

# 2023 Mission Highlights



**NATIONAL  
QUALITY FORUM**

Driving measurable health  
improvements together

[qualityforum.org](https://qualityforum.org)

# Contents

LETTER FROM THE PRESIDENT AND CEO	<b>1</b>
THE STRATEGIC PLAN THAT GUIDES OUR WORK	<b>2</b>
CONSENSUS DEVELOPMENT	<b>3</b>
STRATEGIC AFFILIATION WITH THE JOINT COMMISSION	<b>4</b>
OUR MEMBER COMMUNITY	<b>5</b>
LEARNING, SHARING, AND CONNECTING	<b>6</b>
LEADERSHIP CONSORTIUM: DRIVING HEALTH EQUITY	<b>7</b>
PROJECT SPOTLIGHT	<b>8-11</b>
MEMBER-EXCLUSIVES	<b>12</b>
NEW MEMBERS & 20+ YEAR MEMBERS	<b>13</b>
THE JOHN M. EISENBERG PATIENT SAFETY & QUALITY AWARDS	<b>14-15</b>
THANK YOU TO OUR ESTEEMED BOARD OF DIRECTORS	<b>16</b>
ABOUT NATIONAL QUALITY FORUM (NQF)	<b>17</b>



# Letter From the President and CEO

To our cherished Members and stakeholders,

Chances are that you are reading this because you care deeply about the future of healthcare quality, as I do, and because you know this is a pivotal moment for the field of quality measurement and improvement. You also likely know that NQF saw several important changes in 2023.

As our new portfolio of work has taken shape and also, our new affiliation with The Joint Commission, many of you have remarked that you believe NQF's highest impact work may be yet to come. I do believe that NQF is poised for enormous impact—building on our 20-year heritage as a trusted multistakeholder convener and consensus builder, while taking on some of the most pronounced and hard-felt challenges in the quality measurement ecosystem in new ways.

In 2023 alone, we addressed key priorities from our Strategic Plan that our Members and the broader healthcare community have long emphasized as critical, such as:

**Next generation measures:** Working through a National Coalition of public- and private-sector payers, purchasers, and providers to accelerate development of next generation measures that fill high priority gaps in our nation's portfolio of measures and that represent outcomes that patients and clinicians say matter most—beginning with behavioral health and maternal health outcome measures now underway;

**Low burden clinically-sourced measures:** Partnering with medical professional societies, regulators, patients, health systems and health information technology companies to overcome barriers to measuring diagnostic excellence and to do so with leading-edge methods that increasingly leverage clinically-sourced data without imposing burden on clinicians and health systems;

**Social risk factor data:** Advancing innovations in health equity through our Member-exclusive Leadership Consortium to support breakthrough uses of social risk factor data to successfully link patients to community resources that address their health-related social needs.

Our plans for 2024 expand upon these and reflect a bold agenda that is rooted in our unique mission to serve as a multistakeholder consensus-based entity charged with forging solutions to the priorities our Members and stakeholders highlight as the most critical pain points and problems in healthcare quality measurement. Importantly, our new partnership with The Joint Commission will see us collaborating to shape new products and services designed to support patients, providers, payers, purchasers, and policymakers in new and innovative ways that leverage our complementary strengths and capabilities and move the resulting solutions to scaled implementation.

We have entered a new phase of NQF's work that is laser focused on impact and delivering on the promise of quality measurement. We recognize that the quality measurement field today is viewed as costing too much, delivering too little, and often failing to focus on the outcomes that matter most. With your continued engagement and building on our track record as a trusted convener and consensus-builder, we believe that long-sought breakthroughs in quality measurement and improvement are at hand. We are energized for the year ahead and thank you for your continued partnership.



# The Strategic Plan That Guides Our Work

NQF's *Strategic Plan for Achieving the Care We Need* continues to provide the guiding principles underpinning our work to drive meaningful, measurable improvements in healthcare quality to achieve our vision of high value care and optimal health outcomes for all people.

The plan defines six goals supporting the health of our mission:

1. Define the national measurement architecture to drive improvement in quality and value.
2. Advance health equity and address disparities.
3. Become a national leader in defining measures for equitable patient and family engagement.
4. Develop measurement approaches utilized in value-based payment arrangements.
5. Promote the transformation to digital health.
6. Close quality gaps for national healthcare priorities.

## NQF's Unique Value

Forging Multistakeholder Consensus on Measurement Standards and Practices that Improve Outcomes, Affordability, and Equity

### ADVANCING NEXT GENERATION MEASURES, METHODS, AND PRACTICES

- Accelerating development and adoption of measures filling highest priority gaps
- Identifying and addressing data infrastructure needed for high impact, low burden measurement
- Advancing next generation measures, methods and practices for high performance healthcare

### SCALING IMPLEMENTATION OF PERFORMANCE MEASURES AND PRACTICES TO ACHIEVE IMPACT

- Guiding the selection and use of measures in programs
- Enabling multistakeholder measure set implementation
- Promoting practices that improve equity, quality, and affordability

NATIONAL PORTFOLIO OF MEASURES

ADOPTING





# Consensus Development

We bring together diverse voices from across the healthcare ecosystem to our table to forge practical, high impact multistakeholder consensus. With a 24-year track record leading the healthcare community to successfully define consensus-based approaches to drive progress on quality measures and methods, NQF has earned its reputation as a trusted convener. And with support from an array of public- and private-sector organizations representing every stakeholder segment, we are uniquely positioned to bring in and leverage insight from across the healthcare ecosystem. Our innovative, inclusive, multistakeholder consensus development processes are focused on advancing solutions to measurement challenges that are broadly applicable, can be implemented at scale across healthcare systems and settings, and reduce measure burden.

Our charter, structure, history, and accomplishments give us unmatched experience and depth of expertise in developing consensus strategies. Founded in 1999 in response to the President's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry, NQF was formed to lead quality measurement as a formal consensus-based entity (CBE). We have decades of experience as a trusted public-private partnership, gathering input from, and building consensus among, diverse stakeholders, including health professionals, payers, purchasers, patients, researchers, consumers, suppliers, and industry.

We recruit and engage foremost experts, advocates, patients, and practitioners to find solutions that work for all. And our consumer-purchaser majority board of directors puts patient concerns at the center of all we do. We have a proven ability to meaningfully engage patients, families, and caregivers throughout the measure lifecycle, and to establish novel partnerships and leverage expertise at the cutting edge of technology and methods.

By bringing stakeholders together in a public-private partnership, NQF has solved a range of controversial challenges to quality measurement, enabling consensus on priority setting, measurement methods, measure development, infrastructure and data development, and quality improvement.

# Strategic Affiliation With The Joint Commission Brings NQF's Work to the Front Lines

NQF joined forces with The Joint Commission in a strategic affiliation to accelerate improvements in healthcare quality, safety, equity, and affordability for all people. The partnership allows both organizations to build upon our shared expertise. Together, we have unparalleled capabilities in healthcare performance measurement that can be leveraged to improve the quality of care, increase accountability, and promote value-based care across settings.

NQF maintains its independence in convening and developing consensus-based measures, implementation guidance, and practices. As we continue our work accelerating widespread use of high-impact, low-burden measures that achieve affordable improvements in health, The Joint Commission will leverage NQF's convening power and technical expertise to enhance accreditation and certification programs, making them more evidence-based, patient-centered, and outcome-oriented.

Working together, we will accelerate improvements across the continuum of care, eliminate competing measures, reduce the measurement burden on healthcare organizations and workers, and strengthen the nation's portfolio of healthcare quality measures. Becoming part of The Joint Commission Enterprise helps us bring NQF's work directly to the front lines where it can support improved outcomes for patients.

**"No organization is more trusted than NQF to lead the consensus necessary across all stakeholders to get to the next generation of performance measures that creates safer, more equitable, higher-quality, and higher value healthcare."**

**JONATHAN B. PERLIN, MD, PHD,  
MSHA, MACP, FACMI**


President and CEO, The Joint Commission



# Our Member Community: Driving Measurable Health Improvements Together

NQF's community of influential stakeholders has helped shape the future of healthcare since 1999. Valued as an authentic public-private partnership of diverse stakeholders who work together to drive measurable health improvements for all people, NQF Members have been at the forefront of advancing healthcare quality improvement while tackling the healthcare system's most urgent needs.

We convene Members and other stakeholders to drive consensus and find common ground on standards, guidance, and innovative solutions. NQF Members receive priority consideration to serve on high-visibility technical expert panels and committees with other key thought leaders and have exclusive access to prestigious forums such as the Leadership Consortium and Stakeholder Advisory Councils. These and other initiatives provide Members unique opportunities to make progress on our shared mission priorities that influence measurement across a broad range of public and private payers, purchasers, and policymakers that impact care delivery, measurement, and payment.



**“NQF membership provides so much value. We not only have an opportunity to share our expertise, but to also learn from so many others. The tools, resources, and activities NQF provides and supports are essential to healthcare improvement efforts. Additionally, to have such a diverse think tank that is open to everyone’s input has been invaluable.”**

**SELENNA MOSS**

Chief Performance and Compliance Officer,  
Partners Health Management





# Learning, Sharing, and Connecting

## QUALITY COMMUNITY RETURNS TO DC FOR NQF ANNUAL CONFERENCE

NQF held its first Annual Conference in person since the onset of the COVID-19 pandemic. Attendees gathered in Washington, DC to hear from expert speakers and panelists, examine pressing healthcare challenges, share knowledge and ideas, celebrate outstanding achievements, and connect with colleagues from across the healthcare ecosystem.

Highlights included inspiring keynotes from renown surgeon, author, and healthcare leader, Atul Gawande; and Cityblock Health Co-founder and CEO Toyin Ajayi; the John M. Eisenberg Patient Safety & Quality Awards Luncheon; and a Fireside Chat with Centers for Medicare & Medicaid Services (CMS) leaders, Lee Fleisher, Chief Medical Officer & Director, Center for Clinical Standards and Quality; Liz Fowler, Director, CMS Innovation Center; and Meena Seshamani, Director, Center for Medicare. Panel discussions and expert presentations covered topics including bringing patient-reported outcome measures (PROMs) to scale, improving maternal and newborn health outcomes, use of social risk factors in performance measurement, eliminating avoidable healthcare harm, virtual behavioral health, and the transition to digital quality measures.

We also recognized four distinguished members of the United States Congress for their leadership and dedication to improving healthcare quality. The 2023 NQF Congressional Quality Leadership Awards were presented to Sens. Bill Cassidy (R-LA) and Catherine Cortez Masto (D-NV), and Reps. Earl “Buddy” Carter (R-GA-01) and Judy Chu (D-CA-28).





# Leadership Consortium: Unlocking the Potential of Social Risk Factor Data to Drive Health Equity

Addressing people's health-related social needs is now understood to be crucial to delivering comprehensive care that leads to better health outcomes. However, while the collection of data on Social Drivers of Health (SDOH) has become a standard part of healthcare delivery, using these data to connect patients to resources that address social risk factors has proven challenging. SDOH are particularly important considerations for many marginalized, historically underserved communities and vulnerable individuals. Overcoming these challenges is essential to promoting greater health equity, an important goal of NQF's Strategic Plan.

NQF's Leadership Consortium, a prestigious multistakeholder group of healthcare quality thought leaders and experts from the public and private sectors across the healthcare ecosystem, has spent more than a year exploring and testing new and better ways of leveraging SDOH data to address social needs. Data generated from routine patient screenings can help identify those needs that, if addressed, could have a dramatic positive impact on health outcomes at both the individual and community levels.

Members of the Leadership Consortium set out to find efficient and effective ways to leverage these data to connect patients with helpful resources in their own communities and developed a set of recommendations. A subset of member organizations served as implementers to conduct and showcase new or existing projects that implemented and tested these recommendations in real-world healthcare settings.

These real-world, real-time tests allowed the Consortium to investigate the systems and practices necessary for sharing SDOH data among healthcare providers and community organizations in meaningful, actionable ways that can be successfully replicated and implemented. This was the first time the Leadership Consortium implemented and tracked the results of its recommendations as part of the new Implementation Collaborative phase of work, a crucial step in making the group's work ready for real-world application.

## Preliminary recommendations:



**Build strong, sustainable relationships with community organizations**



**Use technology to make connections more efficiently**



**Partner with experts to leverage available technology**

Establishing and strengthening relationships with community-based organizations and care providers can create referral systems and regular communication feedback loops. Digital platforms can be leveraged to augment referral networks and streamline referral processes with the help of experts in healthcare IT, digital platforms, and artificial intelligence. The lessons learned, barriers to implementation, promising practices, and helpful resources resulting from the implementation phase, along with the Leadership Consortium's final recommendations will be detailed in a report to be released in early 2024.

# Driving Better, Safer, More Equitable Healthcare: Project Spotlight

## FAST-TRACKING DEVELOPMENT OF NEXT GENERATION MEASURES TO CLOSE QUALITY GAPS AND SUPPORT VALUE-BASED CARE

Despite a decade of consensus that value-based payment demands more outcome-oriented measures, current measure sets predominantly focus on processes, not outcomes. NQF launched the Aligned Innovation initiative in late 2022 to accelerate the development, validation, and scaled use of next generation measures that fill high priority gaps and reflect the outcomes that patients and clinicians say matter most. A hallmark of Aligned Innovation is its compressed timeframe—24 months from end to end compared with a more typical measure development timeframe of six years or longer.

In 2023, working in partnership with a national Innovator Coalition of public- and private-sector payers, purchasers, and providers, we identified and began work to advance the first round of measures to be developed under Aligned Innovation. The measures will focus on two priority areas identified by the Coalition as urgent gaps in our nation's portfolio of measures: behavioral health outcomes for children, adolescents, and adults; and maternal health outcomes associated with reducing severe maternal morbidity and postpartum death.

We moved next to begin accelerated development, testing, and validation of measures in these two priority areas, specifically: outcome measures for children, adolescents, and adults with depression or anxiety, and for pregnant patients, measures of blood pressure control during pregnancy and postpartum, and a measure of risk-appropriate care for patients at risk of severe maternal morbidity or postpartum death. Measure developers were invited to submit proposals to develop, test, and support the implementation of several new measures. By the end of 2023, we had selected exceptionally qualified developers who will work with the Innovator Coalition and their diverse, nationally representative provider partners to deliver next generation measures ready for broad adoption and use by the end of 2024, or shortly thereafter.

**“The Aligned Innovation approach accelerates development of measures that represent outcomes that patients and clinicians say matter most, that fill high priority gaps in our nation's portfolio of measures and that come out of the pipeline ready for broad adoption and use owing to our unique multistakeholder process.”**

**DANA GELB SAFRAN, ScD**

NQF President & CEO



Aligned Innovation differs from traditional measure development processes in multiple ways, including its rapid-cycle development process that establishes prospective measure alignment among payers, purchasers and providers from the outset. In this way, it aims to eliminate the fragmentation and redundancy in measures that providers and other stakeholders have flagged as burdensome and problematic. Aligned Innovation also preemptively addresses downstream obstacles, including clinical and operational concerns, that have historically limited or delayed measure adoption and use at scale. Coalition members have committed to recruiting a diverse group of providers from within their networks representing every care setting, geography, and patient population, to help design and test measures. Because of this, the resulting measures will be broadly applicable and ready for immediate implementation across systems and settings. In addition, proactive alignment among stakeholders reduces the need for competing measures, which ultimately helps reduce measurement burden.

## OVERCOMING BARRIERS TO DIAGNOSTIC EXCELLENCE

Patients and healthcare providers rely on accurate and timely diagnoses to effectively evaluate health conditions, determine treatment options, and plan care. Medical diagnostics greatly impact the quality of care, but improvement efforts have been hindered by difficulties in measuring diagnostic accuracy and timeliness. There is a critical need to strengthen the quality and accuracy of the diagnostic process, and to do so will require reliable measurement of diagnostic excellence.

NQF launched the Advancing Measurement of Diagnostic Excellence for Better Healthcare initiative in partnership with the Gordon and Betty Moore Foundation. Building on the groundbreaking measure development work of the Moore Foundation, we are exploring opportunities to overcome barriers to diagnostic performance measurement.


Convening multistakeholder groups, including an Advancing Measurement of Diagnostic Excellence Committee, work is under way to identify and specify critical technical data standards needed for interoperability and to advance consensus on measurement methods central to diagnostic measures. To confront technical measurement challenges such as those related to use of artificial intelligence (AI) and natural language processing (NLP) in diagnostic measurement, we have convened an AI Technical Expert Panel (AI TEP) comprised of experts in the use of AI as well as payers, purchasers, health systems, providers, and consumers.

Public comment periods and listening sessions will provide additional opportunities for stakeholder input and engagement. The initiative will culminate with a call to action to foster adoption of diagnostic excellence measurement and create a virtual, public repository of diagnostic excellence measurement resources and guidance.

### Developing a Framework for Using Artificial Intelligence in Quality Measures

Some of the most prevalent and pervasive barriers to diagnostic measurement, such as capturing patient feedback outside of structured data fields, will require use of AI methods including NLP and machine learning (ML). NQF recruited some of the top experts at the intersection of AI and healthcare for the AI TEP. The panel is now working to develop a framework and principles for reviewing the use of AI methods in quality measures. At a time when industry is looking for guidance balancing the benefits of AI with its risks, the TEP recommendations will provide important guiding principles for development, evaluation, and implementation of AI in quality measurement and accountability efforts.





**“Removing barriers to diagnostic performance measurement will help us get a more complete picture of the diagnostic process to identify opportunities to improve care for patients.”**

**KATHRYN M. MCDONALD, PHD, MM**

Bloomberg Distinguished Professor of Health Systems, Quality, and Safety, Johns Hopkins University, and Co-Director of the Johns Hopkins Armstrong Institute Center for Diagnostic Excellence

## **IMPROVING ACCESSIBILITY OF HIGH QUALITY HEALTH INFORMATION ONLINE TO EMPOWER PATIENTS**

Consumers increasingly rely on the internet as an essential source of information about health and wellness, but finding and accessing health information that is of high quality isn't always easy or straightforward. Health sources must base content on information from credible sources, but without ensuring accessibility to consumers, the value of that information is lost.

With funding from YouTube Health, NQF explored the quality of health information content in terms of accessibility, considering how consumers find, understand, and use the information. With input from a group of experts at the intersection of social media, health communication, and healthcare quality, we developed and released an Issue Brief outlining five fundamentals of high quality online health information: High quality information is credible, obtainable, authentic, relatable, and actionable. As a guide for health information sources, the Brief outlines how to make such content more accessible to consumers at all health literacy levels to empower better informed patients and caregivers.



## IMPROVING OUTCOMES AND ACCOUNTABILITY FOR SERVICES TO PEOPLE WITH DISABILITIES

California's Department of Developmental Services (DDS) oversees services to more than 400,000 Californians with intellectual or developmental disabilities. In order to facilitate delivery of consistent and equitable services that improve quality of life, DDS must be able to measure outcomes.

NQF partnered with the California Community Living Network (CCLN) to help develop, pilot and test the feasibility, reliability, and validity of a new system to measure the outcomes of DDS services and the quality of services experienced by individuals and their families. The project is part of the CCLN's Person-Centered Advocacy, Vision, and Education (PAVE) Service Outcomes Project to improve quality of life outcomes for those using DDS and regional center services across the state.

As the first part of a multi-year partnership, we conducted research on the state of services for individuals with developmental disabilities and began identifying experts and stakeholders to participate in feedback sessions on the project's methodology and validate its measurement framework. A consolidated final report on key themes and recommendations is slated to be delivered in late 2024 and NQF will continue to serve as a project consultant through at least 2025. In a second phase of work planned for 2025–2027, NQF will develop recommendations around scalability of the system.

## HELPING HOSPITALS BETTER PREVENT, IDENTIFY AND TREAT HOSPITAL-ONSET BLOODSTREAM INFECTIONS TO IMPROVE PATIENT SAFETY

Despite being largely preventable, healthcare-associated infections (HAIs) result in about 72,000 annual deaths and have an estimated direct medical cost of \$28.4 billion per year. An estimated 633,300 patients contract HAIs each year, a situation that has been exacerbated by the COVID-19 pandemic, according to data from the Centers for Disease Control and Prevention (CDC).

One of the most common types of HAI is hospital-onset bacteremia and fungemia (HOB), a bacterial or fungal infection of the bloodstream. NQF is currently developing an implementation guide for acute care hospitals to support efforts to prevent HOB infections and mount effective responses when HOB does occur. The guide is intended to be used as a step-by-step “playbook” for clinicians and hospital staff in their efforts to reduce avoidable infections contributing to HOB and offer best practices on isolation and treatment of the pathogen when it does occur.

## ADVANCING VALUE-BASED CARE GLOBALLY

NQF experts traveled to Singapore to meet with representatives from the country's Ministry of Health and provide strategic input on its performance measurement and value-based care incentive structures.

Singapore's healthcare system is often touted as one of the world's best, but an aging population and an increase in chronic conditions for citizens of all ages has raised concern over future disease burden and rising costs. Health officials there are encouraging more preventive and community-based care over reactive, acute care, and are exploring how their quality measurement programs can be better leveraged to improve care, increase accountability, and control costs.



# Member-Exclusives: Events, Webinars, and Stakeholder Advisory Councils

## MEMBER-EXCLUSIVE IN-PERSON EVENTS PROVIDE KNOWLEDGE, CONNECTION

NQF hosted successful face-to-face education and networking events in our Washington, DC office, each with a virtual live stream option for those unable to attend in person.

### The Clinical Experience in Value-Based Care With Dr. Kate Goodrich

Members heard an enlightening and informative presentation from Humana Chief Medical Officer and former Director, CMS Center for Clinical Standards, Kate Goodrich. In her presentation, Dr. Goodrich made the case for moving to value-based care, discussed the impact it is already having as well as future opportunities, and answered attendee questions.

### Members Hear from NQF President During Roundtable Discussion

In an exclusive roundtable event, Members engaged in an open dialogue with NQF President & CEO Dana Gelb Safran and NQF leaders. During her remarks, Dr. Safran provided an inside look at NQF's portfolio of work, discussed future priorities, and gave an update on opportunities for Members to get involved and have an impact on important programs and initiatives. She also shared her thoughts on the strategic affiliation with The Joint Commission and vision for the future and responded to questions from Members.



### Member Webinar Series Provides Insight Into a Variety of Health Topics

NQF hosted a series of monthly webinars exclusively for Members and covering a range of innovations and critical issues impacting healthcare quality. These webinars allow organizations and individuals to learn from colleagues and share knowledge about topics aligned with the NQF Strategic Plan.

**HEALTH EQUITY MEASUREMENT | HIGH QUALITY HEALTH INFORMATION  
DIAGNOSTIC EXCELLENCE | LGBTQ+ PATIENT CARE | PROMS  
ROLE OF GENETICS IN CLINICAL CARE | SOCIAL DRIVERS OF HEALTH  
MITIGATING RISK IN FRAIL ELDERLY | DEPRESCRIBING IN HOME CARE**



### New Stakeholder Advisory Councils

Members will have a new opportunity to help guide NQF's organizational priorities and direction through new Member-exclusive Stakeholder Advisory Councils. The Councils are comprised of individuals with a common role in the healthcare quality ecosystem and who share similar obstacles to improving quality outcomes. Nominations were solicited in fall 2023 for the Councils to be seated in 2024.



## WELCOME, MEMBER ORGANIZATIONS JOINING IN 2023

- American Board of Medical Specialties
- American Chiropractic Association
- Collaborative for Maternal and Infant Health, UNC Chapel Hill
- DiabetesSisters
- MEDIS, LLC
- National Alliance to Advance Adolescent Health
- National Home Infusion Association
- Patients For Patient Safety US
- Pfizer
- Renal Healthcare Association
- Research Institute for Home Care
- Roji Health Intelligence LLC
- Society for Academic Emergency Medicine
- The Beryl Institute
- The Carolinas Center for Medical Excellence (Medical Review of NC, Inc. d.b.a)
- United Ostomy Associations of America
- UPMC Health Plan
- WellSpan Health

## MORE THAN 50 ORGANIZATIONS HAVE BEEN NQF MEMBERS FOR OVER 20 YEARS!

- AARP
- ABIM Foundation
- AHA/ACC Joint Committee on Performance Measures
- American Academy of Family Physicians
- American Association of Nurse Anesthesiology
- American College of Cardiology
- American College of Radiology
- American Federation of Teachers Nurses and Healthcare Professionals
- American Heart Association
- American Hospital Association
- American Medical Association
- American Nurses Association
- American Society of Health-System Pharmacists
- America's Essential Hospitals
- America's Health Insurance Plans
- Association of American Medical Colleges
- BJC HealthCare
- BlueCross BlueShield Association
- Centers for Medicare & Medicaid Services
- CIGNA HealthCare
- Cleveland Clinic
- Consumer Coalition for Quality Health Care
- Council of Medical Specialty Societies
- Defense Health Agency
- Elevance Health
- Federation of American Hospitals
- Florida Alliance for Healthcare Value
- HCA Healthcare
- Health Resources and Services Administration
- HealthPartners
- Henry Ford Health System
- IPRO
- Jefferson College of Population Health
- Kaiser Permanente
- Mayo Clinic
- Memorial Sloan-Kettering Cancer Center
- National Alliance of Healthcare Purchaser Coalitions
- National Association for Healthcare Quality
- National Committee for Quality Assurance
- National Partnership for Women & Families
- New Jersey Health Care Quality Institute
- Northwell Health
- Premier
- Purchaser Business Group on Health
- Society of Thoracic Surgeons
- The Alliance
- The Joint Commission
- The Leapfrog Group
- The National Forum of ESRD Networks
- UnitedHealth Group
- University of Michigan Health System
- URAC
- Veterans Health Administration
- Vizient, Inc.

# Celebrating Innovation Through the John M. Eisenberg Patient Safety & Quality Awards

Presented annually by NQF and The Joint Commission, the John M. Eisenberg Patient Safety & Quality Awards recognize the best examples of individual, local, and national efforts to improve patient safety and healthcare quality. The awards were launched in 2002 and named in honor of the late John M. Eisenberg, former administrator of the Agency for Healthcare Research and Quality (AHRQ), who was an impassioned advocate for healthcare quality improvement, as well as a founding member of NQF's Board of Directors.

The 2023 awardees were selected for their work helping healthcare organizations foster a culture of teamwork and safety; engaging with surgical patients to co-create multidisciplinary care plans; and improvements in documentation, and in radiation exposure and opioid prescribing rates.

## Congratulations 2023 Eisenberg Awardees



### INDIVIDUAL ACHIEVEMENT

Eduardo Salas, PhD



### NATIONAL LEVEL INNOVATION IN PATIENT SAFETY AND QUALITY

The Surgical Pause – Veterans Health Administration (VHA)



### LOCAL LEVEL INNOVATION IN PATIENT SAFETY AND QUALITY

Creating a Culture of Quality for Cardiovascular Care in Michigan – BMC2



### **Eduardo Salas, PhD**

Dr. Eduardo Salas has spent 40 years designing, developing, and evaluating evidence-based principles and tools to help healthcare organizations create a culture of teamwork and safety. Dr. Salas' decades of work with the Department of the Navy regarding air crew coordination and teamwork in other high-risk industries was foundational to establish core competencies specific to healthcare teams. His work reinforced the focus on critical areas such as strategy design to facilitate adoption of team principles into high stress, high stakes environments; and the use of innovative technologies such as medical simulation to advance the science and training of teamwork in healthcare environments. Dr. Salas was instrumental in the design, development, and delivery of Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS™), which has now been adopted by 70% of US hospitals.



### **The Surgical Pause – Veterans Health Administration (VHA)**

VHA's Surgical Pause initiative uses routine frailty screening with the Risk Analysis Index (a bedside frailty assessment that can be completed in 30 seconds) to identify patients with the highest risk of postoperative complication, loss of independence, and mortality. If a patient is found to be frail, a brief "pause" permits further evaluation to review goals of care and optimize treatment plans. For the majority of patients who decide to pursue surgery, multidisciplinary care plans can be tailored to mitigate frailty-associated risks prior to surgery, in addition to tailored care during surgery and systematic assessment during recovery. For some patients, goal clarification empowers them to choose non-operative treatment. These prehabilitative interventions shift the paradigm from a focus on rescuing patients experiencing postoperative complications to strengthening the frail patient and mitigating potential complications before they happen. Data from initial pilot sites support this initiative's success. In one example, the Omaha VA Medical Center reduced the six-month mortality rate among the frail from 25% to 8%. Later efforts at VA Centers in Pittsburgh and Gainesville, FL replicated this improvement. The Surgical Pause has been replicated at more than 50 VHA and private-sector medical centers.

### **Creating a Culture of Quality for Cardiovascular Care in Michigan – BMC2**

BMC2 (Blue Cross Blue Shield of Michigan Cardiovascular Consortium) is a state-wide quality improvement collaborative that develops and administers a portfolio of quality improvement interventions for patients who undergo percutaneous coronary interventions (PCI), vascular surgical procedures, and transcatheter valve procedures in Michigan. Facilities contribute procedural and outcome data to registries, which are aggregated into hospital- and physician-level reports and benchmarked to statewide performance. BMC2 is recognized for its remarkable improvements in the documentation of radiation use, a decrease in high-dose radiation exposure, and opioid pill prescribing rates. Documentation of radiation use improved from 73.1% in 2019 to 85.5% in 2021. BMC2 sites achieved an overall 43% decrease in cases with high-dose radiation exposure from 2018 to 2021. Their data also show approximately 30% improvement in the rate of patients with prescription of less than 10 opioid pills. BMC2 annually impacts 30,000 patients treated by hundreds of physicians from more than 100 hospital teams.



# Thank You to Our Esteemed Board of Directors

NQF's mission and commitment to serving as a trusted platform for multistakeholder consensus is exemplified and enabled by its diverse Board of Directors. Board members are leaders from across the healthcare ecosystem who are revered for their dedication, tenacity, expertise, and innovation. NQF's board helps ensure a full array of stakeholder participation across all mission efforts and is uniquely comprised of a majority of consumer and purchaser organizations—a purposeful action taken by NQF founders to better balance participation of voices historically underrepresented in quality measurement and improvement. Our work would not be possible without the staunch support of the respected senior leaders who volunteer their valuable time to serve on NQF's board. We extend our sincere appreciation to this esteemed group.

## CURRENT BOARD OF DIRECTORS

- Susan Frampton, PhD, FPCC, President, Planetree International (Chair)
- Andrew Bindman, MD, Executive Vice President, Chief Medical Officer, Kaiser Foundation Health Plan, Inc., and Hospitals (Vice Chair)
- Emily Aaronson, MD, MPH, Chief Quality Officer, Walmart Health and Wellness
- Leah Binder, MA, MGA, President & CEO, The Leapfrog Group
- Andrew Dreyfus, former President and CEO, Blue Cross Blue Shield of Massachusetts (BCBSMA)
- Kate Goodrich, MD, MHS, Chief Medical Officer, Humana
- Garth Graham, Director and Global Head, Healthcare and Public Health, Google/YouTube
- Frederick Isasi, JD, MPH, Immediate Past Executive Director, Families USA
- Tochi Iroku-Malize, MD, MPH, MBA, FAFAP, SFHM, Senior Vice President, Family Medicine, Northwell Health, 2023 President and 2024 Board Chair, American Academy of Family Physicians
- Suzanne Miyamoto, PhD, RN, FAAN, CEO, American Academy of Nursing
- Jonathan B. Perlin, MD, PhD, MSHA, MACP, FACMI, President and CEO, The Joint Commission
- Shannon Phillips, MD, MPH, Chief Health Officer, Joyous
- Jamila K. Taylor, PhD, MPA, President & CEO, Institute for Women's Policy Research
- Henry H. Ting, MD, MBA, Senior Vice President, Chief Health & Wellness Officer, Delta Air Lines
- Robert Valdez, PhD, MSHA, Director, Agency for Healthcare Research and Quality (AHRQ), U.S. Department of Health and Human Services
- Dora Hughes, MD, MPH, Acting Chief Medical Officer and Acting Director, Center for Clinical Standards and Quality, Centers for Medicare & Medicaid Services (CMS)
- Reena Duseja, MD, MS, Senior Advisor, Veterans Health Administration (VHA), U.S. Department of Veterans Affairs
- Dana Gelb Safran, ScD, President & CEO, NQF (Ex-Officio)

## OUTGOING BOARD MEMBERS

- Peter A. Briss, U.S. Public Health Service Medical Director, National Center for Chronic Disease Prevention and Health Promotion
- Lee Fleisher, Chief Medical Officer and Director of the Center for Clinical Standards and Quality, Center for Medicare and Medicaid Innovation, Centers for Medicare & Medicaid Services
- Jennifer E. Lee, Director, Bureau of Tobacco Control, New York State Department of Health
- Mona Siddiqui, Senior Vice President, Enterprise Clinical Strategy and Quality, Humana
- Adam Thompson, Practice Facilitator, Northeast-Caribbean AIDS Education & Training Center
- Cristie Upshaw Travis, Chief Executive Officer and Co-CEO, HealthCareTN
- Knitasha Washington, President and Chief Executive Officer, ATW Health Solutions



# About National Quality Forum (NQF)

The National Quality Forum (NQF) is a not-for-profit, nonpartisan, membership-based organization that works to improve healthcare outcomes, safety, equity, and affordability. Our unique role is to bring all voices to our table to forge multistakeholder consensus on quality measurement and improvement standards and practices that achieve measurable health improvements for all. NQF is a proud affiliate of The Joint Commission. Learn more at [www.qualityforum.org](http://www.qualityforum.org).

## OUR MISSION

**To be the trusted voice driving measurable health improvements**

## OUR VISION

**Every person experiences high value care and optimal health outcomes**

## OUR VALUES

**Collaboration  
Excellence  
Integrity  
Leadership  
Passion**





# NATIONAL QUALITY FORUM

Driving measurable health  
improvements together

1099 14th Street NW, Suite 500

Washington, DC 20005

[qualityforum.org](http://qualityforum.org)

**NQF brings together stakeholder voices from  
throughout the healthcare ecosystem.**

