

LESSONS LEARNED

TOTAL COST OF CARE PILOT

FIRST STEP - KNOW YOUR DATA

1. Acknowledge that no data, neither claim nor clinical data, is ever perfect, but it must be “good enough” for the intended purpose.
2. Front end validation of the completeness, clarity and integrity of the data is critical and most efficient.
3. Use of a standard and comprehensive set of data checks is useful and should be tailored to help determine if the data is fit for the intended purpose.
4. Establish parameters of reasonable and expected variation up front and then test results against the expectations.
5. Access to the raw or source claims data is critical to understanding if variation in results is real or caused by underlying data issues.
6. Have an external resource review your data; they may see something different that is worth further investigation.
7. Accurate and up-to-date provider directories are critical and require extensive resources to maintain.
8. Don’t underestimate the amount of time and resources required to adequately perform data validation checks and associated rework; especially if you are working with an outside vendor you need to anticipate this possibility. Set these expectations in advance with your vendor for timely turnaround.
9. In-house analysis capabilities yield more timely data issue resolution.
10. Trust, but verify... EVERYTHING

ASSUME NOTHING

1. Written specifications can be easily misinterpreted; discussion to ensure shared understanding of the details is essential.
2. Be very specific about the detailed data checks required and performed by any vendors including in-house review of results.
3. Don't assume data checks from your external vendor are adequate; set clear expectations and review everything thoroughly.
4. Validate that each submitter has compiled and/or summarized the data according to the technical specifications.
5. Validate that the calculations for the measures were done according to specifications.
6. Validate the accuracy *of patient attribution*.
7. *Trust your instincts*; if it doesn't seem right, investigate why.

DON'T GO IT ALONE

1. Moving raw data to meaningful reporting is accelerated if you do not have to start from scratch.
2. Providing comparative information from other regions may uncover underlying data issues that otherwise may have gone undetected if you were working solo.
3. Learn what others are doing and why. They may have novel methodologies or solutions to problems.
4. Joint innovation projects provide the opportunity to collaborate and leverage what we learn from working with other data sets across regions.
5. Broadening the community dialogue to include efforts on a more national scale lends legitimacy to the measure locally.
6. Centralized and effective leadership and project management are critical to reap the benefits of multi-region collaboration including sustained momentum and high level of engagement and team morale.

ENGAGE YOUR STAKEHOLDERS EARLY AND OFTEN

1. Allowing for provider validation of results in advance of public disclosure proved invaluable.
2. Give physician groups that are the subject of the reporting a meaningful role in the process, this will build buy-in along the way and help facilitate the roll out.
3. Listen to concerns and meet individually or in groups to fully understand issues and work together toward resolution.
4. Engage, educate and set expectations with stakeholders early and often.
5. Leverage prior experience and trust with community measurement and reporting.
6. Present healthcare cost information alongside quality information when publicly reporting.

LEVEL OF PRECISION SHOULD BE DIRECTLY PROPORTIONAL TO INTENDED USE

1. Access to data that is complete and accurate for the task is critical.
2. The level of scrutiny applied to total cost of care reporting is directly related to its intended use in a community; potential uses can range from informational at a high level to determining actual performance payments.
3. The effort and potential impact to the local data set required to achieve an adequate level of comparability across regions to produce benchmarks may not outweigh the usefulness of the information to a local community.