CDP Kaizen: Improving the Way We Work

NATIONAL QUALITY FORUM

NQF hosted a two-day Kaizen event on May 18-19, 2017, focused on the Consensus Development Process (CDP). The purpose of the event was to examine the timeliness, efficiency, and effectiveness of the CDP with a view toward identifying its strengths and weaknesses and where it might be improved using a more agile process. The Kaizen sought to address improving coordination among CMS, developers, and NQF to better facilitate timely evaluation of measures; increasing opportunities for submission and timely review of measures; reducing cycle time of the CDP; and improving the flow of information between the CDP and Measure Applications Partnership (MAP) processes.

NQF convened, in collaboration with CMS, more than 40 participants from the public and private sectors for the Kaizen event—including experts from CMS and other federal agencies, NQF's standing committees, and organizations that develop measures, which represented a significant proportion of participants. Based on the outputs from the Kaizen event, NQF will undergo a significant CDP redesign that incorporates ongoing measure submission opportunities, more continuous and predictable submission pathways, and revisions to the measure evaluation process.

Read all about the improvements on the next page!

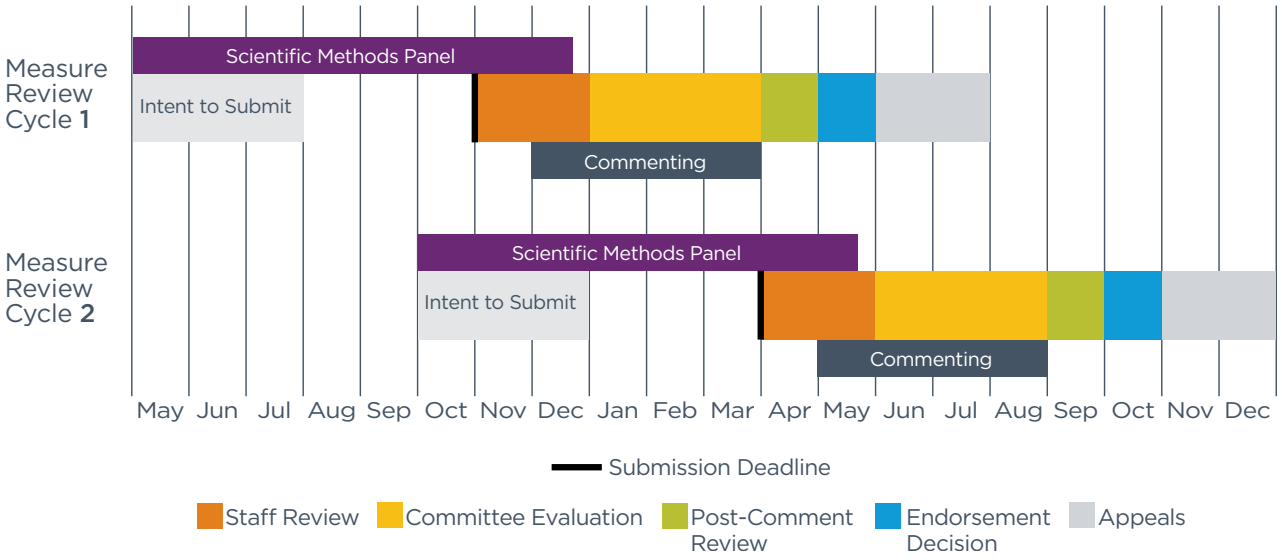
A big thanks to all of our Kaizen Participant Organizations!
(click to display/hide below)

WHAT IS Kaizen?

The word Kaizen in LEAN methodology means continuous improvement or "change for the better" through a combination of two Japanese words: kai, meaning "change," and zen, meaning "good."

The purpose of a Kaizen event is simple: to remove waste and manage change. In a Kaizen event, the current state is mapped to see the process as it runs at present, to identify waste, and to develop a future map to show how the process could run.

Consensus Development Process:
Two Cycles Every Contract Year



CDP KAIZEN IMPROVEMENTS

Increasing Opportunities for Measure Submission: Scheduling/Frequency

NQF will now offer two measure submission opportunities (cycles) for every topic area, each year. However, NQF will limit the number of measures evaluated by the standing committees in each cycle to a maximum of 12.[a]

Due to increased opportunities for measure submission, NQF has consolidated the measure review topical areas from 22 to 15 topical areas with the aim of balancing the size of the various NQF portfolios, grouping cross-cutting clinical areas, and distributing measures to committees with the needed expertise to conduct an evaluation.

Intent to Submit

Measure stewards/developers will need to notify NQF at least three months prior to the measure submission deadline of their intent to submit a measure to prepare for the committee's review in the upcoming cycle. Measure stewards/developers must submit measure specifications and testing information (i.e., measure testing attachment) along with the *Intent to Submit* form.

Scientific Methods Panel

To reduce the review burden on committee members, NQF will develop an external Scientific Methods Panel to complete a methods review of complex measures. NQF staff will assess whether a measure is sufficiently 'complex' to require a methodological review by the Panel, based on a set of criteria. This methods review will apply the *Scientific Acceptability* criterion (reliability and validity), both of which are "must-pass" criteria. The Scientific Methods Panel will support all 15 standing committees.

Measure Evaluation Technical Report

To minimize the length and density of the technical report, NQF will revise the content and structure of the report. The revised report format will include: an executive summary that indicates the endorsement decision; brief summaries of each measure reviewed; details of the committee's deliberations on each measure against NQF's measure evaluation criteria (in appendix); and full measure specifications for each measure reviewed (in appendix). Any remaining background information will either be posted on NQF's public website or incorporated into a comprehensive annual cross-cutting report.

Continuous Public Commenting Period with Member Expression of Support

In place of two separate public commenting periods (14-day pre-meeting commenting and 30-day post-meeting commenting), NQF will have one continuous public commenting period. This commenting period will span at least 12 weeks. The commenting period would open at least three weeks prior to the committee evaluation meeting and close 30 days after NQF posts the draft technical report on the NQF website.

NQF membership voting will no longer be a separate 15-day voting period. NQF members will have the opportunity to express their support (*'Support'* or *'Do Not Support'*) for each measure to inform the committee's recommendations during the commenting period.

Enhancing Training and Education

NQF will expand and strengthen the current range of educational resources tailored to specific audiences (including Standing Committee co-chairs and members, measure stewards/developers, NQF members and the public, and NQF staff), and more opportunities for on-demand virtual references available for review at any time.

Improvements in Information Exchange and Access

NQF will adopt a two-fold approach to addressing recommendations from Kaizen participants. Recommendations regarding aggregating information, improving business rules around publishing timelines and meeting materials, and enhancing the commenting tool will be resolved through short-term solutions and adaptations of existing platforms. Components and features of a centralized measure information system will be addressed through a long-term product development approach.

OTHER CDP IMPROVEMENTS

Changes to the Measure Evaluation Criteria and Guidance

NQF has implemented changes to the measure evaluation criteria and guidance. Changes to the criteria include, but are not limited to, strengthening the evidence requirement for outcome measures and making the Use subcriterion "must-pass" for maintenance measures. Additional guidance has been provided for patient-reported measures and eMeasures, as well as for the performance gap and validity subcriteria.

a NQF will use its discretion to determine whether to assign up to three additional measures to a topic for a given cycle. NQF would consider this option if there were a legislative mandate (e.g. measures in federal programs or proposed for federal programs); related and competing measure concerns; and/or additional measures that address prioritized gap areas.