

TAB A

APPROVAL OF MINUTES



**Meeting of the Board of Directors
July 22, 2015**

A meeting of the Board of Directors of the National Quality Forum (NQF) was held on July 22, 2015, at the offices of the National Quality Forum in Washington, DC.

Participants

Board Members Attending: Helen Darling (Chair); Bruce Siegel (Vice Chair); Lawrence Becker (Treasurer); Christine Cassel (President & CEO); Peter Briss (CDC Designee); Jim Chase; Maureen Corry; Carol Cronin; Leonardo Cuello; Joyce Dubow; Liz Fowler; Marge Ginsburg; Kate Goodrich (CMS Designee); Deborah Parham Hopson (HRSA Designee); Don Kemper; Bill Kramer; Harold Miller; Dolores Mitchell; Elizabeth Mitchell (by phone); Mary Naylor (by phone); Laurel Pickering; Louise Probst; Lew Sandy; David Shahian; Kirsten Sloan; Nancy Wilson (AHRQ Designee)

Non-Voting Ex Officio Board Members Attending: Lee Fleisher (CSAC Chair); Paul Tang (HITAC Chair)

Board Members Not Attending: Jack Cochran; Bob Galvin; Ardis Hoven; Marc Overhage

NQF Staff: Helen Burstin; Neal Comstock; Ann Greiner; Ann Hammersmith (General Counsel and Corporation Secretary); Elisa Munthali; Wendy Prins; Nicole Silverman; Kyle Vickers; Marcia Wilson

Guest: James Orlikoff, Orlikoff & Associates, Inc.

EXECUTIVE SESSION

The Board met in executive session from 8:01 a.m. to 8:13 a.m.

CLOSED SESSION

Strategic Planning

The Board discussed the appropriate direction for NQF's strategic planning process. Jim Chase, Board Vice Chair and leader of the Strategic Planning Workgroup, led the discussion. The Board discussed many possibilities for NQF's strategic direction and supported focusing on a few things that are very important and eliminating managerial/operational issues.

Board Size and Competencies

Jamie Orlikoff, NQF's governance consultant, facilitated a Board discussion regarding governance processes and structures in light of NQF's strategic planning efforts. The discussion focused on a competency-based Board, the principle of centralized authority/decentralized decision making, and the possibility of a representational Board in the context of a competency-based Board.

Report of the Finance and Audit Committee

Larry Becker, Treasurer, gave the report of the Finance and Audit Committee, including the financial performance review. Mr. Becker noted that both federal and private dollars in support of NQF's activities are growing. The Board also discussed NQF's reserve policy.

Governance Committee Report

ACTION: The Board elected Bruce Siegel as Board Chair and Jim Chase as Board Vice Chair, both with two-year terms beginning November 5, 2015.

ACTION: The Board voted to add Louise Probst to the Executive Committee and retain Helen Darling as an Executive Committee member following the end of her term as Board Chair. The Board also indicated its desire to add a consumer to the Executive Committee.

ACTION: The Board voted to add Leo Cuello, Helen Darling, Marge Ginsburg, and Laurel Pickering to the Governance Committee and to remove Louise Probst from the Governance Committee as she will serve on the Executive Committee.

ACTION: The Board voted to add Lew Sandy and Kirsten Sloan to the Finance and Audit Committee and to remove Bruce Siegel from the Finance and Audit Committee when he becomes Board Chair.

MAP Nominations

ACTION: The Board voted to approve the slate of appointments for the MAP Coordinating Committee and four workgroups (clinician, dual eligible beneficiaries, hospital, and post-acute care/long-term care), as detailed in Attachment A to these minutes.

Measure Incubator Report

Dr. Christine Cassel, President and CEO, and staff gave a report on the progress of the Measure Incubator.

Measure Ratification Decisions and Proposed Revised Appeals Process

The Board discussed proposed changes to the measure endorsement process, the measure appeals process, and grounds for appeal.

ACTION: The Board approved the following guiding principles regarding the measure endorsement and appeals process:

- (1) The CSAC will make the final measure endorsement decision, without ratification by another body.
- (2) A newly created Appeals Board will decide measure appeals instead of the Executive Committee.
- (3) A measure appeal will go directly to the Appeals Board without a re-review by the CSAC.

The Board directed the Executive Committee to report to the Board at its November meeting with recommendations regarding grounds for appeal; Appeals Board membership; appeals of measures that were not endorsed; and a range of decisions/actions that may be taken by the Appeals Board.

OPEN SESSION

The Board began its open session at 1:35 p.m.

Welcome, Chair's Report on Closed Session, and Approval of Minutes

Helen Darling, Chair, reported the actions taken by the Board during its closed session. Dr. Cassel introduced Elisa Munthali, newly appointed Vice President, Quality Measurement, to the Board.

ACTION: The Board approved the minutes of the March 24 and May 19, 2015, Board meetings.

Membership Report

Neal Comstock, Vice President, Member Relations, reviewed NQF's membership year-to-date, opportunities for member engagement, and plans for the 2016 NQF Annual Conference.

Report on SES Trial and Disparities Standing Committee

Dr. Helen Burstin, Chief Scientific Officer, updated the Board on the SES Trial. Dr. Burstin noted that the 15 measures from the readmission project and three measures from the cost and research project have entered the two-year trial period and the developers are working to modify the measures. The trial period requires measures adjusted for SES and other demographic factors to also have specifications to allow stratification by those factors to achieve full transparency.

Dr. Burstin also reported on the draft charge of the Disparities Committee, which will oversee the evaluation of the SES Trial. Dr. Burstin also sought the Board's help to ensure strong nominations for this important Committee.

Ratification of Person- and Family-Centered Care Measures, Project Phase 2

Marcia Wilson, Senior Vice President, Quality Measurement, presented measures recommended for endorsement ratification from Phase Two of the Person- and Family-Centered Care Project. The Board discussed the measures at length and then opened the floor for public comment.

ACTION: The Board ratified endorsement of the following measures:

- [2287: Functional Change: Change in Motor Score \(UDSMR\)](#) - Change in rasch derived values of motor function from admission to discharge among adult inpatient rehabilitation facility patients aged 18 years and older who were discharged alive. The timeframe for the measure is 12 months. The measure includes the following 12 FIM® items: Feeding, Grooming, Dressing Upper Body, Dressing Lower Body, Toileting, Bowel, Expression, Memory, Transfer Bed/Chair/Wheelchair, Transfer Toilet, Locomotion and Stairs.
- [2612: CARE: Improvement in Mobility \(AHCA\)](#) - The measure calculates a skilled nursing facility's (SNFs) average change in mobility for patients admitted from a hospital who are receiving therapy. The measure calculates the average change in mobility score between admission and discharge for all residents admitted to a SNF from a hospital or another post-acute care setting for therapy (i.e., PT or OT) regardless of payor status. This is a risk adjusted outcome measure, based on the mobility subscale of the Continuity Assessment and Record Evaluation (CARE) Tool and information from the admission MDS 3.0 assessment. The measure is calculated on a rolling 12 month, average updated quarterly.
- [2613: CARE: Improvement in Self Care \(AHCA\)](#) - The measure calculates a skilled nursing facility's (SNFs) average change in self care for patients admitted from a hospital who are receiving therapy. The measure calculates the average change in self care score between admission and discharge for all residents admitted to a SNF from a hospital or another post-acute care setting for therapy (i.e., PT or OT) regardless of payor status. This is a risk adjusted outcome measure, based on the self care subscale of the Continuity Assessment and Record Evaluation (CARE) Tool and information from the admission MDS 3.0 assessment. The measure is calculated on a rolling 12 month, average updated quarterly.
- [2624: Functional Outcome Assessment \(CMS\)](#)- Percentage of visits for patients aged 18 years and older with documentation of a current functional outcome assessment using a standardized functional outcome assessment tool on the date of the encounter AND documentation of a care plan based on identified functional outcome deficiencies on the date of the identified deficiencies.
- [2631: Percent of Long-Term Care Hospital \(LTCH\) Patients With an Admission and Discharge Functional Assessment and a Care Plan That Addresses Function \(CMS\)](#) – This quality measure reports the percentage of all Long-Term Care Hospital (LTCH) patients with an admission and discharge functional assessment and a care plan that addresses function.
- [2632: Long-Term Care Hospital \(LTCH\) Functional Outcome Measure: Change in Mobility Among Patients Requiring Ventilator Support \(CMS\)](#) – This measure estimates the risk-adjusted change in mobility score between admission and discharge among LTCH patients requiring ventilator support at admission.

- [2635: Inpatient Rehabilitation Facility \(IRF\) Functional Outcome Measure: Discharge SelfCare Score for Medical Rehabilitation Patients \(CMS\)](#) – This measure estimates the percentage of IRF patients who meet or exceed an expected discharge self-care score.
- [2636: Inpatient Rehabilitation Facility \(IRF\) Functional Outcome Measure: Discharge Mobility Score for Medical Rehabilitation Patients \(CMS\)](#) - This measure estimates the percentage IRF patients who meet or exceed an expected discharge mobility score.

ACTION: The Board did not ratify the following measures and directed staff to return the measures to the CSAC for further consideration:

- **2286: Functional Change: Change in Self Care Score (UDSMR)** - Change in rasch derived values of self-care function from admission to discharge among adult patients treated at an inpatient rehabilitation facility who were discharged alive. The timeframe for the measure is 12 months. The measure includes the following 8 items: Feeding, Grooming, Dressing Upper Body, Dressing Lower Body, Toileting, Bowel, Expression, and Memory.
- **2321: Functional Change: Change in Mobility Score (UDSMR)** - Change in rasch derived values of mobility function from admission to discharge among adult inpatient rehabilitation facility patients aged 18 years and older who were discharged alive. The timeframe for the measure is 12 months. The measure includes the following 4 mobility FIM® items: Transfer Bed/Chair/Wheelchair, Transfer Toilet, Locomotion and Stairs.
- **2633: IRF Functional Outcome Measure: Change in Self-Care Score for Medical Rehabilitation Patients (CMS CARE Tool)**
- **2634: IRF Functional Outcome Measure: Change in Mobility Score for Medical Rehabilitation Patients (CMS)**

The Board considered no other business and the meeting adjourned at 3:11 p.m.

Respectfully submitted,

Ann F. Hammersmith
Corporation Secretary

NOTE: For each roster, all members are shown, and the recommendations for appointments are noted in parentheses.

Measure Applications Partnership Coordinating Committee

This slate contains the list of appointments to approve, as well as members whose terms are continuing. All new appointments and re-appointments are marked accordingly.

COMMITTEE CO-CHAIRS (VOTING)

Elizabeth McGlynn, PhD, MPP

Harold Pincus, MD (*recommended for appointment as chair from 2015-2017*)

ORGANIZATIONAL MEMBERS (VOTING)

AARP

Academy of Managed Care Pharmacy

AdvaMed

AFL-CIO (*recommended for re-appointment*)

America's Health Insurance Plans (*recommended for re-appointment*)

American Board of Medical Specialties

American College of Physicians

American College of Surgeons

American HealthCare Association (*recommended for new appointment*)

American Hospital Association

American Medical Association

American Medical Group Association

American Nurses Association

Blue Cross and Blue Shield Association

Consumers Union

Federation of American Hospitals

Healthcare Financial Management Association

The Joint Commission (*recommended for re-appointment*)

The Leapfrog Group (*recommended for new appointment*)

National Alliance for Caregiving

National Association of Medicaid Directors

National Business Group on Health

National Committee for Quality Assurance

National Partnership for Women and Families (*recommended for re-appointment*)

Network for Regional Healthcare Improvement (*recommended for new appointment*)

Pacific Business Group on Health (*recommended for re-appointment*)

Pharmaceutical Research and Manufacturers of America

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Richard Antonelli, MD, MS (*recommended for appointment*)

Bobbie Berkowitz, PhD, RN, CNAA, FAAN

Marshall Chin, MD, MPH, FACP

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

Agency for Healthcare Research and Quality

Centers for Disease Control and Prevention

Centers for Medicare & Medicaid Services

Office of the National Coordinator for Health Information Technology

Measure Applications Partnership Clinician Workgroup

This slate contains the list of appointments to approve, as well as members whose terms are continuing. All new appointments and re-appointments are marked accordingly.

WORKGROUP CHAIR (VOTING)

Bruce Bagley, MD (*recommended for appointment as chair from 2015-2018*)

Eric Whitacre, MD, FACS (*recommended for appointment as chair from 2015-2016*)

ORGANIZATIONAL MEMBERS (VOTING)

The Alliance (*recommended for re-appointment*)

American Association of Nurse Practitioners

American Academy of Ophthalmology (*recommended for new appointment*)

American Academy of Pediatrics

Anthem

Association of American Medical Colleges

American College of Cardiology (*recommended for re-appointment*)

American College of Radiology

Carolina's HealthCare System (*recommended for new appointment*)

Center for Patient Partnerships

Consumers' CHECKBOOK

Kaiser Permanente

March of Dimes

Minnesota Community Measurement

National Business Coalition on Health

National Center for Interprofessional Practice and Education

Pacific Business Group on Health (*recommended for re-appointment*)

Patient-Centered Primary Care Collaborative

Primary Care Information Project (*recommended for new appointment*)

St. Louis Area Business Health Coalition (*recommended for new appointment*)

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Luther Clark, MD

Constance Dahlin, MSN, ANP-BC, ACHPN, FPCN, FAAN

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

Centers for Disease Control and Prevention

Centers for Medicare & Medicaid Services

Health Resources and Services Administration

Measure Applications Partnership Dual Eligible Beneficiaries Workgroup

This slate contains the list of appointments to approve, as well as members whose terms are continuing. All new appointments and re-appointments are marked accordingly.

WORKGROUP CO-CHAIRS (VOTING)

Jennie Chin Hansen, RN, MS, FAAN (*recommended for appointment as chair from 2015-2017*)

Nancy Hanrahan, PhD, PN, FAAN (*recommended for appointment as chair from 2015-2018*)

ORGANIZATIONAL MEMBERS (VOTING)

AARP Public Policy Institute

American Geriatrics Society

AMDA - The Society for Post-Acute and Long-Term Care Medicine

Association for Community Affiliated Plans (*recommended for new appointment*)

Centene Corporation (*recommended for new appointment*)

Consortium for Citizens with Disabilities (*recommended for re-appointment*)

Easter Seals (*recommended for new appointment*)

Homewatch CareGivers (*recommended for new appointment*)

Humana, Inc.

iCare

National Association of Medicaid Directors (*recommended for new appointment*)

National Association of Social Workers

New Jersey Hospital Association (*recommended for new appointment*)

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Mady Chalk, MSW, PhD

James Dunford, MD

K. Charlie Lakin, PhD

Ann Lawthers, ScD (recommended for new appointment)

Ruth Perry, MD

Kimberly Rask, MD, PhD (recommended for new appointment)

Gail Stuart, PhD, RN

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

Administration for Community Living

Centers for Medicare & Medicaid Services, Medicare-Medicaid Coordination Office

Office of the Assistant Secretary for Planning and Evaluation

Measure Applications Partnership Hospital Workgroup

This slate contains the list of appointments to approve, as well as members whose terms are continuing. All new appointments and re-appointments are marked accordingly.

WORKGROUP CO-CHAIRS (VOTING)

Cristie Upshaw Travis, MSHHA (*recommended for appointment as chair from 2015-2018*)

Ronald S. Walters, MD, MBA, MHA, MS (*recommended for appointment as chair from 2015-2017*)

ORGANIZATIONAL MEMBERS (VOTING)

America's Essential Hospitals

AFT Nurses and Health Professionals

American Hospital Association

ASC Quality Collaboration

Blue Cross Blue Shield of Massachusetts (*recommended for re-appointment*)

Children's Hospital Association

Geisinger Health System (*recommended for new appointment*)

Kidney Care Partners (*transferred from post-acute care/long-term care workgroup*)

Mothers Against Medical Error (*recommended for re-appointment*)

National Coalition for Cancer Survivorship

National Rural Health Association (*recommended for re-appointment*)

Pharmacy Quality Alliance

Premier, Inc.

Project Patient Care

Service Employees International Union

The Society of Thoracic Surgeons (*recommended for new appointment*)

St. Louis Area Business Health Coalition

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Gregory Alexander, PhD, RN, FAAN (*recommended for new appointment*)

Elizabeth Evans, DNP (*recommended for new appointment*)

Jack Fowler, Jr., PhD

Mitchell Levy, MD, FCCM

Dolores Mitchell

R. Sean Morrison, MD (*recommended for re-appointment*)

Michael Phelan, MD, FACEP

Ann Marie Sullivan, MD

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

Agency for Healthcare Research and Quality

Centers for Disease Control and Prevention

Centers for Medicare & Medicaid Services

Measure Applications Partnership Post-Acute Care/Long-Term Care Workgroup

This slate contains the list of appointments to approve, as well as members whose terms are continuing. All new appointments and re-appointments are marked accordingly.

WORKGROUP CO-CHAIRS (VOTING)

Carol Raphael, MPA

Debra Saliba, MD, MPH (*recommended for appointment as chair from 2015-2017*)

COMMITTEE MEMBERS (VOTING)

Aetna

American Medical Rehabilitation Providers Association

American Occupational Therapy Association

American Physical Therapy Association

American Society of Consultant Pharmacists

Caregiver Action Network

Johns Hopkins University School of Medicine

Kindred Healthcare (*recommended for re-appointment*)

National Association of Area Agencies on Aging (*recommended for new appointment*)

The National Consumer Voice for Quality Long-Term Care (*recommended for re-appointment*)

National Hospice and Palliative Care Organization

National Pressure Ulcer Advisory Panel

National Transitions of Care Coalition (*recommended for re-appointment*)

AMDA - The Society for Post-Acute and Long-Term Care Medicine (*recommended for new appointment*)

Visiting Nurses Association of America

INDIVIDUAL SUBJECT MATTER EXPERTS (VOTING)

Kim Elliott, PhD, CPH (*recommended for new appointment*)

Gerri Lamb, PhD

Paul Mulhausen, MD, MHS (*recommended for new appointment*)

Eugene Nuccio, PhD (*recommended for new appointment*)

Thomas von Sternberg, MD

FEDERAL GOVERNMENT LIAISONS (NON-VOTING)

Centers for Medicare & Medicaid Services

Office of the National Coordinator for Health Information Technology

Substance Abuse and Mental Health Services Administration