Transforming Maternity Care

2020 Vision for a High Quality, High Value Maternity Care System and Blueprint for Action:

Looking Forward with Shared Perspective

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R. Rima Jolivet, CNM, MSN, MPH
Transforming Maternity Care Project Director
Associate Director of Programs
Childbirth Connection

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Childbirth Connection

Mission
To improve the quality of maternity care through research, education, advocacy, and policy.
Transforming Maternity Care: Looking Forward with Shared Perspective

The TMC Project:

- Multi-year collaboration with more than 100 maternity care leaders
- Broad participation
- Open, transparent group process to reach consensus through discourse
- Two direction-setting papers: “2020 Vision” and “Blueprint for Action”
- Action Steps Toward a High Quality, High Value Maternity Care System
Transforming Maternity Care:
Looking Forward with Shared Perspective

2020 Vision for a High Quality, High Value Maternity Care System

What Is a Vision?
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**A Vision Is:**

- A framework for possibility
- A long clear sightline radiating forward
- A statement of fundamental human desires
- An open invitation and an inspiration for people to create ideas and events that correlate with its definitional framework

(Zander & Zander, 2000)

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Transforming Maternity Care: Looking Forward with Shared Perspective

**A Vision Provides:**

- A focal point for change
- A clear, shared definition of the goals
- Motivation to change, even when it is hard
- A rallying point that brings stakeholders together in service of a perceived greater good

(Kotter, 1996)
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2020 Vision for a High Quality, High Value Maternity Care System

- Fundamental values and principles that apply across the whole continuum of maternity care
- Goals for each phase and for providers and settings for maternity care
- Attributes of the larger system that can reliably provide high quality, high value care to all childbearing women, their newborns and families

2020 Vision for a High Quality, High Value Maternity Care System

Fundamental Values and Principles

- 6 Aims, adapted from the seminal Institute of Medicine definitions of quality
- Further values and principles that are foundational to the Vision
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6 Aims Applied to Maternity Care

- Woman-Centered
- Safe
- Effective
- Timely
- Efficient
- Equitable

A new take on familiar definitions

Further Foundational Values & Principles for Maternity Care

- Life-changing experience
- Care processes protect, promote, and support physiologic birth
- Care is evidence-based
- Quality is measured, performance is disclosed
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Further Foundational Values & Principles for Maternity Care

- Care includes support for decision making and choice
- Care is coordinated
- Caregiver satisfaction and fulfillment is a core value
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Levels A & B: Women and their Support Networks, and Microsystems that Provide Direct Care

- Care During Pregnancy
- Care Around the Time of Pregnancy
- Care After Giving Birth
- Key Participants
- Care Settings

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Level C: Health Care Organizations

Envisioning system attributes that:

- Strengthen the structure of the care delivery system
- Strengthen the maternity care workforce
- Foster high-quality maternity care
- Provide woman- and family-centered care
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Level D: The Macro Environment of Care

Envisioning system attributes that:

- Strengthen performance measurement
- Improve the functionality of payment systems
- Strengthen professional education and guidance
- Close priority gaps in research
- Improve the functioning of the liability system
- Enable reliable delivery of high quality maternity care

The Challenge of Change:

- “Facts do not change feelings, and feelings are what influence behavior. The accuracy and clarity with which we absorb information has little impact on us: it is how we feel about information that determines whether we will use it.” – Vera Keane, CNM, 1967

- “Fables can be powerful because they take serious, confusing, and threatening subjects and make them clear and approachable…In our modern, high-tech world, we can easily forget this simple yet profound truth.” – John Kotter, 2005
A Tale of Two Births
A Fable to Illustrate the Vision

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Blueprint for Action:
Steps Toward a High Quality, High Value Maternity
Care System

“Who needs to do what, to, for, and with whom to improve the quality of maternity care over the next five years?”
Blueprint for Action: Steps Toward a High Quality, High Value Maternity Care System

- Five stakeholder workgroups developed detailed sector-specific reports
- Actionable strategies in 11 critical focus areas
- Synthesized into a comprehensive Blueprint for Action by the Symposium Steering Committee
- Full stakeholder reports are published online at:
  www.childbirthconnection.org/workgroups

Blueprint for Action: Steps Toward a High Quality, High Value Maternity Care System

11 Critical Focus Areas:

- Performance measurement and leveraging of results
- Payment reform to align incentives with quality
- Disparities in access and outcomes of maternity care
- Improved functioning of the liability system
Blueprint for Action: Steps Toward a High Quality, High Value Maternity Care System

11 Critical Focus Areas:

- Scope of covered services for maternity care
- Coordination of maternity care across time, settings, and disciplines
- Clinical controversies (home birth, VBAC, vaginal breech and twin birth, elective induction, and maternal demand cesarean section)
- Decision making and consumer choice
- Scope, content, and availability of health professions education
- Workforce composition and distribution
- Development and use of health information technology (IT)

Blueprint for Action: Selected Recommendations and Strategies

Performance Measurement and Leveraging of Results

- Develop a full set of maternity care measures
- Improve data collection on quality of maternity care
- Publicly report on maternity care performance
- Use reported performance data to foster improvement
Blueprint for Action: Selected Recommendations and Strategies

Payment Reform to Align Incentives with Quality

- Build a better bundled payment system for maternity care
- Pilot the model through regional demonstration projects
- Meanwhile, correct severe misalignments in the current system
- Develop critical enabling factors and conditions for major reform

Disparities in Access and Outcomes of Maternity Care

- Expand access to beneficial services for vulnerable populations
- Conduct research to better understand the basis of disparities, and improve our capacity to measure them
- Compare the effectiveness of interventions to reduce disparities and implement successful models
- Increase the representation of minority caregivers and improve the cultural and linguistic competence of all
Blueprint for Action: Selected Recommendations and Strategies

Improved Functioning of the Liability System

- Improve data on adverse events and near misses so we can use them to improve quality, reduce risk, and set adequate premium rates
- Implement quality improvement and patient safety initiatives to identify, prevent, and mitigate harm
- Explore approaches that separate negligence and compensation for medical need when there is a bad outcome
- Align legal standards with maternity care system goals

Scope of Covered Services for Maternity Care

- Identify an essential package of evidence-based “primary” maternity care services for healthy women and newborns focused on prevention and wellness, and additional services for those with special needs
- Carry out comparative effectiveness research and use outcomes to make coverage decisions and improve the quality of care
Blueprint for Action: Selected Recommendations and Strategies

Coordination of Maternity Care Across Time, Settings, and Disciplines

- Create a Woman- and Family-Centered Maternity Care Home that applies to the full episode of maternity care
- Develop local and regional collaboratives to improve clinical coordination at the community level
- Develop consensus standards for appropriate care level and risk criteria through multi-stakeholder processes
- Support development of HIT systems that “put the woman at the center,” ensuring care coordination and her privacy

Blueprint for Action: Selected Recommendations and Strategies

Clinical Controversies: Home Birth, VBAC, Vaginal Breech and Twin Birth, Elective Induction, Maternal Demand Cesarean

- Align practice patterns and the views of both caregivers and consumers with best current evidence
- Implement administrative policies at the clinical level that foster safe physiologic childbirth and decrease overuse of elective procedures and interventions
- Institute legislative and policy initiatives at the macro level to foster access to a full range of care options for labor and birth supported by evidence
Blueprint for Action:
Selected Recommendations and Strategies

Decision Making and Consumer Choice

• Expand shared decision making processes, tools, and resources
• Design incentives to reward provider and consumer choices that lead to healthy pregnancies and high-quality outcomes
• Revive and broaden the reach of childbirth education
• Promote a cultural shift in attitudes toward childbearing

Workforce Composition and Distribution

• Define national workforce goals based on a primary care model with access to collaborative specialty care
• Carry out an independent capacity assessment to determine projected workforce needs and strategies for attainment
• Enact policies and align reimbursement to support the appropriate volume, distribution, and density of providers in each discipline
• Develop and pilot ways to improve collaborative practice and team functioning
Blueprint for Action: Selected Recommendations and Strategies

Scope, Content, and Availability of Health Professions Education

- Align funding for professional education with national goals for workforce development
- Develop a core curriculum for all maternity care providers that emphasizes health promotion and disease prevention
- Ensure that students from all disciplines can learn together from interdisciplinary teaching teams
- Improve the quality and relevance of continuing education, and align maintenance of certification with performance measurement.

Blueprint for Action: Selected Recommendations and Strategies

Development and Use of Health Information Technology

- Increase coordination of information across all segments of maternity care
- Increase interoperability and security among various HIT systems
- Explore and incentivize ways to use HIT to improve clinical care, efficiency, coordination, and performance measurement and reporting
- Increase and improve consumer-based uses and platforms for HIT
The potential to improve maternity care is within our reach, but none of us can do it alone.

Transforming Maternity Care: Looking Forward with Shared Perspective

TMC Project Goals:

• To garner and communicate political will to propel maternity care quality improvement efforts forward
  – By providing a pivotal organizing focus: the 2020 Vision
  – By fostering a coherent plan for action: the Blueprint
  – By globalizing policy objectives and localizing their implementation

• To foster national, regional, and local efforts to improve maternity care quality and value

What Now?
Transforming Maternity Care: Looking Forward with Shared Perspective

The TMC Partnership:

• Outreach and dissemination to decision makers, including policy makers and legislators to advance the work

• A public-private multi-stakeholder partnership for joint Blueprint implementation projects of a significant scope, undertaken with organizations and agencies that have the capacity and resources to contribute to major initiatives to accelerate health system change. focused on Care Levels C&D: Health care organizations and the Macro environment of care

• The TMC Action Community: A forum for community-level partners to show support for the Vision and Blueprint, and get ideas and resources for ways to independently engage in this work within their own communities and practice settings, focused on Levels A&B: Women and their support networks (including advocates) and the Microsystems that provide direct care

2020 Vision for a High Quality, High Value Maternity Care System

The Ultimate Vision

The “2020 Vision for a High-Quality, High-Value Maternity Care System” has been actualized through concerted multi-stakeholder efforts ensuring that all women and babies are served by a maternity care system that delivers safe, effective, timely, efficient, equitable, woman- and family-centered maternity care. The U.S. ranks at the top among industrialized nations in key maternal and infant health indicators and has achieved global recognition for its transformative leadership.
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Time Travel

Travel forward to 2020, when maternity care has improved significantly through our collective efforts. Here is what special guests to the CIMS Forum say after hearing speakers describe our new system:

“An impressive aspect of maternity care in the US is its elegant simplicity. Many people kept asking, Why didn’t we do this before?”

--Oprah Winfrey

“We used to think of the USA as a high tech country gone astray when it came to maternity care. Now we are seeing a system of care that authentically integrates old wisdom, evolving evidence and technology that combined, add up to an amazing experience for women and babies.”

--Michelle Obama

What are we waiting for?

Childbirth Connection believes that deliberative, collaborative, multi-stakeholder efforts are the best way to improve the quality, value, and experience of care for women, babies, families, and all stakeholders. We believe that maternity quality matters.
Thank You!

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jolivet@childbirthconnection.org