quality Counts* recognizes the need to inform and educate stakeholders about the various entities involved in this work, and the initiatives they support. The list below is offered as one step in that effort, and is meant to offer a brief introduction to some of the primary organizations involved in these efforts around the state, as well as some of the major initiatives they support. The list is not meant to be inclusive, and will be periodically reviewed and updated to be as useful as possible to those with an interest in improving health and healthcare in Maine.

*Organizations supporting statewide quality improvement activities in Maine are listed below alphabetically, with major quality improvement initiatives led by that organization noted as bulleted items beneath the organizational description.*

### **Hanley Center for Health Leadership** [www.hanleytrust.org](http://www.hanleytrust.org)

The Daniel Hanley Center for Health Leadership has been established to remember Dr. Dan Hanley and the important difference his work made to so many people, patients, and organizations. The Trust has three objectives: to honor Dan and remember his accomplishments; to recognize similar courage and innovation in health care; and to develop a foundation of leadership that recognizes the values that made his accomplishments possible. These values are Inclusion & Collaboration, Courage, Hard Work, Innovation, Kindness, and Leadership. The goal of the Trust is to shape programs that build a foundation of health care leaders that share Dan's values and are motivated to apply them to improve health and health care in Maine and beyond. The Hanley Center sponsors an annual Leadership Forum to explore important issues in healthcare in the state, and offers several programs for leadership development:

- The **Health Leadership Development (HLD)** is a program developed in partnership between the Hanley Center and the Institute for Civic Leadership (ICL) to offer a national-calibre program aimed at providing emerging and evolving leaders with the skills, knowledge, confidence and relationships they need to be effective leaders in Maine's increasingly complex, competitive and demanding healthcare environment. Thirty-two emerging and evolving healthcare leaders from across Maine were selected for the inaugural class that assembled in the fall of 2007 for a 15-day, multi-month program that took place in central Maine. Participants develop a wide range of core leadership competencies and build their knowledge of key issues, trends and public policy through case studies, speakers and readings. Participants apply to Hanley for selection into the program in the spring of each year.

### **HealthInfoNet (HIN)** [www.hinonet.org](http://www.hinonet.org)

HealthInfoNet is the statewide health information exchange for Maine. As a multi-stakeholder collaborative initiative, HealthInfoNet has secured direct support and volunteer contributions of time and expertise from more than 150 representatives from major health care stakeholders in Maine since its inception in 2006. Founding and supporting organizations that have come together to work toward the creation of a statewide health information exchange include foundations, state agencies, federal agencies, health plans, employers, major health care stakeholders, public health groups and consumers.

- **Maine Chartered Value Exchange (CVE)**: HealthInfoNet is a member of the Maine CVE Alliance, which also includes the MHMC, the MQF, and Quality Countst. See Maine CVE description, below, under MHMC.

### **Maine Health Data Organization (MHDO)** [mhdo.maine.gov/imhdo](http://mhdo.maine.gov/imhdo)

The Maine Health Data Organization (MHDO) collects clinical and financial healthcare information and makes this information accessible to the public. Maine was one of the first states to develop a database of hospital inpatient records covering 100% of all patients discharged from its acute care and psychiatric hospitals, and is the only state with a complete outpatient database (records generated for every visit and service provided). All Maine hospitals are required to submit hospital inpatient and outpatient service data to MHDO. All Maine hospitals and ambulatory surgery centers are also required to submit data on Hospital Health Care Quality, Nursing-Sensitive Patient-Centered Health Care Outcome Measures, Nursing-Sensitive System-Centered Health Care Outcome Measures, and Care Transition Measures.

### **Maine Health Information Center (MHIC)** [www.mhic.org](http://www.mhic.org)

The Maine Health Information Center (MHIC) is a private, not for profit data organization that provides healthcare data services to a wide range of clients in Maine and other states. The MHIC manages the All Payer Paid Claim Database for MHDO, is the data partner for the Maine Health Management Coalition, and has worked for years to develop the data resources and research and programming behind most of the quality metrics used in Maine and nationally. In addition MHIC provides the administrative support for the state's developing RHIO, HealthInfoNet.

### **Maine Health Management Coalition (MHMC)** [www.mhmc.info](http://www.mhmc.info)

The Maine Health Management Coalition (MHMC) is a multistakeholder employer coalition whose mission is to bring the purchaser and provider communities together in a partnership to measure and report on the value of the healthcare services to inform employer and employee decisions and to facilitate the use of performance information by employers and employees to make decisions. Since 2002, the MHMC has led the "Pathways to Excellence" initiative (see below) that collects and publicly reports information on the quality of care provided by Maine hospitals and primary care physicians. The MHMC also collaborates with 6 PHOs and physician organizations to analyze claims data for cost and quality. Using guidelines being developed by the AQA and NQF, cost/efficiency data is being reviewed by physician practices for understanding and use in QI activities.

- The MHMC's '**Pathways to Excellence**' (PTE) initiative collects and disseminates information on the quality of care reported by PCP practices and hospitals. PCP participation statewide is approximately 75%, and hospital participation is over 90%. CIGNA and Aetna have pay-for-performance programs in Maine that exclusively use PTE metrics. Other private and public payers have developed performance measurement programs using both claims data and self-reported data on ambulatory chronic illness care, including Anthem BCBS's 'Quality Insights' program, the MaineCare Primary Care Incentive Program, some of the PHOs, the NCQA Physician Recognition Programs (diabetes and heart/stroke), and the CMS Physician Quality Reporting Initiative.
- **Maine Multi-payer Pilot of the Patient Centered Medical Home** (PCMH) model. The MQF, *Quality Counts*, and the Maine Health Management Coalition are working together to lead the development of a Multi-Payer Pilot of the Patient Centered Medical Home – see summary under MQF, below.
- **Maine Chartered Value Exchange (CVE)**: Maine was awarded status as a "Chartered Value Exchange" by the federal department of Health & Human Services (HHS) and the Agency for Health Care Quality & Research (AHRQ) in January 2008. As one of 14 CVEs recognized nationally, the Maine CVE will have access to information from Medicare that

gauges the quality of care physicians provide to patients. These performance measurement results can be combined with similar private-sector data to produce a comprehensive consumer guide on the quality of care available. The Centers for Medicare & Medicaid Services is expected to begin providing physician-group level performance information in 2008. The MHMC led the development of the application for CVE status by bringing together the Maine CVE Alliance, which includes the MHMC, the MQF, Quality Counts, and HealthInfoNet, four organizations that represent statewide leadership in value-based healthcare purchasing through performance measurement, public reporting, IT connectivity, and quality improvement.

- **Employee Activation Initiative:** MHMC facilitates consumer use of performance information through its Employee Activation Initiative, which has developed messaging and media to support consumer understanding of healthcare quality; use of quality information to choose providers; and how to make the most of the provider encounter.

### **Maine Hospital Association (MHA)** [www.themha.org](http://www.themha.org)

The Maine Hospital Association (MHA) is a non-profit voluntary association of all 39 community-governed hospitals in the state. To improve the clinical care provided in Maine hospitals, the MHA regularly convenes meetings of our members with our partners in quality improvement to work together and share “best practices.” Our external partners for quality improvement are primarily the Institute for Healthcare Improvement (IHI) and the Northeast Health Care Quality Foundation, the Medicare Quality Improvement Organization for the Centers for Medicare & Medicaid Services in Maine, New Hampshire, and Vermont (QIO). The MHA is involved in several quality improvement initiatives, including the following:

- **IHI’s 5 Million Lives Campaign:** Maine is one of just 7 states that has every single hospital enrolled in the IHI’s 5 Million Lives Campaign that is focused on preventing central line associated infections, surgical site infections, ventilator associated pneumonia, surgical complications, pressure ulcers and MRSA. The Campaign also focuses on improving care of acute myocardial infarction and congestive heart failure, deploying “rapid response teams” to assure immediate attention to early sign of patient decline, medication safety and engaging hospital trustees in patient safety and quality improvement.
- **Patient Satisfaction:** To improve patient satisfaction in Maine hospitals, MHA partners with a national firm (Avatar International) to survey participating hospitals’ inpatient discharges and to hold regular quality improvement meetings focused on improving patient satisfaction and patient experience as measured by the national HCAHPS survey.
- **Maryland Quality Indicator Project:** The MHA also sponsors the Maryland Quality Indicator Project, which is a clinical outcomes measurement program to provide participating hospitals with a uniform comparative analysis tool for internal performance assessment. The program includes acute care, psychiatric care, long term care and home care components.
- **Patient Safety:** To date, the MHA has sponsored a series of four full day conferences for its membership with speakers from the leading national patient safety organizations, such as the IHI and the National Patient Safety Foundation. The meeting series has included meetings of collaborative hospital-based process improvement teams, focusing on patient safety issues such as reducing medical errors. The MHA also provides its member hospitals with ongoing standardized information on medication safety published through the Institute of Safe Medication Practices’ bi-monthly Medication Safety Alert.

### **Maine Medical Association (MMA)** [www.mainemed.com](http://www.mainemed.com)

The Maine Medical Association (MMA) is a voluntary association of over 2000 Maine physicians serving the profession and the public since 1853. The purpose of this Association is to unite and support the physicians of Maine in promoting the health of Maine’s citizens, protecting and promoting the quality of medicine, and supporting the physicians’ function as advocates for their patients.

- **The Voluntary Practice Assessment Initiative (VPAI)** is an initiative of the Maine Medical Association that is funded by the Maine Quality Forum, and offers assistance to small

physician practices that are not affiliated with a larger medical group or Physician Hospital Organization (PHO) to assess their current practice and stimulate interest in participating in Quality Improvement (QI) efforts. VPAI participants are then offered participation in the QC Learning Community (see below) as a means of gaining access to QI information and resources such as those that exist among the practices of PHO's and large groups.

**Maine Osteopathic Association (MOA)** [www.mainedo.org](http://www.mainedo.org)

The Maine Osteopathic Association (MOA) established in 1904 represents over 400 osteopathic physicians in Maine. Its purpose is to serve the osteopathic profession of the state of Maine through a coordinated effort of professional education, professional advocacy, and member services in order to ensure the availability of quality osteopathic health care to the people of this state.

**Maine Primary Care Association (MPCA)** [www.mepca.org](http://www.mepca.org)

The Maine Primary Care Association (MPCA) is an association of Federally Qualified Health Centers, Indian health centers, and island-based community health centers, with a mission to advance the strength and sustainability of its membership of safety-net primary care providers and facilitate access to primary care for the medically underserved and uninsured in Maine. MPCA also has affiliate members, which include FQHC Look-alikes, Rural Health Clinics, and other agencies that either help to form or are allied with the primary care safety net. For over 25 years Maine Primary Care Association has worked to strengthen and sustain Maine's Primary Care Safety Net. Its members provide high quality primary care to underserved areas and underserved populations of the state where healthcare options are limited, and access to barriers would otherwise prevent the delivery of care. MPCA supports an array of programs for its members, including the Maine Chronic Illness Collaborative and "CONNECT", a Collaborative Network for New Integration of Information & Communication Technology. CONNECT developed effective, cost-saving means to successfully implement an integrated Electronic Practice Management system and Electronic Medical Record (NextGen) at community health centers.

**Maine Practice Improvement Network (MPIN)**

The Maine Practice Improvement Network (MPIN) is a statewide collaboration aimed at cultivating, accelerating, and sustaining efforts to improve clinical office practices and outcomes in Maine. MPIN was established in 2006 by physician-hospital organizations, group practices, and other organizations that support practice improvement with organizational, financial and technical support from Medical Care Development. MPIN provides educational opportunities for the QI Advisors of several large PHO's, group practices, and primary care clinic organizations, and has developed a tool to assess the readiness of a practice to implement a chronic disease registry. Network members collect and compare common data related to performance after practice changes. MPIN members represent practices that include many of the physicians in the state of Maine, and MPIN continues to welcome new members. MPIN provides a structure and a process for implementation of office practice redesign, promotion of shared learning, dissemination of improvement knowledge, and supports adoption of the Planned Care/Patient Centered Medical Home (PCMH) in practices throughout Maine.

**Maine Quality Forum (MQF)** [www.mainequalityforum.gov](http://www.mainequalityforum.gov)

The Maine Quality Forum (MQF) of the Dirigo Health Agency was created by the Maine Legislature in 2003 as part of the Governor John Baldacci's Dirigo Health Reform Act. Its mission is to advance best practices, measure and report provider performance, help consumers make informed care choices, and advance electronic health information systems in Maine. MQF works with the Maine Health Data Organization (MHDO), Health Dialog, the Center for Outcomes Research at Maine Medical Center, and the Maine Health Information Center to aggregate, analyze, and interpret data. MQF also has a multi-stakeholder Advisory Council that

offers input and direction, and helps to select measures for collection by the MHDO. The MQF applies performance measures to claims information to assess effectiveness of care and care variation at the provider level. Reports on hospital and provider performance measures are reported on the MQF website. MQF and its advisory boards provide input into the state's health plan and state healthcare policy, and work with the following organizations and others to improve healthcare quality statewide. The MQF is also involved with the state's Certificate of Need (CON) review process, adding input on the quality implications of proposed new projects. The MQF also supports several initiatives that aim to improve quality of healthcare:

- **Quality Measurement & Reporting:** The MQF collects data from the following sources and uses it in the following ways:
  - Hospital Discharge Data. This is publicly displayed on the MQF website
  - Information on NQF-endorsed quality indicators is submitted by hospitals as specified by MQF. This includes measures of performance in surgical care, pneumonia care, infection control and prevention, and other that are displayed on the MQF website.
  - Paid claims database, including commercial and Medicare (and Medicaid in the near future). Provider performance will be analyzed based on NQF, AQA, and other measures.
  - A statewide MQF initiative, In-a-Heartbeat, has convened cardiac care providers at all levels to apply standard best practices to the care of patients with myocardial infarction.
- **Improving Hospital Quality & Safety:** The MQF is a partner in developing a statewide healthcare-associated infection control and prevention collaborative; a critical access hospital collaborative focusing on improving medication safety; and a project to improve the identification, reporting, and care of pressures ulcers in acute care settings.
- **Voluntary Practice Assessment Initiative (VPAI)** is an initiative of the Maine Medical Association that is funded by the Maine Quality Forum, and offers assistance to small physician practices that are not affiliated with a larger medical group or Physician Hospital Organization (PHO) to assess their current practice and stimulate interest in participating in quality improvement efforts (see VPAI summary under MMA, above).
- **Maine Multi-payer Pilot of the Patient Centered Medical Home (PCMH)** model. The MQF, *Quality Counts*, and the Maine Health Management Coalition are also working together to lead the development of a Multi-Payer Pilot of the Patient Centered Medical Home. Following an initial 6-month planning period, the group hopes to launch a 3-year pilot to implement the PCMH model with 5-10 primary care practices from across the state as a first step in achieving the goal of statewide implementation of a patient centered medical home model throughout the state.

This effort will engage all major private and public payers in the state to support this pilot, and to provide an alternative reimbursement model to practices that recognizes the infrastructure and system investments needed to deliver care in accordance with the PCMH model and rewards practices for demonstrating high quality and efficient care. The pilot will be evaluated using a comprehensive approach that includes nationally recognized measures of quality, efficiency, and patient-centered measures of care that reflect the six aims of quality care identified by the Institute of Medicine (i.e. safe, effective, timely, efficient, equitable, and patient-centered care).

A two phase process is proposed for this initiative: Phase I, or an initial Planning Period, would include 6-8 months to plan for the pilot, and would run from May 1, 2008 though the end of 2008. Implementation of a 3-year Maine PCMH Pilot, or Phase II, would be targeted to start early in 2009. A multi-stakeholder Planning Group, including patients/consumers, providers, and payers, has been convened to guide planning for the pilot.

- **CMS Electronic Health Record (EHR) Demonstration:** The MQF is leading the implementation of a CMS (Centers for Medicare and Medicaid) initiative to promote the

adoption of electronic health records in its role with the Chartered Value Exchange for Maine. CMS is developing this demonstration initiative that aims to reward delivery of high-quality care supported by the adoption and use of electronic health records in physician practices. The goal of this 5-year demonstration is to foster the implementation and adoption of EHRs and health information technology (HIT) more broadly as effective vehicles not only to improve the quality of care provided, but also to transform the way medicine is practiced and delivered. The demo will provide opportunities for additional payment to physician practices that adopt EHRs and can demonstrate improvements in care. CMS selected 12 states for participation in this demonstration, which will be implemented in two phases. Maine was selected as a Phase II site and is expected to launch the program in 2009.

- **Maine Chartered Value Exchange (CVE)**: The MQF is a member of the Maine CVE Alliance, which also includes the MHMC, Quality Counts, and HealthInfoNet. See Maine CVE description, above, under MHMC.

### **Quality Counts (QC)** [www.mainequalitycounts.org](http://www.mainequalitycounts.org)

*Quality Counts* (QC) is healthcare improvement alliance working collaboratively across the state of Maine to achieve its mission: “*Quality Counts* is committed to working together across organizations and across communities to improve healthcare systems and outcomes with the people of Maine. *Quality Counts* will coordinate existing but disparate efforts across the state that support local, patient centered, and coordinated systems of care AND the resources that support them. Its goals are to improve health status, promote consistent delivery of high quality care, improve access to healthcare, and contain healthcare costs.”

Since its beginnings in 2003 when a diverse group of stakeholders including healthcare providers, employers, payers, and policymakers came together to promote the need for improved systems of chronic illness care, QC has grown into an independent entity that brings together multiple stakeholders to improve care. QC sponsors an annual statewide conference that shares best practices on improving care from Maine and nationally, and promotes collaborative relationships between providers, employers, and payers to speed broader adoption of the Planned (Chronic) Care Model in Maine and support its sustainability. In addition to its annual conference, key functions of *Quality Counts* include serving as statewide organizational champion by providing visible collective leadership for improving chronic illness prevention and care in Maine, and promoting the spread of best practices through support of a statewide learning community.

### ➤ **Aligning Forces for Quality (AF4Q)**

Maine is one of fourteen communities selected from across the country to participate in a set of initiatives designed to improve the quality of healthcare called **Aligning Forces for Quality** (AF4Q), which are funded by the Robert Wood Johnson Foundation. AF4Q will help Maine communities drive improvements in the quality of healthcare for patients with chronic conditions such as diabetes, asthma, depression and heart disease. Efforts under AF4Q are also being expanded to improve the quality of hospital-based care and reduce healthcare disparities among diverse populations in the state.

AF4Q is led by *Quality Counts* in close partnership with the Maine Health Management Coalition and the Maine Quality Forum. These partners work with numerous stakeholder groups including consumers, healthcare providers, purchasers, insurers, and public health organizations to improve healthcare by aligning efforts within and across three areas, or “forces”: quality improvement, public reporting and consumer engagement, with a particular focus on reducing disparities in healthcare across the state.

### ➤ **Quality Counts Learning Community**

The *Quality Counts* Learning Community is an effort to bring together existing practice networks such as MPIN with other practice networks and individual physician practices to

promote the spread of best practices throughout the state. The QC Learning Community is planned as a major alignment activity of the Aligning Forces for Quality initiative, and will assess current QI capacity for physician practices across the state, identify gaps, and fill these gaps by offering opportunities to connect and facilitate collaborative learning. It is anticipated that the QC Learning Community will offer practices and practice networks opportunities to learn from each other and from national experts through a regular e-newsletter; a web-based repository of QI tools hosted on the QC website; periodic regional improvement meetings for providers and practice staff; and opportunities for direct practice-to-practice networking to observe the implementation of best practices.

- **Maine Multi-payer Pilot of the Patient Centered Medical Home** (PCMH) model. The MQF, *Quality Counts*, and the Maine Health Management Coalition are working together to lead the development of a Multi-Payer Pilot of the Patient Centered Medical Home – see summary under MQF, above.
- **Maine Chartered Value Exchange (CVE)**: QC is a member of the Maine CVE Alliance, which also includes the MHMC, the MQF, and HealthInfoNet. See Maine CVE description, above, under MHMC.