



## Meeting of the Board of Directors

### OPEN SESSION

July 20, 2017

A meeting of the Board of Directors of the National Quality Forum (NQF) was held on July 20, 2017, at NQF's offices.

### Participants

**Board Members Attending:** Bruce Siegel (Chair); Lawrence Becker (Treasurer); James Chase (Vice Chair); Peter Briss (CDC Designee); Carol Cronin; Leonardo Cuello; Helen Darling; Elizabeth Fowler; Kate Goodrich (CMS Designee); Bill Kramer; Carolyn Pare; Deborah Parham Hopson (HRSA Designee); Jonathan Perlin; Laurel Pickering; Louise Probst; Jack Resneck; Lewis Sandy; David Shahian; Kirsten Sloan (via teleconference); Nancy Wilson (AHRQ Designee)

**NQF Staff:** Shantanu Agrawal (President and CEO); Helen Burstin; Apryl Clark; Neal Comstock; Patricia Green; Ann Hammersmith (General Counsel and Corporation Secretary); Jason Johnson; Elisa Munthali; Nicole Silverman; Cherish Simpson

### FIRST OPEN SESSION

The Board convened in open session at 8:33 a.m., ET.

### Approval of Open Session Minutes

**ACTION:** The Board approved the open session minutes from the April 3, 2017, Board of Directors meeting.

### CDP Redesign

President and CEO, Dr. Shantanu Agrawal, gave opening remarks and stated that the Consensus Development Process (CDP) is a major piece of work for NQF and thanked the team for doing an amazing job.

Elisa Munthali, Acting Senior Vice President, Quality Measurement, delivered her report on the CDP Redesign. Ms. Munthali stated that the redesign arose from stakeholder concerns about the agility and efficiency of the current process. NQF conducted a third redesign session, using Kaizen methods, in an effort to identify waste and opportunities for improvement, and ultimately an improved CDP. The

current cycle time for measures to go through the process is eight months, and the goal is to reduce the cycle to six or six and a half months. Kaizen participants recommended that NQF form a new Scientific Methods Panel to rigorously review the more technical aspects of measures, with a report for the consideration of the applicable standing committee. Participants also recommended streamlining NQF's commenting process as well as reducing the length of reports. In addition, Kaizen participants discussed reducing the number of standing committees to a more reasonable number. After careful consideration and input from clinicians, staff, and methodologists, the number of standing committees was decreased from 22 to 15.

Another must-have in the roll out of the CDP is the ability to know what measures are coming through the process. At least three months prior to the measure submission deadlines, developers will be required to submit an indication of readiness to submit.

### **Disparities and Roadmap for SES Trial**

President and CEO, Dr. Shantanu Agrawal, gave opening remarks and stated that NQF strongly recommends continuing the SES work by launching a new three-year initiative that would allow further work on inclusion of social risk factors in measure risk adjustment models provided that the initiative garners sufficient financial support.

Helen Burstin, Chief Scientific Officer, explained to the Board that NQF's work on social risk factors aligns with broader work creating a roadmap to reduce disparities through measurement. Dr. Burstin stated the goal of the roadmap is to identify NQF-endorsed measures as a tool that helps identify and incentivize the reduction of disparities. The roadmap has four steps: 1) prioritize disparity sensitive measures; 2) identify evidence-based interventions to reduce disparities; 3) select and use health equity measures; and 4) incentivize the reduction of disparities and achievement of equity through measurement.

Overall, 303 measures were examined in the trial period. Of those, 126 were outcome or intermediate outcome measures. Out of the 126 outcome or intermediate outcome measures, 93 utilized some form of oral risk adjustment. Ultimately, 65 measures were determined to have a conceptual basis for adjusting for social risk factors. Out of these 65 measures, 44 ultimately did not include a social risk factor in their risk adjustment model.

Elisa Munthali, Acting Senior Vice President, Quality Measurement, stated three potential recommendations for a path forward including launching a new social risk initiative; permanently changing the current NQF policy on risk adjustment for social risk factors; and reinstating the prohibition on inclusion of social risk factors.

**ACTION:** The Board approved the launch of a new three-year initiative to continue NQF's work on the impact of risk adjusting performance measures for social factors.

**Prioritization and Feedback**

In the interest of time, the Board elected to postpone discussion of this topic.

**Public Comment**

There were no public comments.

The Board considered no other business and the meeting adjourned at 11:30 a.m., ET.

Respectfully submitted,

Ann Hammersmith