



August 8, 2013

TO: Consensus Task Force

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RE: Update on Consensus Task Force and CDP Improvement

## Meeting Objectives

- Update on Efficiency lean efforts
- Consensus Task Force (CTF) to consider staff recommendations on different approaches to establishing consensus
- CTF to identify and discuss the impact and potential risks of the Consensus solutions

## Background

The Board approved a task force in August 2012 that would review and recommend options for defining and achieving consensus within NQF's consensus development process. The charge to the CTF:

- 1) Review different approaches to establishing consensus;
- 2) Identify the strengths and weaknesses of the current process; and
- 3) Recommend enhancements to the current process.

To date, the Consensus Task Force has focused on identifying the strengths and weaknesses of the current process and improvement efforts that enhance the efficiency of the current consensus development process. Identifying several high priority topic areas, the task force, CSAC, and NQF staff used LEAN principles and worked rapidly to define specific improvement objectives and developed solutions to implement.

### Update on Efficiency Lean Efforts

NQF is proceeding with enhancements to increase the efficiency of the CDP recommended by the taskforce, including piloting of the following:

- More frequent opportunities to submit measures: Pilot use of standing committees and improved measure flow in an upcoming project
- More frequent opportunities to submit comments: Pilot open commenting in an upcoming project

In upcoming projects, NQF is implementing the following:

- Tailor communication to stakeholders
- Limit exceptions to the submission and evaluation process
- Staff facilitation and meeting management training
- Standardized communication with measure developers

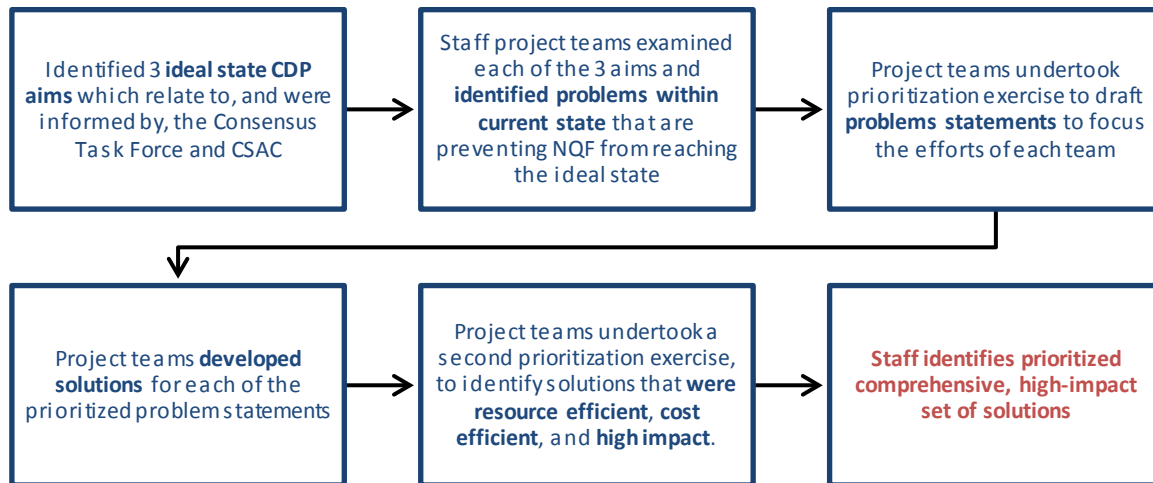
- Standardize process to respond to comments
- Provide plain language measure summary documents
- Provide greater transparency for expectations and time commitment for steering committee members
- Increased CDP publicity (e.g., NQF GO)
- Develop workshops and including additional educational materials for Steering Committee members
- Develop Steering Committee applicant pool across projects

NQF continues to work on the Kaizen improvement event with ONC and CMS to explore opportunities for greater alignment between measure development and endorsement.

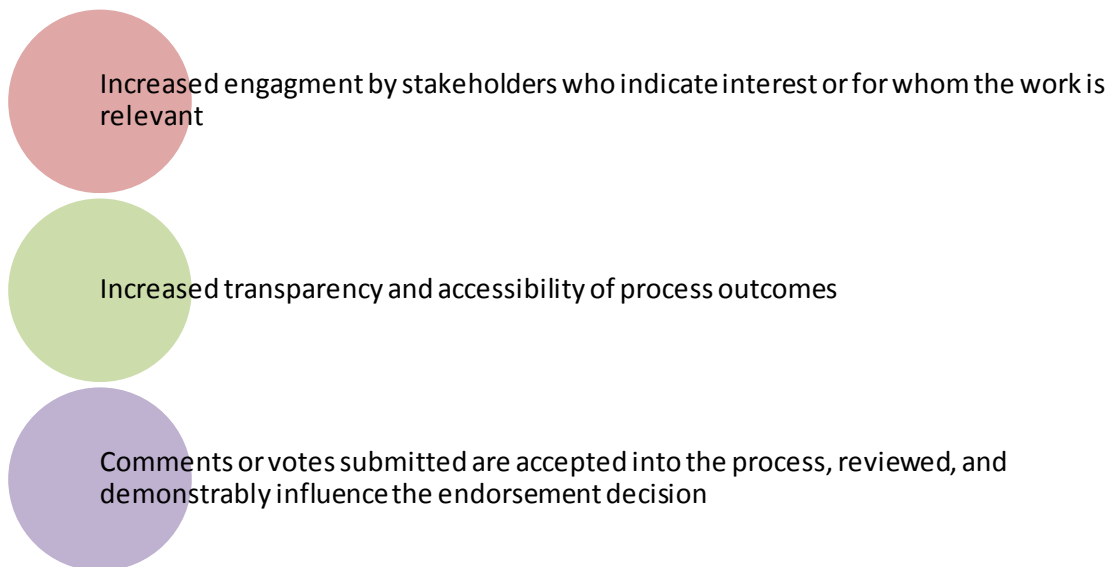
- NQF staff, in collaboration with CMS/ONC and other external stakeholders, held a pre-Kaizen event on June 12th to determine the scope for the Kaizen event and to ascertain buy-in from stakeholders that aligning and integrating NQF endorsement with measure development is a high priority for all stakeholders to explore.
- The participants in the pre-Kaizen event agreed that NQF's involvement in the measure development process by way of providing pertinent input throughout the development process is essential to the efficient development of measures.
- The Kaizen event will be held the week of September 9<sup>th</sup>, 2013. At the Kaizen event, the process for understanding the opportunities for better alignment of endorsement with measure development will include developing current state process maps for each of the above high level flow steps, identification of potential redundancies between the maps, identification of opportunities for new or different collaboration, and development of a potential future state process map for NQF measure endorsement. Following the event, NQF staff will summarize the event and make the materials available to all participants. Staff will then begin to develop those strategies and tools needed to accomplish the goals identified during event, per the timeline developed during the event.

### **Update on Consensus Lean Efforts**

Using a similar LEAN approach to developing approaches to improving efficiency, NQF staff has identified 3 ideal state aims relating to building consensus. These ideal state aims were informed by input from the Board members and our focus groups. An NQF project team then addressed each of the 3 ideal state aims, creating an exhaustive problem statement list of barriers to why the CDP is not functioning at an ideal state with respect to building consensus and then prioritized those problem statements based on impact to NQF stakeholders. The team developed solutions for each of the prioritized problem statements and then prioritized the solutions based on resource efficiency, cost efficiency, and impact to stakeholders. A visual of the process is below.



The ideal state aims allowed for development of multifaceted approaches for identifying and addressing the barriers in the CDP that result in lack of consensus and in achieving robust and informed multi-stakeholder input into the process. The ideal state aims include the following:



The recommended modifications included:

- Establish when consensus has or has not been reached within the current CDP process
- Develop a process for additional deliberation when it is unclear whether consensus has been reached
- Allow stakeholders to indicate support for measures via commenting
- Explore customizations of the NQF Dashboard and QPS features for stakeholders to easily find information that is relevant to their interests
- Engage stakeholders through social media outreach

**Next steps**

NQF Staff will form project teams to address the consensus solutions prioritized by the Consensus Task Force.

- Teams will work to create implementation plans

NQF Staff will continue efforts to pilot and implement efficiency improvements.

NQF will hold the Kaizen Improvement Event on September 9-12, 2013 to explore ways to better provide timely, multi-stakeholder input into the measure development lifecycle that will help develop high-quality measures, increasing the efficiency and efficacy of both measure development and the endorsement process