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# THOMSON REUTERS ON HEALTHCARE REFORM



## PREPARING FOR VALUE-BASED PAYMENT QUALITY, LEADERSHIP AND PERFORMANCE IMPROVEMENT

**July 8, 2010**

Reductions in reimbursement for readmissions, new value-based purchasing, additional quality reporting requirements for Meaningful Use, Medicare pilot experiments with episode of care payments, and bundled payments will all intensify the need for efficient delivery of high-quality outcomes.

This issue underscores the essential elements of quality improvement: leadership and alignment supported by effective measurement and management. Learn insights that our new 100 Top Hospitals®: Health System Benchmarks research uncovers about the impact of leadership on hospital performance and quality.

### DRIVING QUALITY WITH DATA AND GREAT LEADERSHIP

For many health systems, systematic performance improvement is a new concept. Numerous questions remain about how it should work and what its place is in the system's mission. To form a performance improvement plan, system leaders must understand what the top performers are doing right.

"The range of results between high- and low-performing systems raises difficult questions about the health systems' mission, effective achievement of mission and goals, and accountability to communities and patients served," said Jean Chenoweth, senior vice president for performance improvement and 100 Top Hospitals programs at Thomson Reuters.

Our 100 Top Hospitals research uses objective statistical analysis of public data to measure performance and enable healthcare leaders to compare their performance and set targets. As we seek to understand the impact of leadership on hospital performance, we have learned that major shifts in top performance take place regionally.

In the new 100 Top Hospitals: Health System Benchmarks study, nearly

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100 Top Hospitals: [Health System Benchmarks study findings](#) (June 2010)

[National Benchmarks study findings](#) (March 2010)

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all (8 of 10) of the health system award winners are headquartered, and largely operate hospitals in, the Midwest. Through the years we've also noticed a trend of top performance in the Midwestern states. In the two most recent 100 Top Hospitals: National Benchmarks studies, at least half of all winning hospitals were located in the Midwest.

Why? As hospital CEOs and state associations in this region were prodded by payers to improve quality, leaders not only accepted the challenge, but made improving quality their highest priority. "Faced with pressure from payers, the hospital CEOs in this region did not delegate this leadership goal; instead, they embraced quality improvement and made it a major organizational goal," said Chenoweth.

The 100 Top Hospitals: National Benchmarks research provides another important insight into performance: an evaluation of the rate of improvement over time. As reform legislation prompts organizations to step up their efforts, industry benchmarks will keep getting better, and the pace of improvement will accelerate. In order to stay out of the bottom quarter of performers, which will receive lower or no payment for certain quality measures, healthcare providers must be more aware of where they stand, and make sure that they are moving as fast or faster than everyone else in improving quality outcomes.

The 100 Top Hospitals research provides insight into comparative annual achievement, as well rate of improvement over time. The 100 Top Hospitals award winners yield numerous examples of excellence. To learn how they outperform their peers, read case studies, and get your results visit [100tophospitals.com](http://100tophospitals.com).

### GET THE FACTS

Be sure your performance metrics put you in a favorable position for new requirements that are part of healthcare reform. Benchmarking can help you leverage objective data to identify risks and opportunities against peers and top performers. It can also support fact-based decision making and help you establish a culture for managing performance. Read the research papers in our resource section, and [contact us](#) to learn more.

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