



NATIONAL  
QUALITY FORUM

# Healthcare System Readiness

CSAC Informational Update

*March 12, 2019*

# Agenda

- Project Objectives
- Framework
- Timeline
- Discussion

# Project Staff

- Debjani Mukherjee, MPH, Senior Director
- Poonam Bal, MHSA, Senior Project Manager
- May Nacion, MPH, Project Manager
- Navya Kumar, MPH, Project Analyst
- Jesse Pines, MD, Consultant

# Project Objectives

- Convene a multistakeholder Committee to develop a measurement framework informed by an environmental scan
- Define the concepts of readiness for hospitals, healthcare systems, and communities
- Develop a written report to summarize:
  - *Environmental scan*
  - *Measurement framework, which includes the feasibility and strategy to focus future quality measurement on readiness*

# Measurement Framework

- Conceptual model for organizing ideas that are important to measure in a topic area
- Provide structure for organizing currently available measures, areas where gaps in measurement exist, prioritization for future measure development
- Must be flexible to accommodate changes in data standards, mechanisms, sources, etc.

# Summary of Environmental Scan Findings

- Frameworks
  - *No clear existing framework for healthcare system readiness quality measurement — it is likely that a framework for this project will need to be developed de novo*
- Guidelines
  - *Relevant hospital related documents with a focus on structural and process needs for preparing for emergencies*
- Instruments/Tools
  - *Several tools directly related to assessing preparedness and resilience*
- Lessons Learned/ Best Practices
  - *Some directly relevant articles and issue briefs on best practices or approaches to preparedness, response, and recovery that have direct relevance to quality measurement in readiness*
- Metrics
  - *Only a few directly relevant NQF-endorsed measures found with a handful that could be used as proxies but no measures for readiness*

# Framework for Healthcare System Readiness

## Scope:

- Focus on the quality measurement of healthcare delivery prior to, during, and after disasters and public health emergencies.

## Definitions:

- **Healthcare System:** All entities that directly deliver healthcare services to promote continuity and timely care across multiple providers, health systems, and communities
- **Readiness:** the ability to prepare for, mitigate against, rapidly identify, evaluate, react to, and recover from a wide spectrum of emergency conditions related to a disaster or public health emergency.

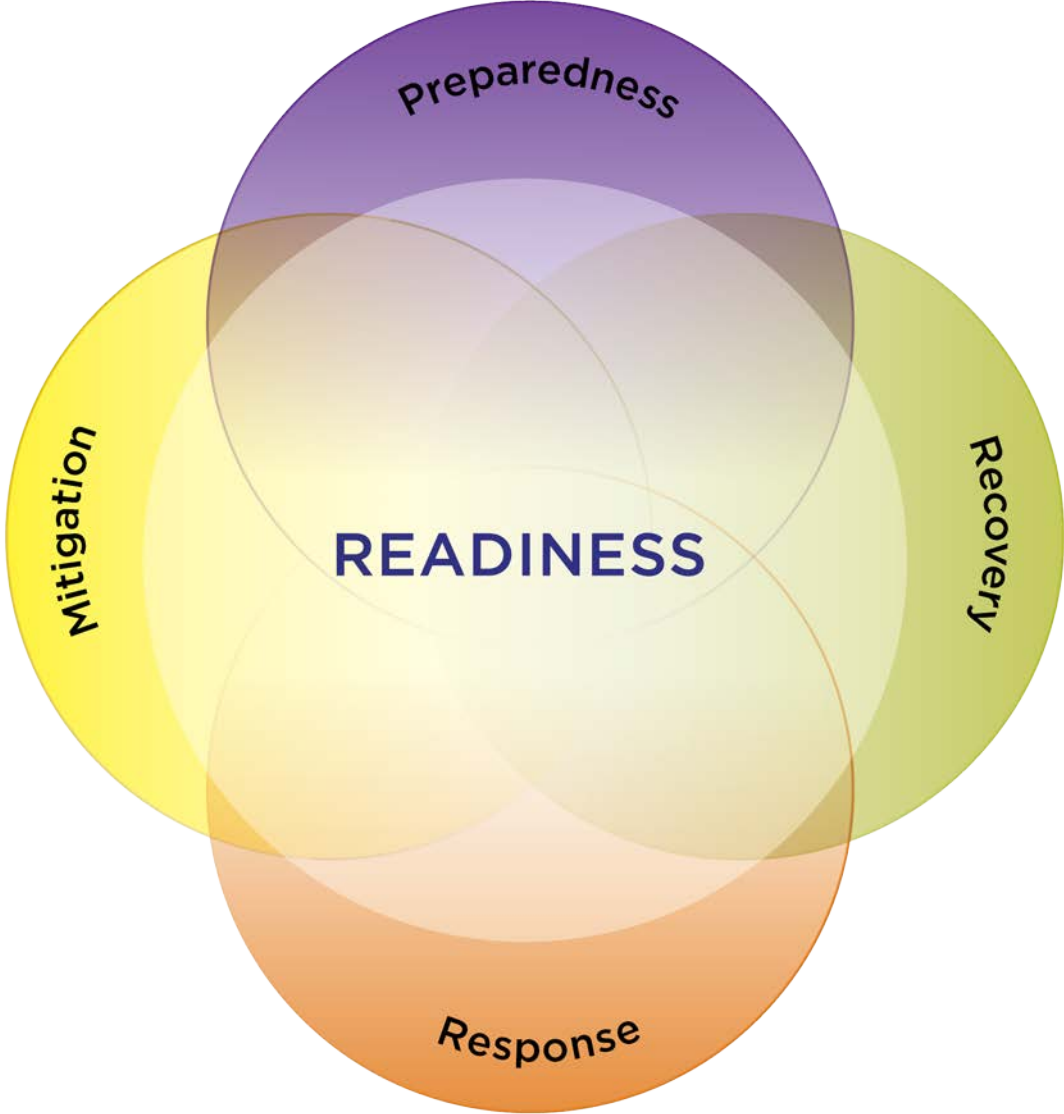
# Measurement Framework



# Framework Considerations

- Concept of Readiness
- Guiding principles
- Framework structure

# Readiness Concept



# Guiding Principles

<b>The “What”</b>	Person-Centered Capacity- and Capability-Focused Availability and Accessibility Maintenance of Health
<b>The “Where”</b>	Care Beyond Hospitals Scalability Geographical Considerations Healthcare System Size Considerations
<b>The “How”</b>	Communication Among Entities Preparing for the Known and Unknown Maintenance of Preparedness Post-Event Measurement

# Proposed Framework Design

- 4 S's\*
  - *Personnel (staff)*
  - *Supplies and equipment (stuff)*
  - *Facilities (structure)*
  - *An overarching management system (system)*
  
- Emergency Management Phases
  - *Mitigation*
  - *Preparedness*
  - *Response*
  - *Recovery*

\*Schultz CH, Koenig KL. State of research in high-consequence hospital surge capacity. *Acad Emerg Med.* 2006;13(11):1153-1156. <https://doi.org/10.1197/j.aem.2006.06.033>.

# Measurement Framework



# Framework

Domain	Subdomain
<b>Staff</b>	Staff Safety Staff Capability Staff Sufficiency Staff Training Staff Support
<b>Stuff</b>	Pharmaceutical Products Durable Medical Equipment Consumable Medical Equipment and Supplies Non-Medical Supplies
<b>Structure</b>	Existing Facility Infrastructure Temporary Facility Infrastructure Hazards-Specific Structures
<b>Systems</b>	Emergency Management Program Incident Management Communications Healthcare System Coordination Surge Capacity Incident -Specific Capabilities Business Continuity Crisis Standards of Care

# Measure Concept Examples

Domain	Subdomain	Measure Concepts			
		Mitigation	Preparedness	Response	Recovery
Staff	Staff Capability	Staffing needs for full operation and contingency scenarios assessed and determined	Readiness plan for all entities in the system includes staffing plans based on assessment of staffing needs	Appropriate staffing maintained based on need during the event to provide continuity of care	Necessary clinical and non-clinical staffing maintained during the recovery period
Stuff	Pharmaceutical Products	Inventory and access processes in place to tap into national cache	Plan for procuring additional pharmaceutical needs for specific disasters	Successful procurement of additional pharmaceutical supplies during a disaster	Ability to fulfill pharmaceutical needs and restock depleted medications during recovery
Structure	Existing Facility Infrastructure	Power grid adequate for specific types of disasters	Backup power resources in place and regularly tested	Backup power operational when needed during a disaster	Backup power operational during recovery
Systems	Emergency Management Program	Plan for tracking patients using health information technology during a disaster established	Ability to track patients using health information technology during a disaster tested during drills	Ability to track patients using health information technology during a disaster	Ability to track patients using health information technology during a response

# Gaps and Challenges

- Defining healthcare system
- Creating broad enough measure concepts with an all-hazard approach
- Understanding who would/should be accountable



# Project Timeline

Timeline	Date
30-Day Comment Period	March 11 – April 9, 2019
Web Meeting #9	May 9, 2019 at 2-4 pm ET
Final Report	July 13, 2019

# CSAC Discussion

# CSAC Discussion

- Does the CSAC have any general reflections on this framework?
- What recommendations does the CSAC have for our future efforts in this area beyond the framework?
- How can these efforts ensure adequate levels of readiness for all hazards?

# Project Information

- Email: [readiness@qualityforum.org](mailto:readiness@qualityforum.org)
- Phone: 202-783-1300
- Project page  
[http://www.qualityforum.org/Healthcare System Readiness.aspx](http://www.qualityforum.org/Healthcare_System_Readiness.aspx)
- SharePoint page  
[http://share.qualityforum.org/Projects/Healthcare System Readiness/SitePages/Home.aspx](http://share.qualityforum.org/Projects/Healthcare_System_Readiness/SitePages/Home.aspx)