

Celebrating

10

YEARS OF PROGRESS

Accelerating better health care



OUR MISSION

WCHQ publicly reports and brings meaning to performance measurement information that improves the quality and affordability of health care in Wisconsin, in turn improving the health of individuals and communities.



MARKING MILESTONES, GAINING MOMENTUM

On the milestone of WCHQ's 10th anniversary, we look back with gratitude and forward with excitement. The hard work, perseverance and vision of all those who started this organization ten years ago set WCHQ on a path of promise of better health and better health care value for the people of Wisconsin. This report is a tribute to the enduring impact of their achievement.

It also represents our commitment to the ongoing work stretching out before us. As we continue to build on the foundation of performance measurement and public reporting that is essential to our mission, we simultaneously seek and embrace new opportunities for accelerating improvement in quality care among our members. WCHQ's board of directors is strategically positioning the organization as both a measurement and an improvement entity. Going forward, we have identified areas of focus that offer significant opportunity for members to strengthen their improvement activities, for new members to engage, learn and grow, and for consumers to become partners in their own health care:

- Increased collaboration on future measures with a broad group of stakeholders who are partnering with the Statewide Value Committee.
- Increased collaboration and sharing on specific improvement strategies and tactics.

As we advance these initiatives, we invite your participation. If you're a WCHQ member, thank you for your commitment to measure, report and improve your performance in partnership with WCHQ. If you're not yet a member, you're welcome to learn more about this collaborative community that shares, supports and helps sustain meaningful change that benefits the patients in your care. Our strength is in the people who comprise our membership, in the spirit of collegiality that characterizes our gatherings, and in the connections members make with one another. Regardless of the size of your practice or where you are in your improvement efforts, there's a place for you here.

Ten years ago, a vision for a truly collaborative effort to bring transparency and clarity to health care compelled the WCHQ's founders. In 2014, that vision still has the power to summon us forward. I hope you'll join us on this remarkable journey.

- Chris Queram, President and CEO



OUR VISION

The Wisconsin Collaborative for Healthcare Quality dramatically improves the health and increases the value of health care for the people of Wisconsin.

A SEED IS PLANTED

In the late 1990s and early 2000s, systematic, meaningful measurement and reporting on the quality of health care was a sprout of an idea in Wisconsin. In their quest for transparency and accountability, national health care organizations and health insurers had developed standards of care based on their specific objectives and purposes. For Wisconsin's health care providers, however, that data had limited value. It reflected an assortment of metrics that often failed to acknowledge clinical best practice and local care improvements. Wisconsin's health care community was ready for something more meaningful, more useful, more relevant for improving care and reducing cost – something more effective in delivering value. And importantly, state health care providers wanted something *they* had developed and agreed upon. Who better understood their desire to know the quality of their own care and to improve on it than their own organizations?

The leader of one Wisconsin health care system, John Toussaint, MD, then president and CEO of ThedaCare, had a vision to bring together providers and the business community

to measure performance. ThedaCare owned Touchpoint Health Plan, which was top-rated by the National Committee for Quality Assurance (NCQA) as one of the best health plans in the nation. Dr. Toussaint and his team were acutely aware of the challenges and disparities in quality measurement. To engage physicians and accelerate improvement, he believed the health care community needed new ways to measure performance, and that businesses needed to buy into the approach. Dr. Toussaint reached out to others who shared a similar vision, and the journey began.



Dr. John Toussaint

Organically grown

The earliest interactions of the founders radiated a dynamism that built confidence, trust and optimism that this idea could work. There was no master plan, no road map. But there was an iterative, ongoing brainstorm of like-minded leaders from six health systems and physician practices whose local services spanned the state. They engaged people from their quality teams, who dug into proposed measures and began to experiment with statistical and technical models.

2002

Wisconsin health care organizations start the conversation around the question, "Could providers and purchasers collaborate on developing measures that would drive up quality and drive down costs?" They answered "Yes!" and WCHQ was formed.

2003

WCHQ publishes its first *Performance & Progress Report*, which includes results of 42 measures voluntarily submitted by the six founding provider organizations. A public event in Milwaukee launches the WCHQ's vision, and positions the organization for ongoing progress.



2004

WCHQ debuts its first diabetes measures – blood pressure testing and control. Results are published on WCHQ's new website funded through WEA Trust. Shortly thereafter, additional diabetes measures for cholesterol testing and control, and blood pressure monitoring are added.

2006

Measures for cancer screening are added to the WCHQ measurement set.

WCHQ participates in the Better Quality Information for Medicare Beneficiaries (BQI) project. CMS selects WCHQ as one of six sites tasked with testing the use of Medicare claims data in measurement and reporting.



DR. DON LOGAN
'The ultimate clinical statesman'

On our 10th anniversary, WCHQ salutes all those who worked so hard to launch this organization in the early years. Of the many people who gave of their time, energy, resources and commitment, we owe a special debt of gratitude to Dr. Donald C. Logan.

Don was serving as Dean Clinic's first chief medical officer when WCHQ was formed. A gifted cardiologist, he cared deeply about his patients and believed they could be better clinical partners if they had more information. He also believed public reporting of performance was the catalyst to accelerate quality improvement among providers.

As a member of the WCHQ board representing Dean Clinic and its significant commitment to the fledgling organization, Don was especially skilled at bringing together diverse people and interests.

"Don got along with everyone," said Mark Kaufman, MD, a physician colleague of Don's at Dean & St. Mary's. "It was a somewhat uncertain environment – the unusual coming together of health care systems who were often competitors. Getting off the ground took a lot of trust and relationship building, a lot of appealing to the higher calling of this work to move beyond rivalries. Don saw the opportunity in WCHQ, and he was good at bridging the gaps. He really understood people."

"People immediately connected with Don," recalled Kevin Hayden, another former colleague at Dean & St. Mary's. "He was a great doctor with a great personal style. He was the ultimate clinical statesman. WCHQ embodies what he valued – partnership, clinical excellence, sharing. I'm sure today he is smiling about the WCHQ's incredible success."

Dr. Don Logan died in January 2013. We are grateful to have known him and called him friend.

At the same time, the business community was gaining interest. Each provider group invited a business leader from its own area to join the discussion. Some business leaders were initially skeptical about motivations. They needed to be convinced the idea was credible. Gradually, as they understood what needed to happen to create value in health care, they were persuaded the idea had substance and would yield the right results, and that the people leading the charge were committed. The conversations hinged on engaging physicians around data, so the data had to be accurate and able to withstand scrutiny. In these conversations, the voice of the business community helped ensure that what the health care leaders wanted to measure was important to business, too.

Getting together every two to four weeks meant the group maintained momentum, addressed fears and anxiety, but also generated excitement and energy. The honest conversation woven together with constant revisions to the measurement model built shared social capital and a strong sense of purpose. Those who faithfully gathered agreed to officially form the Wisconsin Collaborative for Healthcare Quality, and further, to step out into the public eye.

2007

WCHQ is awarded the Aligning Forces for Quality (AF4Q) grant from the Robert Wood Johnson Foundation. Through the initiative, WCHQ continues its work to improve health care in Wisconsin by measuring and reporting on physician performance, while expanding to include quality improvement and consumer engagement.

2008

HHS Secretary Michael Leavitt recognizes WCHQ as a Community Leader for Value-driven Healthcare.

WCHQ is selected by CMS as a Qualified Registry for its Physician Quality Reporting System (PQRS). WCHQ has been reporting PQRS each year since, and annually reports on behalf of 2,500 providers.

When the first and only printed *Performance & Progress Report* was published in October 2003 and released before a large crowd and media at an event in Milwaukee, the group hoped to establish credibility. It was publicly demonstrating its commitment to transparency and its belief that a “bottom-up” approach to performance metrics could drive quality improvement. The rollout succeeded. In addition to the press coverage, the report sparked interest from other providers and business groups.

Growth and progress

In the months immediately following the WCHQ’s public launch, new members joined the effort and Deborah Unger was hired as executive director. The first board was formed in November 2004. Chris Queram, who had previously been CEO of The Alliance, became WCHQ president and CEO in November 2005. The number of measures expanded. New technologies for data gathering and reporting were developed. And WCHQ began to attract attention beyond Wisconsin’s borders.

In 2008, the Centers for Medicare and Medicaid Services (CMS) selected WCHQ as a Qualified Registry for the Physician Quality Reporting System (PQRS). WCHQ has been reporting PQRS each year since. As a result, members of WCHQ who participate in PQRS can efficiently report their quality outcomes to qualify for financial incentives from CMS.

That development was made possible by WCHQ’s pioneering method for direct submission of patient data files for processing and reporting. This innovative tool, called RBS data submission, provides secure transmission, storage and use of data that meets all HIPAA regulations – directly from provider members to WCHQ. It’s a key element of WCHQ’s ability to measure and report on the care Wisconsin patients receive regardless of who’s paying their healthcare bill.

Additionally, the Commonwealth Fund (the Fund) supported development and publication of a case study on WCHQ. Written by Ann Greer, PhD, of UW-Milwaukee, the case study prompted the Fund to support the research that led to articles in *Health Affairs* in 2012 and 2013.

2008

WCHQ receives an expanded AF4Q grant from Robert Wood Johnson Foundation to add emphases on inpatient care, reducing racial and ethnic gaps in care and enhancing the role of nursing.

2009

Measures for osteoporosis screening, tobacco screenings and an all-or-none diabetes measure are added.

WCHQ uses a grant from the Greater Milwaukee Business Foundation on Health to partner with the Wisconsin Medical Society to explore data collection and reporting from small physician practices. The project positions WCHQ to receive an AF4Q grant for the Improving Performance in Practice (PIP) program in 2010-2011.

2011

WCHQ receives an additional AF4Q grant from the Robert Wood Johnson Foundation to continue working toward lower costs, higher quality, high value health care.

Thanks to the Robert Wood Johnson Foundation’s AF4Q grant, WCHQ co-hosts a Patient Experience Summit with the Wisconsin Hospital Association and the Wisconsin Medical Society.

2012

Health Affairs publishes a 2011 study by a team of researchers from UW-Madison and the Medical College of Wisconsin (Maureen Smith, MD, PhD, lead author), and again in 2013 (Geoffrey Lamb, MD, lead author). The study confirms WCHQ members improved in every diabetes measure when compared with national performance and physicians in other states.

“The word ‘collaborative’ in our name is not accidental. We collaborate to accomplish big things. It’s one of our most significant attributes. We’ve memorialized it in our values. It characterizes the way we design learning events. It reminds us to check the competitive instincts and focus on sharing and learning so everyone has an opportunity to get better.”

- CHRIS QUERAM
WCHQ President and CEO

WCHQ FOUNDING PROVIDER ORGANIZATIONS

- Bellin Health
- Dean Clinic & St. Mary’s Hospital
- Froedtert & the Medical College of Wisconsin
- Gundersen Health System
- Marshfield Clinic and Ministry Saint Joseph’s Hospital
- ThedaCare

WCHQ DISTINCTIVES

From the beginning, WCHQ has been set apart by its:

- Commitment to measure the treatment of all patients, irrespective of payment source.
- Capability to collect data directly from physician groups.
- Rich mix of claims and clinical data.
- Voluntary membership model.
- Demonstrated results that measurement leads to improvement.

WCHQ’s steady progress and clear results also complemented new initiatives statewide like the Wisconsin Healthcare Information Organization (WHIO), Wisconsin Statewide Health Information Network (WISHIN) and the Statewide Value Committee. *Consumer Reports* shared the WCHQ’s story in 2013, and other states began to look to the WCHQ model as they explored pathways to health care quality and value.

Most important, today 60 percent of all physicians in Wisconsin report quality results through WCHQ, hundreds of thousands of patients across the state are experiencing better quality care, and the business community is partnered with providers in the quest for better quality. For Wisconsin, WCHQ has grown to be synonymous with value, because creating value is as critical today as it was ten years ago.

2013

WCHQ receives the first-ever Driving Meaningful Change Award from the Business Health Care Group. The award recognizes the WCHQ’s commitment to health care quality improvement and public reporting.

Consumer Reports publishes Wisconsin’s health care performance ratings using WCHQ data.



WCHQ is awarded a grant by the American Board of Internal Medicine Foundation (ABIM) to advance the Choosing Wisely campaign, which encourages physicians and patients to think and talk about medical tests and procedures that may be unnecessary.

WCHQ reports clinic level and patient experience data for the first time.

WCHQ receives its fourth AF4Q grant from the Robert Wood Johnson Foundation as the last phase of the initiative to continue working to lift the quality and value of health care, provide models for national reform and develop plans for sustainability.

2014

WCHQ provides ongoing leadership in convening and facilitating a multi-stakeholder group that recommended a common set of measures to be used statewide to drive value for all providers, all payers. The measures were adopted by the Statewide Value Committee in 2013.

Wisconsin Collaborative

Establish and prioritize ambulatory performance measures

 **16** Chronic care measures

Collect and validate measurement data

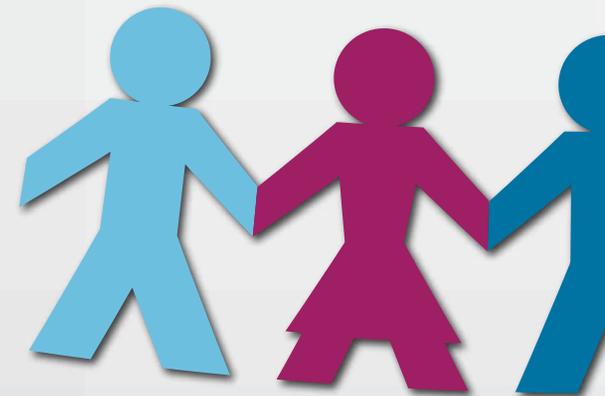
 **10** Diabetes
 **8** Preventive

BOARD OF DIRECTORS



- Comprised of providers, purchasers, consumers
- Focused on our mission
- Driven by our vision
- Guided by our values
- Maintains a strategic perspective

MEMBERS



Represent health systems, medical groups, hospitals

Voluntarily report performance data

Share practice spirit collaboratively

WCHQ Framework for Healthcare Quality

6 Patient experience measures

5 Hospital measures

Publicly report measurement results



6 Patient experience measures



5 Hospital measures

Empower collaboration that leads to improvement

MEMBERS



Share best practices in a spirit of collaboration

Pursue improvement to deliver better care to their patients

Learn through WCHQ events, tools, resources

STAKEHOLDERS



- Join with us on the measurement and improvement journey
- Include payors, funders, advocacy organizations, researchers
- Represent health care partners and collaborators
- Seek to support value in health care delivery

WCHQ MEMBER PROFILE

MONROE CLINIC

DEMONSTRATED IMPROVEMENT

For Monroe Clinic, accelerating better health care is paying dividends in improved health among the residents of Green County, Wis. For three consecutive years, the county's overall health ranking has consistently improved from 20, to 17, to 14 in 2014. For Monroe Clinic's providers, the forward momentum affirms the value of their participation in WCHQ.

"As demonstrated in the study published in *Health Affairs*, we improved in clinical outcomes like screening measures," said Mark Thompson, MD, Monroe Clinic's chief medical officer. "That's a direct result of our partnership with WCHQ."

With 120 providers, the not-for-profit, multi-specialty clinic and hospital system located in south central Wisconsin and northern Illinois is one of the smaller organizations partnered with WCHQ. Yet Monroe Clinic's large presence in outpatient care in the region prompted it to join WCHQ in 2008. "We wanted to demonstrate that improvement is for everyone," Dr. Thompson said. "You don't have to be big to improve."

Linked to strategy

Getting on board with WCHQ went smoothly and rapidly because Monroe Clinic's leadership and providers made quality improvement a strategic priority. The board of directors incorporated key quality metrics into the organizational dashboard, and that focus and commitment was spread through the rest of the organization.

As the data registry grew, the organization leveraged what it was learning about itself to fuel improvement. "We began to see how we could use the data to drive action in real time," explained Dr. Thompson. "Using lean methods and tools, we began to look at processes and create efficiencies. In our contracting, we started encouraging payers to align with WCHQ metrics. We hired a quality health manager with skills in population health. We're changing how we operate so improvement is happening right on the front lines where we engage patients."

Pressing on

Like all health care providers, Monroe Clinic is attuned to continual challenges in health care, from shifting payment structures, to the need to better understand and help invisible populations, to internal changes required to sustain quality initiatives. The landscape is uncertain and change is inevitable.

"We believe there is great value in saying, 'In Wisconsin, this is how we look at quality, and here are 36 organizations that measure quality care in the same way,'" said Dr. Thompson. "It's valid, it's credible. As an organization, we can make decisions based on this - decisions to deliver value to patients, payers and communities."

Dr. Mark Thompson is the current chair of the WCHQ Board of Directors.



Dr. Mark Thompson

WCHQ: A GATEWAY TO IMPROVEMENT

As a voluntary consortium of Wisconsin organizations, WCHQ welcomes members and stakeholders who share our vision for improving the health of, and increasing the value of, health care for Wisconsinites. We draw our membership from a diverse group of health systems, medical groups, hospitals and health plans. Notably, our members stay with us. Over the last ten years, our membership has remained consistent and growing.

Members benefit directly from their collaboration with WCHQ. They also gain confidence in WCHQ's national recognition from organizations like The Commonwealth Fund, and publications like *Consumer Reports* and *Health Affairs*, as well as support from leading foundations like Robert Wood Johnson and American Board of Internal Medicine, and the Greater Milwaukee Business Foundation on Health. In Wisconsin, WCHQ's many partners in business, academia, professional associations, health care, advocacy groups and government confirm its established, essential role in improving the quality and affordability of health care in the state.



WCHQ members:

- Help prioritize performance measures.
- Help set the standard for each measure.
- Receive support in data collection, validation and analysis.
- Participate in public reporting of comparative performance results.
- Learn from high performers and lower performers.
- Get access to thought leaders and peers in Wisconsin and across the country.
- Share and gain best practices.
- Reduce costs, receive payment incentives and earn bonuses.
- Participate in a community grounded in helpfulness, giving and receiving.
- Learn about and have opportunities to implement specific steps for improvement.
- Sort through health care confusion with like-minded professionals.

"It's amazing that in a career you have an opportunity to be a part of something that has this much impact on health care and on people's health, both in our state and beyond. From our small beginning the work has really exploded to be a cornerstone for others to look at, learn from, and emulate."

-JEAN KRAUSE

Chief Quality and Patient Safety
Officer, Gundersen Health System

"Our mission calls us to provide high quality care regardless of cultural, economic or linguistic barriers. Our patient population faces many of those challenges, and others. We joined WCHQ in 2013 because we want to engage with like-minded providers to confirm our quality care, and to access resources and new ideas. In addition, it means a lot that WCHQ is listening to our interest in exploring the social determinants of health. It's exciting to think we're part of a statewide group that's willing to study that."

-JULIE SCHULLER, MD

Executive Vice President,
Vice President Clinical Affairs,
Sixteenth Street Community Health Centers

WCHQ MEMBER PROFILE

BELLIN HEALTH

A SHARED ENTERPRISE

As an early adopter of strategies to improve quality, Bellin Health in Green Bay shared its own metrics internally. Those comparisons were helpful, and physicians appreciated the opportunity to monitor performance, but without common definitions around key metrics, external comparisons that would spur learning and improvement were hard to come by. When health care providers across the state began talking about developing shared, agreed-upon definitions for clinical quality, Bellin was immediately attracted to the effort.

“The initial members of WCHQ were improvement-minded organizations,” said George Kerwin, president and CEO of Bellin Health and a WCHQ board member since the organization launched in 2003. “We all wanted well-defined, consistently comparable data. As WCHQ grew and each organization learned along the way, we began to ask, ‘What are high performers doing? How could we move in that direction?’ Today at Bellin, WCHQ metrics are the foundation of our system-wide metrics. They are included in performance objectives that are visible to the board of directors and physician leaders. They are prominent because they represent for us the gold standard of quality measurement.”

Involving business

Bellin also understood the business community needed to be at the table to help define quality. So, while other early WCHQ members were talking with business leaders in Madison and Milwaukee, Bellin undertook an education campaign in the

Green Bay area. Using pen and paper over coffee and breakfast, Bellin began to educate purchasers. Leaders talked about goals, results and comparative data. They asked about what mattered to business. They told business leaders that if providers could understand why some medical groups did better than others on some measures, everyone could learn and improve – and help manage costs.

Today, Bellin continues those conversations. “We encourage businesses to explore the WCHQ website,” Kerwin said. “We supported the special insert in the February 2013 issue of *Consumer Reports*, and we disseminated it broadly. The comparisons provided by WCHQ data allow for new awareness and transparency. The data keeps the focus on the patients. We’re all asking, ‘What is safer, better, more cost effective health care for patients?’”

For all providers

Bellin believes the work of WCHQ is an opportunity for all of Wisconsin’s providers. “WCHQ has created a great balance in improving definitions and increasing the available comparative data,” Kerwin said. “The broader the membership, the clearer the definitions will become and the more comparative the results will be. Everything becomes more meaningful. It’s a very powerful way to promote improvement.”

George Kerwin is past chair and a current member of the WCHQ Board of Directors.



George Kerwin

EQUIPPING FOR ACTION

WCHQ members and stakeholders join together to measure the quality and affordability of health care services in Wisconsin. We publicly report results at both the medical group and clinic levels, and those results are published at wchq.org in our *Performance & Progress Report*. We believe performance measurement and public reporting are vital mechanisms for promoting greater transparency, fostering improvement, prioritizing efficiency and pursuing equity in health care. To achieve those objectives, we lead and support a variety of activities that benefit our members, including:

- Bi-monthly Assembly meetings and focused learning events. Through a partnership with the Wisconsin Medical Society, WCHQ Assembly meetings and events often provide continuing medical education credit for physicians and other care providers/professionals.
- Sharing of best practices among members, so all providers can adopt successful methods for improved care and positive clinical outcomes.
- WCHQ Online Community that provides tools and resources.
- Workgroups tasked with particular initiatives.
- Commitment to accountability and transparency, so members can benchmark “apples-to-apples” performance against peers.
- Support for advancing the three aims of the National Quality Strategy: health, affordability, the patient experience.
- Reporting of quality information through CMS’s Physician Quality Reporting System (PQRS).
- Reporting of Meaningful Use data to CMS.



Dianne Kiehl, executive director of the Business Health Care Group, presents WCHQ President and CEO Chris Queram with BHCG’s first-ever Driving Meaningful Change Award in 2012.

“We use information from WCHQ to help in our ongoing quality initiatives as we work to serve our patients and residents with the best care possible. Getting data on best practices, collaborations, shared learning and, of course, comparative data reports, has been invaluable. Patients benefit because we use this data to set priorities, determine areas of focus and work on improvement in those areas. The process also allows us to address population health and align what our payers are asking of us, what our ACO is asking for, what we ask of ourselves. It allows us to take action.”

-MICHAEL FEUDNER, Director,
Performance Excellence &
Project Management, Agnesian HealthCare

“The caliber of WCHQ – its model, leadership and processes – is top-notch. WCHQ is interested in what the business community thinks. It’s truly a collaboration of all the members. Providers want to understand what’s important to business, and people are free to ask questions, to challenge each other and to take time to help everyone understand each other’s perspectives. The approach builds understanding and enables progress.”

-DIANNE KIEHL
Executive Director,
Business Health Care Group,
and a member of the WCHQ Board of Directors

WCHQ MEMBER PROFILE

WHEATON FRANCISCAN HEALTHCARE

PURSUING QUALITY

Engaging patients in improving their own health is a key goal for Wheaton Franciscan Healthcare. The organization's participation in WCHQ is propelling it forward in that quest. When Wheaton's 350-plus physicians and their clinical teams sought to increase patient engagement in diabetes care, the workgroup leading the effort looked to other WCHQ members for ideas, developed standard processes for Wheaton's clinics, and then shared its journey with the larger WCHQ membership.

"Sharing among WCHQ members is bi-directional," explained Rita Hanson, MD, Wheaton's chief medical officer. "Over time, as we've improved our diabetes measures, we've been particularly focused on how we can better engage with our patients to make lifestyle changes. We're working with our physicians to identify barriers and put in place strategies to improve patient compliance. We also connect with other care partners – diabetes educators, community groups, even companies that offer diabetes calculators. Our presentation at the WCHQ Assembly was a highlight in our process."

Tracy Dorlack, RN, director of quality for Wheaton's ambulatory clinics, led the group that presented. "We received very positive feedback from the attendees," she said. "It affirmed our longstanding philosophy that 'if you don't measure it, you can't improve it.' Since we joined WCHQ in 2005, we've learned that measurement allows us to prioritize, to find our areas of opportunity. That's how we developed a focus on diabetes care."

All in philosophy

Wheaton's early days of membership in the WCHQ aligned with a huge change in the organization's structure as Wheaton Franciscan Services brought together its two Wisconsin regions – Covenant Healthcare and All Saints Healthcare – to be known as Wheaton Franciscan Healthcare and Wheaton Franciscan Medical Group. The shift was timely.

"We were bringing the organization together in a new framework," Dorlack said. "Plus, we were working on quality as a larger group, coming together to think collaboratively. The quality improvement journey helped bring us together. It was a sea change for us, but it worked both ways to help bring organizational integration and elevate our focus on quality."

From an initial Quality Council that guided Wheaton's early WCHQ participation to today's Council for Ambulatory Practice Standards (CAPS) that includes clinicians, and operational and technology leaders, Wheaton continues to embrace quality measurement, reporting and improvement.

"Sharing results keeps people engaged," said Dr. Hanson. "People are heartened to see we've made material gains. When they see progress, they want to continue. They see the impact for patients, and that's what matters most."

Dr. Rita Hanson is a member of the WCHQ Board of Directors.



Dr. Rita Hanson

AT THE CORE: TRUSTED DATA

WCHQ publicly reports a broad and growing collection of health care performance measures that evaluate ambulatory and hospital care. Our member organizations of all sizes voluntarily collect and submit data related to the services they provide. WCHQ validates the data, ensuring it accurately reflects evidence-based standards. We publish the results at wchq.org, so providers, purchasers and consumers can compare the performance of member organizations.

WCHQ captures data from all patients and all payers. Our measures are focused in key areas of disease prevention, chronic disease management and patient experience. Physicians, data analysts and quality specialists from our membership prioritize ambulatory care measures. By uniting claims, clinical and patient data, we track each provider’s entire practice. This comprehensive approach enables WCHQ to create sophisticated, dynamic measures that evaluate both clinical processes and intermediate outcomes like A1c, blood pressure and LDL control.

WCHQ’s innovative Repository Based Data Submission (RBS) tool allows members to directly and securely submit de-identified patient level data files for processing and reporting. We work closely with new members to provide support and help equip them to implement RBS.

WCHQ’s measurement set includes ambulatory measures that are exclusive to WCHQ, and others from leading health care organizations including the American College of Cardiology National Cardiovascular Data Registry (NCDR), the Consumer Assessment of Healthcare Providers and Systems (CAHPS), The Society of Thoracic Surgeons (STS), and the Wisconsin Hospital Association (WHA).

WCHQ MEASURES

Category	Measure Set	Number of Measures
Chronic Care	Diabetes	10
	Uncomplicated Hypertension	1
	Ischemic Vascular Disease	4
	Chronic Kidney Disease	11
Preventive Care	Chronic Kidney Disease Screening	1
	Adults with Pneumococcal Vaccine	1
	Osteoporosis Screening	1
	Adult Tobacco Use	2
	Breast Cancer Screening	1
	Cervical Cancer Screening	1
	Colorectal Cancer Screening	1
Patient Experience	able to get appointments and care when needed	1
	Helpful and courteous office staff	1
	Effective doctor-patient communication	1
	Received test results from doctor’s office	1
	Rated the doctor as a “9” or “10”	1
	Willing to recommend the doctor to others	1

“We have used WCHQ data as the foundational data for many of our large scale improvement initiatives, including colorectal and breast cancer screening, and diabetes. It’s a trusted source. What the WCHQ offers is the real thing – it’s all patients, all payers, not just a slice of the population, but the entire population. Physicians want to deliver the highest quality care, so we need to know how we’re doing. If we don’t have the data, it’s challenging to know how we compare to others. You can’t get this kind of reliable data anywhere else.”

-SALLY KRAFT, MD

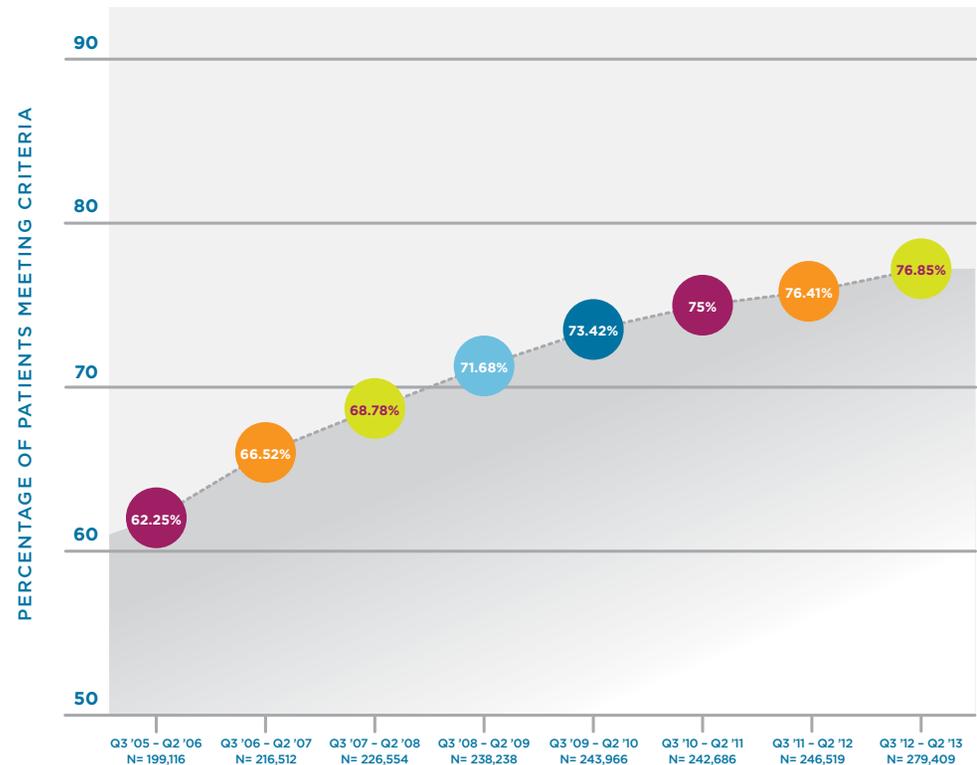
Medical Director, Quality, Safety and Innovation, UW Health, and a member of the WCHQ Board of Directors

ACCELERATING BETTER HEALTH

People across Wisconsin are experiencing better health because their doctors are focused on delivering better quality care. Throughout the state, health care providers are working diligently within their organizations to use the WCHQ's comparative, publicly reported data to drive internal improvement. Historical trends indicate that even with periodic dips, providers are continually progressing on an upward trend in their quality results.

What's more, comprehensive results for the entire WCHQ patient population show that the quality of care delivered by all WCHQ member organizations also is increasing. One example of that improved care is the steady growth in the number of patients with high blood pressure whose blood pressure has been better controlled over time. From 2005 to 2013, the number of patients whose blood pressure was better controlled increased by 15 percent for all organizations reporting on the measure to WCHQ. (See graph, right.) As a result, almost 42,000 Wisconsinites are at a decreased risk for coronary heart disease, congestive heart failure, renal disease and stroke.

UNCOMPLICATED HYPERTENSION: BLOOD PRESSURE CONTROL All WCHQ Patients, All WCHQ Reporting Members



This measure assesses the percentage of patients 18-85 years old who have a diagnosis of uncomplicated essential hypertension, and whose blood pressure was adequately controlled (less than 140/90 mm Hg).

N: Total patient population measured (not a sample)

In 2002, a team of volunteers from several of the WCHQ's founding organizations met to develop the initial measurement set and approach. The significant, committed effort of that group pioneered our measurement model:

- Jack Bowhan - Dean Clinic & St. Mary's Hospital, now at ThedaCare Center for Healthcare Value
- Betsy Clough - Gundersen Health System/WCHQ, now at UW Health
- Cheryl Czech - Bellin Health
- Scott Decker - ThedaCare
- Jean Krause - Gundersen Health System

- Randi Burnham Mann - Bellin Medical Group, now at Wise Woman Wellness
 - Andrew Weier - Marshfield Clinic, now at Ministry Health Care
- As WCHQ grew, they were joined by others, including:
- Michael Barbouche - UW Health/WCHQ, now at Forward Health Group
 - Vicki Fehrenbach - Medical Associates, now at Ascension Health

LOOKING TO THE FUTURE

WCHQ's long-term vision is to lead care delivery improvement among Wisconsin's health care organizations as a dual expertise with our measurement and reporting capabilities. Our first decade has demonstrated the time, energy and commitment required to achieve robust measurement and reporting. Now, it's time to more fully use those results to further improve patient care. Our confidence in this vision is buoyed by three key pillars:

- The strength of our membership and our members' commitment to improvement.
- The validity of the data we gather and report as a basis for improvement.
- The continued statewide and national focus on quality that supports improvement.

A place for you

Improvement happens through learning, sharing and exchanging stories and best practices. Our members are accustomed to collaborative learning. As our membership has grown, so have the opportunities for growth in improvement. More providers of all sizes participating in WCHQ means everyone has access to more peer-to-peer learning.

"Health care is a dynamic and changing environment. WCHQ helps improve individual organizations of all sizes, and it also improves care for everyone in Wisconsin. We're learning from each other what we're doing well, where we can do better. It's a good model for driving improvement now and in the future."

-ANDREW WEIER, System Director Quality Analytics & Decision Support, Ministry Health Care, and current vice-chair of the WCHQ Board of Directors

YOUR PQRS CONDUIT

WCHQ is one of 37 national entities, and the only regional health care improvement collaborative, serving as a Qualified Clinical Data Registry for CMS's Physician Quality Reporting System (PQRS). We report PQRS/EHR incentive program data through our QCDR or our data submission vendor method at both the practice and individual levels. Providers who successfully participate in the PQRS program will be rewarded for their improvement efforts by qualifying for a payment incentive and will avoid a penalty in 2016.

Almost 90 percent of our members indicate their membership in WCHQ is valuable or extremely valuable to them, and many are willing to share their best practices with others. In addition to regular attendance at WCHQ bi-monthly Assembly meetings, our members envision themselves supporting improvement through webinars, hosting and attending onsite visits, and presenting to others.

Today, WCHQ is focused on improvement in hypertension control, colorectal cancer screening and diabetes care. We're looking at member scorecards, using data to find areas for performance improvement, tapping into our members' interest in these areas and forming workgroups led by provider champions. Together, we're taking the next steps toward improved patient health and value creation. Everyone is welcome to join us in our journey of accelerating better health care. To learn more and get a glimpse of the opportunities available, visit wchq.org.

“We were intrigued by what WCHQ has to offer, and although we are an independent practice of 20 providers, we’re up for the challenge. We want to know how well we’re doing, we want to see our data and we want to improve. The other members have the same passion for quality care that we do. The networking and learning opportunities are a huge benefit to us. There’s so much enthusiasm and willingness to share knowledge – it’s inspiring! WCHQ creates the feeling that we’re all on the same team for all our patients, all across the state.”

-SHERRY SCHNEIDER, RN
Quality Care Manager,
Associated Physicians, LLP

WCHQ MEMBERS

- Access Community Health Centers
- Agnesian HealthCare
- Aspirus, Inc.
- Associated Physicians, LLP
- Aurora Health Care
- Bellin Health
- Columbia St. Mary’s
- Dean Clinic & St. Mary’s Hospital
- Fort HealthCare
- Froedtert Health
- Group Health Cooperative of South Central Wisconsin
- Gundersen Health System
- Holy Family Memorial
- Integrity Health Network
- Marshfield Clinic
- Mayo Clinic Health System
- Medical College of Wisconsin
- Mercy Health System
- Meriter-UnityPoint Health
- Ministry Saint Joseph’s Hospital
- Monroe Clinic
- Physicians’ Health Network
- Prairie Clinic
- Prevea Health
- Primary Care Associates of Appleton
- ProHealth Care
- QuadMed
- Richland Medical Center
- Sacred Heart Hospital
- Sauk Prairie Healthcare
- Sixteenth Street Community Health Centers
- ThedaCare
- UW Health
- United Hospital System
- Wheaton Franciscan Healthcare
- Wildwood Family Clinic

WCHQ STAKEHOLDERS

- AARP Wisconsin
- American Cancer Society
- Business Health Care Group*
- GE Healthcare
- Greater Milwaukee Business Foundation on Health, Inc.
- MetaStar*
- Robert Wood Johnson Foundation
- Serigraph, Inc.
- Survey of the Health of Wisconsin (SHOW)
- The Alliance*
- The Commonwealth Fund
- ThedaCare Center for Healthcare Value
- University of Wisconsin Health Innovation Program
- University of Wisconsin Population Health Institute
- Rural Wisconsin Health Cooperative*
- WEA Trust
- Webcrafters, Inc.
- Wisconsin Department of Employee Trust Funds
- Wisconsin Department of Health Services
- Wisconsin Health Information Organization (WHIO)*
- Wisconsin Hospital Association*
- Wisconsin Institute for Healthy Aging (WIHA)
- Wisconsin Manufacturers & Commerce
- Wisconsin Medical Society*
- Wisconsin Primary Health Care Association*
- Wisconsin Statewide Health Information Network (WISHIN)
- WPS Insurance*

* WCHQ Annual Partner

A purple ribbon banner with the text "WCHQ VALUES" in white, serif, all-caps font. The banner has a slight 3D effect with darker purple shading on the sides.

WCHQ VALUES

WCHQ builds consensus and drives improvement by practicing these values:

TRUST. We avoid using performance data for market advantage or purposes other than the advancement of WCHQ's mission.

PARTICIPATION. We regularly contribute to and/or participate in dialogue, capacity-building and the identification and sharing of best practices, striving for the highest standards of quality.

INCLUSIVENESS. We conduct deliberations and make decisions by methods that reasonably represent all relevant and affected parties.

SHARED RESPONSIBILITY. We fulfill WCHQ's mission through commitment and participation that enhance the capacity for individual growth and institutional improvement.

OPENNESS. We transcend competitive and intellectual boundaries and roles that limit or diminish learning.

ADAPTIVE SELF-GOVERNANCE. We practice concepts and processes that encourage adaptability, diversity, flexibility and innovation.

INTELLECTUAL OUTPUT. We use findings generated by the measures in ways that most benefit all in WCHQ and lead to improved health care outcomes for all who seek health care services in Wisconsin.

ACKNOWLEDGMENT. We openly and fairly acknowledge intellectual contributions to concepts, theories and practices, both from inside and outside of WCHQ.

TRANSPARENCY. We openly share data and processes among member organizations and the public.



wchq.org

Madison, Wisconsin
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Published June 2014