Vermont Hospital Quality Framework

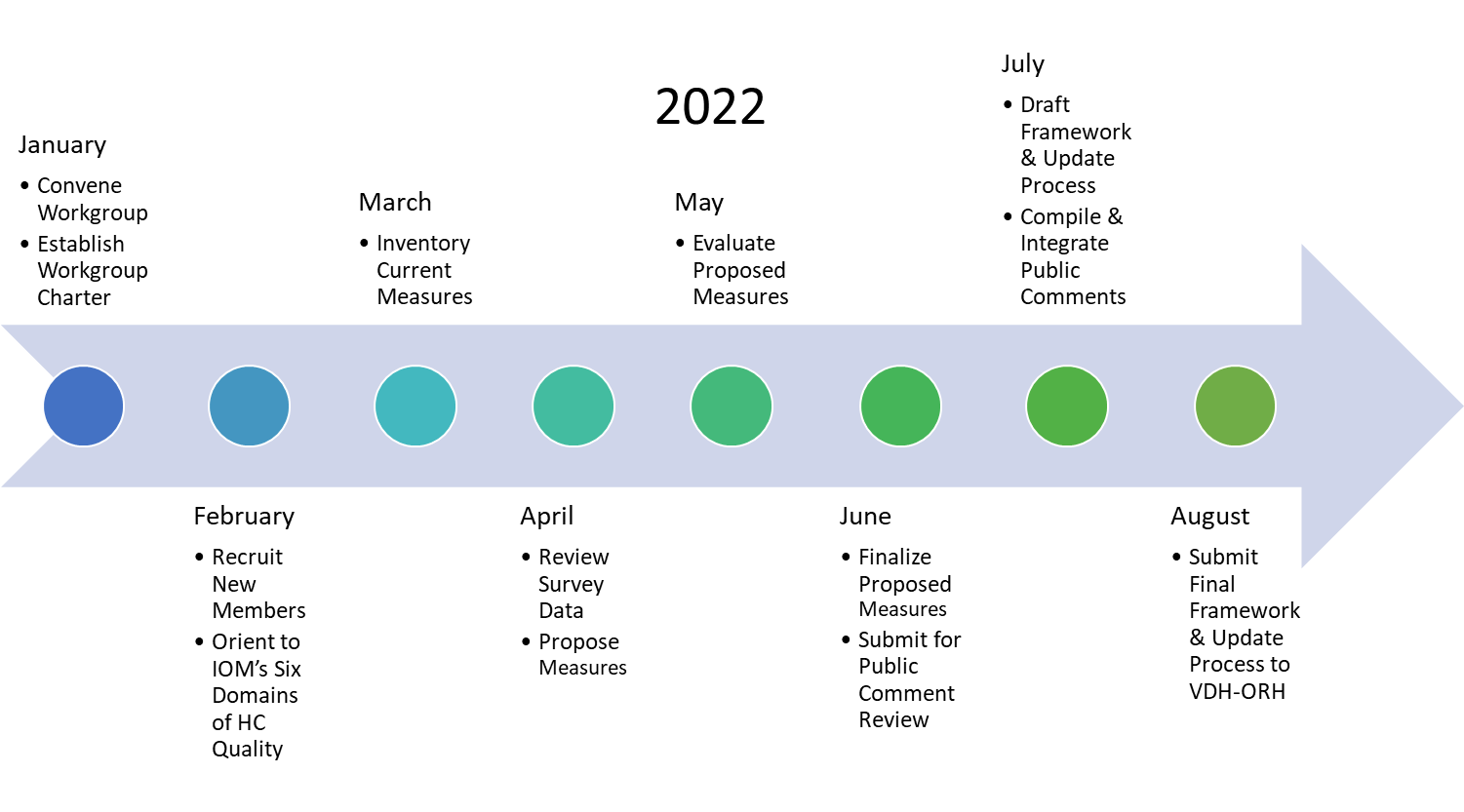
Project Charter

January 1, 2022 – August 31, 2022

Purpose: To design a framework of meaningful metrics that provides relevant information and accurately reflects the hospital system’s quality of care within the healthcare reform environment in Vermont.

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| Business Case | |
| Problem Statement  What is the process to be improved?  What is the reason for the project initiation, the business need to be addressed, and/or the targeted issue or challenge? | * The sheer number of measures used to evaluate quality of care delivered at hospitals is more overwhelming than useful. * The proliferation of hospital report cards has not achieved their stated goal of helping consumers understand the quality of care offered at hospitals. * More work needs to be done to align measures required by regulators. |
| Outcomes/Project Success Criteria  What will it look like when we are successful?  How do we know it is good enough? | * The multi-stakeholder workgroup is representative of key sectors in the Vermont healthcare system. * Measures within the Vermont Hospital Quality Framework are aligned with the Act53 and Green Mountain Care Board’s hospital budget review process. * Measures included in the framework are able to withstand small volumes and are rural relevant. * The framework will be a hybrid of: (1) core measures, required by all hospitals, to evaluate the system as a whole; and (2) optional measures chosen by hospital quality directors to reflect their hospital situation in order to drive improvements. |
| Strategic Goals  How does this project support the strategic goals of Vermont healthcare reform? | The Framework would help assess the healthcare quality in AHS’ healthcare reform goal [[1]](#footnote-1)to, “Assure that all Vermonters have access to and coverage for high-quality health care (health care includes mental and physical health and substance abuse treatment).” |
| Vision  Where do we want to take our workgroup?  A vivid mental image of what we want our project to be at some point in the future, based on our goals and aspirations. | Vermonters use a hospital quality framework that has meaningful, reliable, and representative metrics about Vermont’s healthcare delivery system. |

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| Scope of Work | |
| Primary Responsibilities | (1) Establish a baseline understanding related to using the Institute of Medicine’s Six Domains of Health Care Quality.  (2) Evaluate the current state of hospital reporting requirements and their relationship to Vermont’s reform efforts; survey measures currently being used by stakeholders.  (3) Identify gaps, duplication, and opportunities to align measurement and reporting systems, reduce reporting burden, and improve the accuracy, timeliness and relevance of available data.  (4) Determine measures to be included under the Vermont Hospital Quality Framework.  (5) Draft a process for ensuring that the Vermont Hospital Quality Framework stays current and valuable.  (6) Recommend how data could be analyzed and displayed on a public-facing website to be useful for informed decision making.  (7) Develop educational resources re. the Vermont hospital quality reporting landscape (e.g., compendium of Vermont quality reporting programs, updated VPQHC Vermont Hospital Quality Metrics spreadsheet).  (8) Submit final report to Vermont Department of Health Office of Rural Health and Primary Care. |
| Critical Success Factors  What factors or characteristics are critical to the success of the project? | * A reliable tool is available for assessing the quality of care being delivered across Vermont hospitals. * The tool is useful for a diverse set of stakeholders, including regulators, decision-makers, hospitals, clinicians, and consumers. * The Framework will highlight hospital successes and best practices; hospitals that are performing well compared to their peers on specific measures should be encouraged to share their stories, resources, and tools, to benefit the entire system of hospitals in VT. * If opportunities for improvement under certain metrics are identified, hospitals will be provided the opportunity to communicate the story behind the metric, and provide context, which isn’t captured in the data. |
| Benefit to Stakeholders  How will internal or external customers benefit from this project? How does improvement in the metrics selected help them improve their performance? | * Drive continuous improvement through comparative performance assessment. * Identify centers of excellence and opportunities to disseminate best practices. * Demonstrate accountability and recognition for outcomes. * Support consumers with decision making. |

Timeline

Workgroup Processes

1. The workgroup will meet monthly from January to June 2022.
2. The Workgroup Facilitator plans the meeting agenda.
3. Related materials are to be received by workgroup members prior to the meeting time.
4. Workgroup members are encouraged to call/email in advance of the meeting if they have any questions related to the materials.
5. Minutes will be recorded at each meeting by the Workgroup Facilitator.
6. Documents will be accessible in a shared location – the [Vermont Hospital Quality Framework portal](https://www.vpqhc.org/vermont-hospital-quality-framework) (password: framework123).
7. The workgroup’s progress is reported on a monthly basis.

Workgroup Members

(See ‘HospQualityFramework\_contacts\_011922.pdf’.)

Resources

List resources required for implementation of the project. Include items or services (facilities, software, equipment, posters, web design, legal review, etc.) provided from groups internal to the organization and procured from external suppliers.

(2018). *A Core Set of Rural-Relevant Measures and Measuring and Improving Access to Care: 2018 Recommendations from the MAP Rural Health Workgroup.* Washington, DC: National Quality Forum.

*Meaningful Measures Framework*. (2021, July 30). Retrieved from CMS.gov: <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/CMS-Quality-Strategy>

(2016). *Measures That Matter.* Rensselaer: Healthcare Association of New York State, Inc. Quality Institute.

(2020). *Policy Short Takes: State Policies that Establish Health Care Spending Targets.* Minnesota Department of Health - Health Economics Program.

(2019). *Report on Report Cards.* Healthcare Association New York State, Inc.21

*Vermont General Assembly*. (2021, July 30). Retrieved from The Vermont Statutes Online: <https://legislature.vermont.gov/statutes/section/18/221/09416>

*Vermont General Assembly*. (2021, July 30). Retrieved from The Vermont Statutes Online: <https://legislature.vermont.gov/statutes/section/18/221/09405b>

More resources are available on the document portal.

Administrative Support/Approval

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| Project Charter Approval | Date |
| Executive Stakeholders |  |
| Project Sponsor |  |
| Project Manager/Workgroup Facilitator |  |

1. Vermont Agency of Human Services Health Care Reform, Health Care Reform Goals, <https://hcr.vermont.gov/goals>. [↑](#footnote-ref-1)