

NATIONAL QUALITY FORUM

+ + + + +

MEDICAID AND CHIP SCORECARD COMMITTEE
IN-PERSON MEETING

+ + + + +

THURSDAY, JANUARY 10, 2019

+ + + + +

The Committee met at the National Quality Forum, 9th Floor Conference Room, 1030 15th Street N.W., Washington, D.C., at 9:00 a.m., Richard Antonelli and Harold Pincus, Co-Chairs, presiding.

PRESENT:

RICHARD ANTONELLI, MD, Boston Children's Hospital, Chair

HAROLD PINCUS, MD, Columbia University, Chair

ORGANIZATIONAL MEMBERS (Voting)

RHONDA ANDERSON, RN, American Nurses Association
SHAYNA DAHAN, BSN, RN, MSN, National Association of Pediatric Nurse Practitioners

JOY HAMMEL, PhD, American Occupational Therapy Association

ENRIQUE MARTINEZ-VIDAL, MPP, Association for Community Affiliated Plans

ELIZABETH MATNEY, National Association of Medicaid Directors

MARK RIZZUTTI, Ohio Department of Medicaid

JOSH ROMNEY, MD, Intermountain Healthcare

CLARKE ROSS, DPA, American Association on Health and Disability

CAROL SAKALA, PhD, MSPH, National Partnership for Women and Families

SALLY TURBYVILLE, DRPH, MS, MA, Children's Hospital Association

STEPHANIE A. WHYTE, MD, MBA, Aetna Medicaid

INDIVIDUAL SUBJECT MATTER EXPERTS (Voting)

KAMALA ALLEN, MHS, Center for Health Care
Strategies

LINDSAY COGAN, PhD, New York State Department of
Health

CAMILLE DOBSON, MPA, National Association of
States United for Aging and Disabilities

DAVID EINZIG, MD, Children's Minnesota

KIM ELLIOTT, PhD, CPHQ, Health Services Advisory
Group

AMY HOUTROW, MD, PhD, MPH, University of
Pittsburgh, Children's Hospital of Pittsburgh

DAVID KELLEY, MD, MPA, Pennsylvania Department
of Human Services

SREYRAM KUY, MD, MHS, FACS, Department of
Veterans Affairs

STEPHEN LAWLESS, BS, MD, MBA, FAAP, FCCM, FSMB,
Nemours Children's Health System

JILL MORROW-GORTON, MD, MBA, Office of Clinical
Affairs, MassHealth

ELISABETH OKRANT, MPH, MSP, PhD, Beacon Health
Options

LISA PATTON, PhD, IBM Watson Health

KENNETH SCHELLHASE, MD, MPH, Children's
Community Health Plan

JEFF SCHIFF, MD, MBA, Minnesota Department of
Human Services

MARISSA SCHLAIFER, RPh, MS, OptumRx

JUDY ZERZAN, MD, Washington State Health Care
Authority

FEDERAL LIAISONS (Non-Voting)

LAURA JACOBUS-KANTOR, PhD, Substance Abuse and
Mental Health Services Administration

SUE KENDIG, JD, WHNP-BC, Health Resources and
Services Administration *

KAREN LLANOS, Center for Medicaid and CHIP
Services, CMS

KAMILA MISTRY, PhD, MPH, Agency for Healthcare
Research and Quality *

MARSHA SMITH, MD, MPH, FAAP, Centers for
Medicare and Medicaid Services

NQF STAFF:**SHACONNA GORHAM****JORDAN HIRSCH****MIRANDA KUWAHARA****DEBJANI MUKHERJEE****ELISA MUNTHALI, Senior Vice President, Quality
Measurement****ALSO PRESENT:****SEPHEEN BYRON, National Committee for Quality
Alliance****RENEE FOX, Centers for Medicare and Medicaid
Services****LISA HINES, Pharmacy Quality Alliance *****JUNQING LIU, National Committee for Quality
Alliance *****VIRGINIA RANEY, Centers for Medicare and
Medicaid Services *****COLLEEN REULAND, Oregon Health and Science
University****JANICE TUFTE, Patient Advocate***** present by teleconference**

C O N T E N T S

	Page
Welcome, Introductions, and Review of Meeting Objectives	5
 Introductions of Workgroup Members and Disclosures of Interest.	 7
 Workgroup Overview and Key Points from Staff Review of Scorecard (Pillar 1)25
 Key Considerations from CMCS32
 Measure-Specific Recommendations on Strengthening the Scorecard (Pillar 1)	 172
 Summarize Progress and Adjourn for the Day . . .	342

1 P-R-O-C-E-E-D-I-N-G-S

2 9:09 a.m.

3 MS. MUKHERJEE: Hello, everybody.

4 We're going to get started. So this is a quick
5 reminder.

6 And so my name is Debjani Mukherjee.
7 And I'm the Senior Director for the Medicaid and
8 CHIP (MAC) Scorecard Committee.

9 And this is our first day of our two-
10 day in person meeting. So I would like to take
11 this opportunity to welcome everybody in the room
12 as well as on the phone.

13 And with that, I'm going to make a
14 quick few announcements. Please mute your
15 phones. We have a packed agenda for the next two
16 days.

17 And if you need to make a call, you
18 can step out in the hallway and there's some
19 chairs out there by the elevators. Restrooms
20 again, are past the elevators on the right down
21 the hallway.

22 So with that, I'm going to turn it

1 over to our Chairs for some welcome remarks.

2 Rich and Harold?

3 CHAIR ANTONELLI: Good morning. And
4 Happy New Year to you all. I'm Rich Antonelli, a
5 general pediatrician, Medical Director of
6 Integrated Care at Boston Children's Hospital.

7 I'm very grateful for the opportunity
8 to convene this group, to co-chair it with
9 Harold.

10 The work is incredibly exciting and
11 timely. And there's a lot to do. A lot of
12 children and families and adults depending on the
13 work.

14 So thank you for joining with us.

15 CHAIR PINCUS: Let me also sort of
16 welcome everybody. We're delighted to be here.
17 Many of you have been at this table before.

18 Though this is technically a new
19 committee. And so, you know, so there's some
20 differences that we'll go over about how this
21 process works.

22 A bit differently than some of the

1 processes we've had before. But again, I'm
2 delighted to welcome you.

3 MS. MUNTHALI: Good morning everyone,
4 my name is Elisa Munthali. And I'm the Senior
5 Vice President for Quality Measurement at the
6 National Quality Forum.

7 And on behalf of the National Quality
8 Forum, I wanted to welcome you and thank you for
9 being on the Committee.

10 Today we will combine disclosures of
11 interest with introductions. And they're going
12 to be done in two parts, because we have -- can
13 you hear me? Okay. Sorry.

14 We have a court transcriber in the
15 back. So he was raising his hand. So that's a
16 reminder to all of us to speak up to the mic so
17 that he can capture everything we're saying.

18 We are going to be combining the
19 disclosures of interest. We have two types of
20 representatives on the Committee, the
21 organizational representatives, and subject
22 matter experts.

1 We're going to start with the
2 organizational representatives. You received a
3 shorter form. We just wanted to know if you had
4 earned any money that was related to the work in
5 front of you in excess of a hundred thousand
6 dollars.

7 I will go over the subject matter
8 disclosure of interest process, which it was a
9 lengthier form for all of you. But, because
10 we're so many here, I have a few more
11 instructions.

12 We have about 15 organizational
13 representatives. And I think the majority of you
14 are participating in person, with the exception
15 of one person.

16 And Clarke just stood up. And he's
17 the first person who's an organizational rep. So
18 we'll start with Clarke.

19 We're going to ask also Carla, Carol,
20 Elizabeth, Enrique, Josh, Joy, Julie, Mark,
21 Rhonda, Sally, Sarah, Shayna, Stephanie. And
22 then I'll go to Sue on the phone, who's an

1 organizational rep.

2 And then we'll start with the subject
3 matter experts. So as you're introducing
4 yourself, let us know who you are, your
5 organization, and let us know if you have
6 anything to disclose.

7 So I'll start with Clark.

8 MEMBER ROSS: Hi, I'm Clarke Ross. I
9 work for the American Association on Health and
10 Disability.

11 I'm the liaison for the Consortium for
12 Citizens with Disabilities, which is a 45 year
13 old D.C. policy coalition of 113 disability
14 organizations. And I'm the father of a 28 year
15 old son with co-occurring disabilities.

16 And I have no declaration.

17 MEMBER ANDERSON: I'm Rhonda Anderson.
18 Good morning everyone. I'm with the American
19 Nurses Association.

20 And I have nothing to disclose.

21 MS. MUNTHALI: Thank you.

22 MEMBER EINZIG: I'm David Einzig. I'm

1 with Children's Minnesota. And no disclosures.

2 MS. MUNTHALI: Thank you.

3 MEMBER KELLEY: Good morning. I'm
4 Dave Kelley, Chief Medical Officer for
5 Pennsylvania Medicaid.

6 And I have no disclosures.

7 MEMBER HAMMEL: Hi, I'm Joy Hammel.
8 I'm representative for the American Occupational
9 Therapy Association.

10 And no disclosures.

11 MS. MUNTHALI: Thank you.

12 MEMBER WHYTE: Good morning. I am Dr.
13 Stephanie Whyte. I'm the Aetna, a CVS Health
14 Company. Oh, it's not on? It's red.

15 MS. MUNTHALI: Is that better?

16 MEMBER WHYTE: Yeah. Well, maybe I
17 was touching it. You're not supposed to touch
18 and speak. A note to everyone else who goes.

19 So good morning, I'm Dr. Stephanie
20 Whyte. I am with Aetna, a CVS Health Company on
21 the Government Services Aetna Medicaid side.

22 And I have nothing to disclose.

1 MS. MUNTHALI: Thank you very much.

2 MEMBER SCHELLHASE: Good morning. I'm
3 Ken Schellhase. I'm a subject matter expert.
4 I'm a Medical Director at Children's Community
5 Health Plan in Milwaukee.

6 I have two possible disclosures. I
7 don't think they're terribly important. I'm a
8 researcher as well.

9 I hold two community engagement grants
10 that relate to improving immunizations through
11 pharmacies. And reforming how prescription
12 labels are printed on bottles so people can
13 actually understand how to take their meds.
14 Thanks.

15 MEMBER LAWLESS: I'm Dr. Steve
16 Lawless, subject matter expert. I'm the Chief
17 Clinical Officer for the Nemours Pediatric
18 Healthcare System.

19 MEMBER RIZZUTTI: I'm Mark Rizzutti,
20 Performance Analytics Manager for Ohio Medicaid.
21 I'm actually representing Dr. Mary Applegate,
22 who's the Ohio Medicaid Medical Director.

1 And I have nothing to disclose.

2 MS. MUNTHALI: Thank you.

3 MEMBER ALLEN: Hi, Kamala Allen,
4 Center for Healthcare Strategies. I have nothing
5 to disclose.

6 MS. MUNTHALI: Thank you. And I think
7 we've completed the organizational representative
8 disclosures with the exception of Sally and a few
9 people on this side.

10 So we'll start up here.

11 MEMBER DAHAN: I'm Shayna Dahan. I'm
12 with the National Association of Pediatric Nurse
13 Practitioners.

14 And I have nothing to disclose.

15 MS. MUNTHALI: Thank you.

16 MEMBER MARTINEZ-VIDAL: Hi. I'm
17 Enrique Martinez-Vidal, Vice President for
18 Quality and Operations at the Association for
19 Community Affiliated Plans which is a trade
20 association of nonprofit, safety-net health plans
21 serving Medicaid.

22 Nothing to disclose.

1 MS. MUNTHALI: Thank you. I think
2 Sally might be next.

3 MEMBER TURBYVILLE: Good morning. I'm
4 Sally Turbyville. I'm with the Children's
5 Hospital Association.

6 And I have no conflicts of interest to
7 disclose.

8 MS. MUNTHALI: Thank you Sally. And
9 Sue, if you're on the line, if you can introduce
10 yourself. And let us know if you have anything
11 to disclose.

12 Sue, you might be on mute. I think we
13 see you on the web platform. If you can speak
14 now, that will be great.

15 If not, we can come back to you. Oh,
16 and before that, we will go to Carol. I think we
17 missed you the first time around.

18 MEMBER SAKALA: Yes.

19 MS. MUNTHALI: Sorry about that.

20 MEMBER SAKALA: Good morning. I'm
21 Carol Sakala. I'm with the National Partnership
22 for Women and Families.

1 And I have nothing to disclose.

2 MEMBER MATNEY: Hi. I'm Elizabeth
3 Matney. I'm with Iowa Medicaid. I'm
4 representing the National Association of Medicaid
5 Directors.

6 And I have nothing to disclose.

7 MS. MUNTHALI: Okay. Thank you. So
8 I -- oh, Josh. There's Josh.

9 MEMBER ROMNEY: I'm Josh Romney. I'm
10 a Care Transformation Medical Director for
11 Intermountain Healthcare.

12 And I have nothing to disclose.

13 MS. MUNTHALI: Okay. Great. And I
14 think we're done now. So now we'll go to the
15 subject matter experts.

16 You received a lengthier form. We
17 wanted you to tell us about any of the activities
18 that maybe related to the work in front of us
19 that maybe paid or unpaid.

20 Just a couple of reminders, just
21 because you disclose, does not mean you have a
22 conflict of interest. We do so in the interest

1 of transparency.

2 And unlike the organizational reps,
3 you are not speaking on behalf of your
4 organization. You are speaking because you are a
5 subject matter expert.

6 So I will start with -- to my left,
7 SreyRam? Oh, into your microphone, please?

8 MEMBER KUY: Good morning. I'm
9 SreyRam Kuy. I previously served as the Chief
10 Medical Officer for Medicaid for the State of
11 Louisiana.

12 I currently serve as the Deputy Chief
13 Medical Officer for the Department of Veteran
14 Affairs, VISN 16, the South Central U.S. And I
15 don't have anything to disclose.

16 MEMBER HOUTROW: Hi everyone. My name
17 is Amy Houtrow. I'm a Pediatric Rehabilitation
18 Medicine Physician at the University of
19 Pittsburgh, Pittsburgh Children's Hospital.

20 I do a lot of research in health
21 services for children with disabilities, and have
22 funding related to that. But none of it related

1 to any of these projects.

2 And I'm delighted to be here.

3 MEMBER EINZIG: And I'm David Einzig
4 again. And I introduced myself in the wrong
5 segment.

6 I am with Children's Minnesota. But
7 I'm not representing Children's Minnesota. I'm a
8 Child Psychiatrist and Pediatrician by training.

9 And I have nothing to disclose.

10 MEMBER MORROW-GORTON: I'm Jill
11 Morrow-Gorton. I'm the acting Chief Medical
12 Officer for the MassHealth, which is the
13 Massachusetts' Medicaid Plan.

14 I'm also the clinical lead for the
15 Office of Long Term Services and Supports where I
16 spearhead the quality program. And am involved
17 in the ACO quality programs and what not.

18 But, I don't do any research around
19 quality measures. And I don't have any money
20 related to quality measures either.

21 So I have nothing to disclose.

22 MS. MUNTHALI: I can't see it. It

1 might be Steve or who's -- oh, Steve, go.

2 MEMBER LAWLESS: Yeah. Steve Lawless,
3 I did the same thing. I introduced myself at the
4 wrong time.

5 So I'm the Chief Clinical Officer for
6 Nemours Healthcare System. And I'm a
7 Pediatrician/Pediatric ICU Doctor by training.

8 And nothing to disclose.

9 MEMBER SCHELLHASE: And I'm Ken
10 Schellhase. I also introduced out of order.
11 Medical Director of Children's Community.

12 MEMBER ALLEN: And this Kamala Allen.
13 I'm going to keep that theme going. I also did
14 the same.

15 (Laughter.)

16 MEMBER ALLEN: I follow. I follow.
17 I'm Director of Child Quality at the Center of
18 Health Care Strategies.

19 And nothing to disclose.

20 MEMBER PATTON: Good morning everyone.
21 I'm Lisa Patton. I'm a Clinical Psychologist and
22 former Division Director for Evaluation and

1 Quality at SAMHSA.

2 And currently with IBM Watson Health
3 as the Senior Director of Behavioral Health
4 Policy and Research. And nothing to disclose.

5 MS. MUNTHALI: Thank you.

6 MEMBER ZERZAN: I'm Judy Zerzan. I --
7 for those of you that knew me in my former role,
8 I'm now the Chief Medical Officer of the
9 Washington Healthcare Authority.

10 And I also sit on an NCQA Behavioral
11 Health Advisory Committee Measures. So we talk
12 about the same thing.

13 MEMBER DOBSON: Good morning. Camille
14 Dobson, Deputy Executive Director for the
15 National Association of States United for Aging
16 and Disabilities.

17 We're a membership organization of
18 State Aging and Disability Directors who deliver
19 home and community-based services to Medicaid
20 consumers.

21 We are a measure steward for the
22 National Core Indicators for Aging and Disability

1 Surveys, which is a Quality of Life Survey for
2 older adults and people with disabilities, which
3 may come up for discussion at some point.

4 So I wanted to make sure I disclosed
5 that.

6 MS. MUNTHALI: Thank you.

7 MEMBER COGAN: My name is Lindsay
8 Cogan. I am the Division of Quality Measurement
9 at the New York State Department of Health.

10 And I don't think it's a conflict of
11 interest. But I did put on my disclosure form
12 that as a State, I was the PI on a grant from CMS
13 to work on the development of the contraceptive
14 care measure.

15 So the funding went to the New York
16 State Department of Health.

17 MS. MUNTHALI: Thank you.

18 MEMBER OKRANT: Hi. My name is
19 Elizabeth Okrant. I am the Corporate Vice
20 President of Beacon Health Options.

21 And I also do some health services
22 research affiliated with Brandeis University.

1 But I don't have anything to disclose.

2 MS. MUNTHALI: Thank you.

3 MEMBER SCHIFF: Hi, I'm Jeff Schiff.

4 I'm the Medical Director at the Minnesota
5 Department of Human Services.

6 I have worked on some quality measure
7 development one. But, no financial conflicts.

8 MEMBER ELLIOTT: Kim Elliott. I work
9 for Health Services Advisory Group, an external
10 quality review organization.

11 And license organizations for
12 performance measure validation for NCQA. I have
13 been there about three years.

14 Prior to that I worked about 15 years
15 at the State Medicaid Program in Arizona, where I
16 led all the clinical programs, including all the
17 quality improvement work.

18 And prior to that I worked about 15
19 years at various health plans that did commercial
20 Medicaid and Medicare business. And also in the
21 quality line of work. Thank you.

22 MS. MUNTHALI: Thank you.

1 MEMBER ELLIOTT: Sorry, no
2 disclosures.

3 MEMBER SCHLAIFER: I'm Marissa
4 Schlaifer. I'm a Pharmacist and Vice President
5 of Policy and Regulatory Affairs for OptumRx, a
6 prescription benefit management company. A part
7 of United Health Group.

8 I do represent the Academy of Managed
9 Care Pharmacy when I sit on the MAP Coordinating
10 Committee. But today, I don't represent anyone
11 other than myself. Not my company or AMCP.

12 And I have nothing to disclose.

13 MS. MUNTHALI: Thank you. Your Co-
14 Chairs are also subject matter experts. I'm
15 going to turn it over first to Rich and then to
16 Harold to introduce themselves and let us know if
17 they have anything to disclose.

18 CHAIR ANTONELLI: Rich Antonelli.
19 Medical Director of Integrated Care at Boston
20 Children's.

21 I have developed a measure of patient
22 experience of care integration. It is not under

1 consideration either of these two days.

2 I implement measures as part of my day
3 job. I actually sit on the DSRIP quality
4 subcommittee for Mass Health as well.

5 But again, have no conflicts of
6 interest to disclose.

7 CHAIR PINCUS: I'm Harold Pincus. I'm
8 a Professor and Vice Chair of Psychiatry at
9 Columbia.

10 Also a Co-Director of the Irving
11 Institute for Clinical and Translational Research
12 at Columbia. And also a staff psychiatrist at
13 the New York State Psychiatric Institute.

14 I'm also an Adjunct Senior Scientist
15 at the RAND Corporation. And I have consulted
16 for Bind Health Plan, as well as Mathematica
17 Policy Research.

18 I have a number of grants from various
19 foundations and from the Federal Government. And
20 I sit on the Quality Council for the American
21 Psychiatric Association.

22 MS. MUNTHALI: Thank you. In addition

1 to the organizational representatives and subject
2 matter experts, we also have federal liaisons
3 that are non-voting members of the committee.

4 And I would like them to introduce
5 themselves. Kamila, Laura, Marsha, and Karen is
6 here as well. So Karen perhaps we can start with
7 you.

8 MS. LLANOS: Good morning everyone.
9 My name is Karen Llanos. I am the Director of
10 the Medicaid Innovation Accelerator Program and
11 also the Program Manager of the Medicaid and CHIP
12 Scorecard Initiative at the Center for Medicaid
13 and CHIP Services.

14 MEMBER JACOBUS-KANTOR: Hi everyone.
15 My name is Laura Jacobus-Kantor. And I'm the
16 Chief of Quality Evaluation and Performance at
17 the Substance Abuse and Mental Health Services
18 Administration, SAMHSA.

19 MS. MUNTHALI: I think Deter can't
20 make it. I'm not sure if Marsha is here.

21 Great. Thank you. And Kamila I don't
22 -- she's on the phone? Kamila, do you want to

1 introduce yourself?

2 Are you on mute? Well, she will be
3 participating. And we wanted to welcome
4 everyone.

5 Before I conclude the disclosure of
6 interest process, I just wanted to remind you at
7 any time, if you believe you have a conflict of
8 interest, we want you to speak up. You can do so
9 in real time, or you can approach any one of us
10 on the NQF staff or your Co-Chairs.

11 Likewise, if you believe one of your
12 colleagues on the Committee is acting in a biased
13 manner, we want you to speak up.

14 So thank you. And I'll turn it over
15 to Debjani.

16 MS. MUKHERJEE: Before we get started,
17 I just want to do quick staff introductions
18 again. I'm Debjani and I'm the Senior Director
19 for this project.

20 And with that I'm going to turn it
21 over to Shaconna and the rest of the team.

22 MS. GORHAM: Good morning. I'm

1 Shaconda Gorham and I'm the Senior Project
2 Manager staffing this project.

3 MS. KUWAHARA: Good morning everyone.
4 My name is Miranda Kuwahara. And I'm the Project
5 Manager for this work.

6 MR. HIRSCH: Hello everyone. My name
7 is Jordan Hirsch. And I'm the Project Analyst on
8 this project.

9 MS. MUKHERJEE: And we also have
10 Ashlie Wilbon and Michael Abrams who are
11 consultants and are part of the team as well.

12 CHAIR PINCUS: So as I said before,
13 this is a little bit different for those of you
14 that have served on the previous incarnation of
15 this Committee. It's a little bit different.

16 Basically we are convened to make some
17 recommendations around what should be on a
18 Medicaid scorecard that States would be reporting
19 quality measures on.

20 And basically, the focus is, you know,
21 having had all of you go through the
22 recommendations of what should be, or what is

1 currently on the, I guess, draft scorecard, is to
2 make some determinations about what types of gaps
3 exist in terms of, you know, particular areas
4 that are not on the scorecard that should be.

5 As well as to consider whether there
6 are measures that are being put forward that
7 probably should be removed from the scorecard.

8 And so the bulk of what we're going to
9 be talking about is going to be discussing the
10 specific measures with regard to what might be
11 added and what might be removed.

12 But in addition, we're going to be
13 spending some time with the people from CMS.
14 Also think about the longer term strategic issues
15 around the implementation, and maximizing the
16 benefit of such a scorecard.

17 Any questions about what our task is?

18 Okay. You have something?

19 MR. HIRSCH: I'd like to announce that
20 Maura Maloney is representing Suma Nair and HRSA
21 at this meeting.

22 MS. KUWAHARA: Thank you everyone. So

1 I will be taking this time to provide an overview
2 of our measure selection criteria.

3 Sure. So the MAC Scorecard Committee
4 is charged with evaluating the existing child and
5 adult core set measures to inform their measure
6 recommendations for the next iteration of the MAC
7 Scorecard State Health System Performance Pillar.

8 Committee members received Federal
9 Fiscal Year 2017 State core set reporting data
10 and the 2018 adult and child core sets to support
11 their measure recommendations for both addition
12 and removal.

13 Reflected on this slide is the MAC
14 Scorecard 1.0 categorized by CMCS' domains.
15 Committee Members in the room with us today have
16 a hard copy of this slide to refer to throughout
17 the meeting. Next slide, please.

18 We have presented on this slide some
19 descriptive characteristics of the MAC Scorecard
20 1.0. Please note that characteristics are not
21 mutually exclusive.

22 There are a total of 13 measures on

1 the first iteration of this Scorecard. The
2 measures are split between the adult and child
3 populations.

4 Most are NQF-endorsed, and are process
5 measures. And finally, most measures are claims-
6 based measures.

7 The chart on this slide reflects
8 Federal Fiscal Year 2017 State reporting data for
9 the child core set measures. The bars indicate
10 how many states reported each measure in Federal
11 Fiscal Year 2017. And the stars indicate the
12 measures currently included on the scorecard.

13 Similar to the previous slide, this
14 chart includes Federal Fiscal Year 2017 State
15 reporting data for the adult core set measures.
16 And again, those stars indicate which measures
17 are included on the scorecard.

18 So I'd like to give some background on
19 our measure review process to reorient everyone.
20 Our measure review process began with a
21 compilation of the 2018 adult and child core set
22 measures, excluding MAC Scorecard 1.0 measures.

1 We provided this Excel file to
2 Committee Members along with a comprehensive list
3 of MAC Scorecard 1.0 measures. NQF solicited
4 measure recommendations for both addition and
5 removal from the Scorecard Committee.

6 Members used the previously mentioned
7 files along with Federal Fiscal Year 2017 State
8 reporting data to inform their decisions.

9 Staff then conducted preliminary
10 analyses of each measure recommendation for
11 addition which are included in the discussion
12 guide.

13 And all of the resources that I just
14 mentioned, are -- were distributed to Committee
15 Members via email.

16 They are also available to the public
17 on our public SharePoint site, which can be
18 directly accessed via the foremost link on the
19 agenda for today's meeting. Or you can visit the
20 website directly by typing in
21 public.qualityforum.org.

22 After the Committee provided its

1 input, NQF staff received a total of 50
2 submissions. Nineteen unique measure
3 recommendations for addition, and six unique
4 measure recommendations for removal.

5 With respect to measure
6 recommendations for addition, after accounting
7 for two Scorecard 1.5 candidate measures and 11
8 measures with fewer than 25 States reporting, we
9 were left with six measures to review today.

10 And I'll highlight those Scorecard 1.5
11 candidate measures as well as the measures that
12 did not meet the State reporting threshold in
13 just a moment.

14 Presented on this slide are the
15 measure recommendations for addition we will
16 review today. These are also included on your
17 discussion guides.

18 And here we have measures recommended
19 for removal categorized by CMCS's domains.
20 Please note that measures can and do fall into
21 multiple domains.

22 On this slide are the measures we will

1 not discuss. Because they are included as
2 Scorecard 1.5 candidate measures.

3 Similarly, the measures presented on
4 the next two slides will not be discussed. These
5 measures did not meet the minimum reporting
6 threshold.

7 And with that, I will turn it over to
8 Rich to facilitate discussion.

9 CHAIR ANTONELLI: Thanks. Thanks a
10 lot. So I guess first, by way of housekeeping, I
11 did forget my binoculars today.

12 So especially for those of you down
13 there, if -- when you put your tent up, that's
14 how you'll get in the queue.

15 But, if you could sort of aim your
16 name toward Harold and me so we can see them,
17 that will be much appreciated. And I will
18 apologize ahead of time, if Enrique you happen to
19 put yours up before Elizabeth and I miss it, I
20 will get to you.

21 So that's the housekeeping in that
22 case.

1 CHAIR PINCUS: And not only can't we
2 see far enough to see the names, we can't even
3 recognize your faces.

4 (Laughter.)

5 CHAIR ANTONELLI: That's -- that's
6 exactly right. I think next time the Chairs
7 maybe should sit in the middle.

8 So that said, let's sort of open this
9 up. I think before we sort of move into content,
10 pausing a little bit to see are we - general
11 understanding about the process and what's
12 expected of us.

13 So I saw David first, not
14 surprisingly. And then Kim. And it looks like
15 Carol.

16 So, David, to you please.

17 MEMBER KELLEY: So just more of a
18 process question. Two of the measures that did
19 not make the grade because not enough States
20 reported them, were CAHPS questions.

21 But there are two other CAHPS
22 questions that are on the scorecard. So did

1 States not do the complete, or report the
2 complete CAHPS?

3 I'm a little bit -- I don't understand
4 why two CAHPS questions can be on and two that
5 were proposed, were not -- we're not going to
6 discuss.

7 So I'm just wondering about the
8 process. And the States did the CAHPS survey,
9 but didn't bother to ask those two questions
10 about immunization?

11 CHAIR ANTONELLI: Yeah.

12 MEMBER KELLEY: And the immunization
13 and some other things?

14 CHAIR ANTONELLI: Yeah. Karen will
15 field that.

16 MS. LLANOS: So for the two CAHPS
17 questions that you're referring to, are you
18 talking about the ones that were in 1.0?

19 MEMBER KELLEY: The -- yeah, that were
20 not -- that are not included for today's
21 discussion because they didn't meet the
22 threshold.

1 MS. LLANOS: Sure.

2 MEMBER KELLEY: The number of States
3 reporting. My question is, there are two CAHPS
4 survey questions --

5 MS. LLANOS: In the original
6 scorecard.

7 MEMBER KELLEY: Yes.

8 MS. LLANOS: And that's because they
9 were based on 2014 data from the National CAHPS
10 data. And that means almost all States reported
11 on that one.

12 We're not doing a national survey. Or
13 we don't have access to national survey data for
14 this coming release.

15 So we don't have -- we are not meeting
16 that threshold for reporting for those particular
17 measures.

18 MEMBER KELLEY: Okay. Thank you.

19 CHAIR PINCUS: So Karen, maybe just
20 to, you know, to expand on that a little bit. So
21 is it -- is what you're saying is that there's a
22 difference between what data is collected versus

1 what data is reported?

2 MS. LLANOS: Yes. So the threshold
3 for reporting varies from year to year. So we
4 almost have to make those decisions on an annual
5 basis.

6 And the reason why the 25 or more
7 States reporting thresholds is our main
8 parameter, is because that's what triggers at our
9 center, public reporting when it comes to the
10 core sets.

11 So the -- we didn't have this issue in
12 1.0 because we compiled data that we had
13 available. But it was 2014 data when it came to
14 the national CAHPS survey.

15 So when we go to look at what's
16 available, we -- for those particular measures
17 that are tied to CAHPS, we don't see that number
18 for hitting for 25 or more States.

19 CHAIR ANTONELLI: So I had Kim, Carol,
20 Amy, Clarke.

21 MEMBER ELLIOTT: Karen did answer part
22 of my question. But, I guess it was just a very

1 challenging process with the 25 States reporting.

2 One of the things that I think all of
3 us that work with Medicaid for a long time have
4 recognized, is if you don't report it, you don't
5 measure it. If it's not on a scorecard or
6 something else that's really critical or
7 important to a State, there isn't a lot that
8 influences them to report those measures.

9 And I think that we're possibly
10 eliminating quite a few things that really need
11 that quality improvement work. Or really need
12 that additional boost to encourage States to
13 report.

14 So it's a little bit of, I guess a
15 little less unhappiness with not being able to
16 consider things that aren't in that set. I
17 understand the parameters though.

18 CHAIR ANTONELLI: That was a comment.

19 MEMBER ELLIOTT: It was.

20 CHAIR ANTONELLI: Yes. Okay.

21 MEMBER SAKALA: Another comment about
22 the context for this work. I'm just reviewing

1 the Notice of Proposed Rulemaking for the
2 Medicaid Managed Care organizations.

3 Comments are due on Monday if you're
4 interested. The quality rating system there says
5 that this scorecard set is intended to be aligned
6 with that set as well.

7 I don't know if you have any other
8 comments on that, Karen. But, it's just a part
9 of the context for this work that I wanted to
10 mention.

11 MEMBER HOUTROW: So my comment
12 basically piggybacks. Which is that there is --
13 we're setting up this system of perverse
14 incentives.

15 So you could have a very good measure
16 that is very hard to achieve. And therefore,
17 many States don't report on it, so therefore we
18 can't consider it.

19 And so I want us to be cognizant of
20 that kind of bias that we're setting up as we
21 review these measures.

22 And then I think the question is, or

1 the ask, from my perspective, is that how do we
2 get to a place where measures evaluated on their
3 merit and importance, not categorized first on
4 whether or not States are reporting on it?

5 Because I think that makes it very
6 hard for someone who thinks quality improvement
7 is important. And knowing that if something is
8 hard to achieve, it might be the most important
9 measure, because it's something that's very
10 important to outcomes.

11 But that we don't get to look at it.
12 And I think that's, you know, kind of echoing
13 what Kim was talking about. And I think it feels
14 hard to have that be the case.

15 And so it would be nice if in the
16 future iterations that we had the opportunity to
17 talk about the value of the measure, regardless
18 of how many States choose to report it, because
19 they might not be reporting it for perverse
20 incentive reasons.

21 CHAIR PINCUS: Yeah. So actually, I
22 have a comment that builds on Amy's comment.

1 Because the one question I had is this
2 25 State threshold, if a measure is not on the
3 scorecard, how will States get to the point of
4 having 25 States report on it?

5 MS. LLANOS: So I was going to mention
6 this in some of my framing comments. But we can
7 hop to it.

8 I think the -- so a couple of things.
9 So right now we are approaching this scorecard as
10 public reporting. Which is not to say that this
11 is reflective of only the number of measures that
12 States report. Right?

13 Because the core set, the child and
14 adult core set are still there. They're still in
15 play.

16 They become the broader measure set
17 for which states can do quality improvement. And
18 should be doing quality improvement.

19 That's also not to say that the
20 scorecard doesn't represent quality improvement
21 efforts. But for now, at least for this next
22 version, we are focusing on trying to tell the

1 story based on measure results versus on getting
2 states to report.

3 That's just where we are right now.
4 Right? We've had all of these conversations, and
5 Liz can attest to this yesterday in terms of how
6 does quality improvement fit into the scorecard?

7 It absolutely does. As does
8 identification of best practices. As does
9 broader measurement and monitoring activities.

10 But, as we have to focus on terms of
11 what -- where we are right now with this
12 scorecard, that threshold is in play currently.

13 However, 2024 and the mandatory
14 reporting will blow all of this up in terms of
15 there will be more measures in play that the 25
16 threshold for reporting may not even be an issue.
17 Right?

18 So as a reminder the behavioral
19 measures in the adult core set are required by
20 all states by 2024. All the child core sets are
21 required by 2024.

22 So I encourage you, as difficult as it

1 is, to think of this at a point in time, right
2 now. Understanding that there is an evolution
3 that we starting down the path of that will have
4 a lot of influence factors.

5 And we're going to have to kind of
6 change and evolve the scorecard approach as we go
7 along this path.

8 CHAIR PINCUS: So that is a really
9 helpful comment. Because that's -- I think a lot
10 of us have had trouble, you know, making a
11 determination about core sets, scorecard, 25
12 States, all that.

13 So understand that A, this is a
14 transition period. And so that's really
15 important to understand that.

16 Number two, the core set doesn't go
17 away. And that the scorecard is kind of a --
18 sort of a practice mandatory reporting.

19 But it's not -- but it's not -- it's
20 not mandatory reporting.

21 MS. LLANOS: Exactly.

22 (Laughter.)

1 CHAIR PINCUS: Yes. Okay. But that's
2 kind of what it is. It's sort of a --

3 MS. LLANOS: No. I would describe it
4 as --

5 CHAIR PINCUS: Like an imaginary.

6 MS. LLANOS: Right now, it's an output
7 --

8 CHAIR PINCUS: Right.

9 MS. LLANOS: Base that is based on an
10 ability of us to leverage previous reporting done
11 by our State partners.

12 And I will note, this is one pillar.
13 There are two other pillars that are not for
14 discussion.

15 So this is one slice of the scorecard
16 that we want to make sure -- it would be -- it
17 would have been a mistake not to focus on the
18 core sets. Right?

19 So because of that, we have to kind of
20 put our toe in here. And then see how -- where
21 we evolve next in terms of this.

22 CHAIR ANTONELLI: So just as a follow

1 up, and Clark, -- Harold, did you just take
2 yours? So okay. So Clark, then Elizabeth then
3 Sally. That's the queue from here.

4 If this is going to be in your
5 presentation later, we can defer. But for me the
6 obvious question is, if we sort of think about a
7 developmental trajectory of identifying gaps,
8 either developing or identifying measures to
9 prioritize to fill those gaps, there's the core
10 set.

11 The core set is the feeder system for
12 the scorecard. And I think many of us are trying
13 to think across that whole spectrum.

14 So I'm grateful for the candor about
15 this being sort of a transitional. But, suppose
16 we wanted to prioritize a measure of
17 homelessness?

18 At what point in this developmental
19 trajectory does that happen? Is that the feeder
20 system into the core set? Or somewhere else?

21 MS. LLANOS: At this point we've got
22 -- the scorecard initiative is -- also includes a

1 developmental aspect to it.

2 And I think we want to -- and this is
3 not just the scorecard, our center at large.
4 Right? Acknowledges that there are key gap areas
5 for the Medicaid and CHIP measurement world.

6 So we've been going down this path as
7 part of the pediatric quality measures program
8 for many years. We've been trying to look at
9 this from a Medicaid Innovation Accelerator
10 Program.

11 And some key areas certainly our
12 managed care folks have looked at managed LTSS.
13 So the fact that there are gaps that persist, is
14 just an issue that our center deals with.

15 Where that fits into as a core set,
16 will they be in charge? Is it IAP? There's many
17 different ways of doing that.

18 I think the important piece is, we
19 need to identify the gap areas. And see where we
20 can -- where that fits the best.

21 CHAIR ANTONELLI: Okay. So that
22 sounds like that's also a little bit of a TBD.

1 But, I think that's where many, you know, all of
2 us, I'm sure, collectively are trying to move
3 toward a parsimonious set of high value measures.

4 Okay. And so thank you. So I've got
5 Clark, Elizabeth, Sally.

6 MEMBER ROSS: So I have a question
7 Karen on their CAHPS measure. The MAP
8 Coordinating Committee recommended that the CAHPS
9 trademark, home and community-based services,
10 experience survey be included in the 2019 core
11 set. And it's not.

12 And any insight publically that you
13 can share on why?

14 MS. LLANOS: I don't -- I'm not part
15 of that process. I wouldn't be able to provide
16 an accurate answer on that.

17 I will say for -- as we think about
18 the scorecard, we have been working with our --
19 our group in the Center for Medicaid and CHIP
20 services that handles the HCBS experience of care
21 measure to see if there are any process focused
22 metrics that we could point to.

1 Certainly that doesn't meet the 25 or
2 more States reporting threshold. But, we're
3 trying to see if there's a story to be told as it
4 relates to States reporting that measure.

5 MEMBER ROSS: Just a follow up, if I
6 could. So it's my understanding that 16 or 17
7 States currently use the CAHPS HCBS experience
8 survey.

9 Also, in the core measure set, there
10 is no measure for long term services and
11 supports. No measure for home and community-
12 based services.

13 It's roughly a quarter of all Medicaid
14 spending. It is the area that affects people
15 with disabilities and others.

16 And so just an observation on -- that
17 it's lost in the ether of CMS, causes
18 frustration.

19 MS. LLANOS: So just to put it into
20 context, you are referring to discussions as part
21 of the core set as part of the scorecard
22 initiative. We use other sources then the core

1 set for the Pillar 1.

2 Our most -- our main feeder is the
3 core set -- child and adult core set. However,
4 we are also exploring internal data sources, data
5 sources that other agencies have as well in order
6 to be able to tell a broader story about our
7 Medicaid and CHIP program.

8 So it's not necessarily lost in the
9 ether. It's just probably trying to get fit into
10 the right buckets of our work.

11 CHAIR ANTONELLI: Liz?

12 MEMBER MATNEY: Speaking on behalf of
13 a State Medicaid agency and the National
14 Association of Medicaid Directors, I -- as Karen
15 said, we've had extensive conversations of the
16 gap areas included in the core set.

17 Especially related to LTSS and
18 behavioral health. And how we can work towards
19 that in the future.

20 What I would say about the measures
21 and concern about perverse incentives is, we've
22 had discussions about that as well. As a State

1 that does report almost all of the core set
2 measures, we feel like if we're put -- our data
3 is being put out there, it creates an unfair
4 playing field with States that choose not to
5 report.

6 However, there are some infrastructure
7 issues that States have in being able to report.
8 They need some assistance.

9 They need some funding. They need to
10 build up any type of data analytics team that
11 they might need to put these measures together.

12 And so believe me, when the scorecard
13 initially came out, that put pressure on the
14 States. And they started ramping up in their
15 Medicaid agencies their reporting capacity.

16 And so moving forward, I do
17 anticipate, and Karen, I don't know what your
18 thoughts are, but I would anticipate a much, much
19 higher adoption rate in the reporting of the core
20 set measures.

21 So we'll get to a threshold in the
22 next few years where a lot of the measures that

1 we do consider core priorities related to quality
2 improvement, will be at that capacity of the 25
3 States or more.

4 CHAIR ANTONELLI: Thank you. And you
5 made that statement on your NAMD hat in addition
6 to your IUN hat. Okay. Thank you.

7 And then I think Sally.

8 MEMBER TURBYVILLE: First Karen, your
9 comments in framing of the scorecard as being a
10 public reporting mechanism that we're running
11 through here was very helpful. Especially from
12 the perspective of the Children's Hospital
13 Association that deals with a lot of very
14 medically complex children.

15 Or even those who aren't, the low
16 incidence relative to adult world of children
17 hitting the hospital. We struggle a lot with low
18 numbers, et cetera.

19 So one thing to think about a
20 criteria, and I'm not sure at what point it gets
21 evaluated, is how important it is to be able to
22 detect the differences for the pediatric measures

1 between states. And what that means for public
2 reporting versus the core set.

3 And I do think this framing is going
4 to maybe help further shape the intent of the
5 measures on the core set. That perhaps some of
6 them are more quality improvement and some of
7 them really are much more -- oh, what's the word?
8 Much more suitable for public reporting and hence
9 for the scorecard.

10 I think also, I look forward to a
11 little bit more shaping on the intended audience
12 of action for the scorecard. Because I think the
13 importance of these types of properties,
14 statistical will be important as that is further
15 shaped out.

16 I agree with everything that my
17 colleagues so far have provided comment or
18 questions about the 25 threshold. And certainly
19 the scorecard, because it's publically reported,
20 I would imagine will divert resources from States
21 to focus on those measures.

22 Even if they're mandatorily reporting

1 the others, the accuracy, the data acquisition, I
2 would think, I am not a state, so I don't want to
3 speak for them. But, I would imagine there might
4 be more emphasis there.

5 So something to think about in the
6 future on how else -- what other kinds of
7 parameters or strategies might be used to signal
8 equal or at least some kind of minimal amount of
9 rigor there. With the acknowledgment that
10 resources are needed there.

11 I think the only thing I didn't hear
12 necessarily teased out, but I think Rich implied
13 it, is especially in pediatrics, I would say and
14 again, since that's where I'm sitting all the
15 time, we really need novel approaches of
16 measurement in order to get this quality picture
17 right.

18 The condition by condition approach
19 leaves us consistently outside of preventative
20 care with numbers that are too small to detect
21 differences. And that's even at the State level.

22 This is not just at the hospital or

1 the practice level. Even if we rolled it up to
2 the State level, the numbers are often too small
3 for very important populations that are high
4 dollar for Medicaid.

5 So the impact of as we move hopefully
6 to these different types of measure that may
7 actually require different data capture sources,
8 how to still incentivize the States through these
9 -- the core set and the scorecard, and
10 accompanying it with assistance to really try to
11 get it there.

12 So we really can start to understand
13 what the quality picture is. Because we really
14 cannot for a good amount of the dollar because of
15 the statistical properties that accompany low
16 numbers.

17 There's no biostatistician that can
18 then solve that problem. So just something to
19 think about. And of course, we're happy to help
20 think through that if our services could be
21 helpful there.

22 CHAIR ANTONELLI: Thank you. And then

1 Rhonda, I'll give you the last word. And then
2 I'm to preserve clock, Karen, you don't have to
3 respond to whatever Karen -- to whatever Rhonda
4 is about to say. Because you're in the on-deck
5 circle for the next agenda items.

6 So Rhonda, take it away.

7 MEMBER ANDERSON: As I prepared for
8 this, I spoke to some of the providers and the
9 insurers that are providing the care for the
10 Medicaid populations.

11 And what you said Rich earlier, in
12 talking about the journey and maybe outlining the
13 journey, I think would really be important as one
14 of the outcomes of this meeting, to have
15 solidified and send out to the public at large.

16 Because I think all of them are in
17 this space of -- at least what they've said, is
18 they're in this space of we want to do the best.
19 We want to have the most important core measures
20 that we're really focusing on and helping our
21 populations, et cetera.

22 But then, you know, out comes the

1 scorecard, or out comes this next piece of
2 information, et cetera. So I just think that
3 journey will be a helpful framework for those
4 that are out in the field and doing the work.

5 CHAIR ANTONELLI: Thank you. This
6 discussion for me personally has been extremely
7 helpful. I'm just going to throw out a couple of
8 broad observations.

9 One is, this is an evolving model.
10 Karen, based on what you said, the way I'm sort
11 of thinking about the recommendations of this
12 group into that scorecard is, these are the
13 measures that when those mandatory reporting
14 requirements go live, 2024, this group should be
15 mindful of that as if you will.

16 It is sort of the on-deck circle for
17 mandatory reporting. That's a different dynamic
18 then for those of us that sat on the core set
19 groups, where we were putting good measures in
20 place to see what stuck at the level of the
21 states.

22 So I want people to sort of keep that

1 in mind. Because for me, that suggests strongly
2 that feeding the scorecard needs a level of
3 parsimony, because the -- we have to provide
4 stewardship so the States can allocate resources
5 appropriately.

6 So those are the two observations that
7 I would -- that I would make. And then I am
8 going to go ahead and transition now to Karen,
9 Director of Medicaid Innovation Accelerated
10 Program and the Program Manager for Medicaid and
11 the CHIP Scorecard for Medicaid and CHIP Services
12 at CMS.

13 I'm very, very excited to hear what
14 you have to share with us.

15 MS. LLANOS: Okay. So I'm glad Rhonda
16 used the journey analogy, because I completely
17 acknowledge that we are asking to you come on a
18 very ambiguous journey with us, because this is
19 the year of transition or the year of building.

20 But before I do that, I want to thank
21 you all for going on this journey with us. As
22 frustrating as I can -- I'm sure it is,

1 particularly because we're building this as we go
2 along and testing what might be the best process
3 for this, the biggest difference, since I know
4 all of you have lived with the core sets for a
5 long time, is that we are not driven by statute.
6 Right?

7 So because of that, we have a lot of
8 different options. And we're taking all of this
9 into consideration, along with the experiences of
10 the NQF process, of our own processes at CMS
11 broadly as we think about identification in
12 measure selection.

13 And then also a giant thank you to NQF
14 and the co-chairs for helping us kind of think
15 through this out loud.

16 So maybe I'll just do a couple of
17 background comments to ground everybody, if you
18 bear with me. And then I'll go into my update.

19 So the Medicaid and CHIP scorecard
20 initiative, we released our first scorecard June
21 2018. So it wasn't that long ago.

22 Prior to that, we were given a charge

1 by the administration, this is an administrator
2 led initiative, to identify a scorecard that
3 could promote public transparency and
4 accountability on both the State and the Federal
5 side of the Medicaid and CHIP Program.

6 We are still in the process of finding
7 accountability. Transparency was easy.
8 Accountability as you can imagine, means a lot of
9 different things to a lot of different people.

10 So I will say that we are still in the
11 process of figuring out and putting pen to paper
12 in terms of what that exactly means. That also
13 means to Sally's question that the audience is
14 broad right now. All right?

15 We certainly know that the Federal
16 government and the States, who administer the
17 Medicaid and CHIP Programs in partnership are key
18 audiences. But we also acknowledge that once a
19 public website called the scorecard is online, a
20 lot of eyes and ears are on this.

21 So again, this is a lot of to be
22 determined as we think through this.

1 There are three pillars to the
2 scorecard. Pillar 1 is the focus of the NQF
3 work, because it aligns most closely with the
4 child and adult core set.

5 These are mostly clinical quality
6 measures. And we wanted to leverage and use as
7 the back -- foundation, the child and adult core
8 set work.

9 Which is why we came to NQF, because
10 you all are most familiar with those measures.
11 That doesn't mean that we're not working with our
12 Division of Quality at CMCS, which leads that
13 core set work.

14 As you know, those are driven by
15 Statute. There are annual reporting. And there
16 are -- there is language in terms of the types of
17 selection process that must undergo for those
18 selections.

19 I will note that our Division of
20 Quality is leading a measure selection process
21 that is going to be different this year. I don't
22 -- I wouldn't be able to articulate how different

1 it is.

2 But just know that we are statutorily
3 required to do this. So the curation and the
4 updates of the annual child and adult core set
5 will continue on.

6 In terms of alignment, they are
7 scrubbed into our scorecard initiative. And
8 certainly provide a lot of subject matter
9 expertise as it relates to the data and
10 experiences with State reporting.

11 The other thing that we are -- that's
12 on the table in case you've got questions, that
13 we're still debating, is the size of the
14 scorecard. Right?

15 So we've got two other Pillars that
16 have about five measures each. So in total
17 scorecard 1.0 had about 20 or so measures.

18 Whether it continues to stay small or
19 it becomes larger, are many of the questions that
20 we're thinking about. And that's because of the
21 mandatory reporting changes. Right?

22 So to acknowledge that we are not

1 doing perverse incentives or that we want to
2 raise all those and identify areas of quality
3 improvement, we have to acknowledge that there
4 could be a scenario where we have all of the
5 child and adult core sets as part of Pillar 1.

6 So we have had many heated debates at
7 our center about parsimony versus everything.
8 And the different pieces of that. And every
9 conversation in between.

10 And we're using a -- the AMD folks,
11 and we're using the NQF process in this year of
12 testing to end the feedback that our public
13 provides, to better understand what's the best
14 scenario that meets the needs of our States,
15 reduces burden, and still provides the picture of
16 the quality of care for Medicaid and CHIP
17 beneficiaries.

18 That is still in play. Certainly for
19 the purposes of the next scorecard release, we
20 are focusing on a smaller set, because there are
21 a lot of questions that are still out there.

22 The definition of accountability,

1 still on the table as I mentioned. Probably one
2 of the hardest conversations we've had
3 internally, and things that we are trying to
4 figure out as well.

5 And then finally, the process for
6 identifying and selecting. So we're using NQF.
7 We're using the National Association for Medicaid
8 Directors.

9 We had two public listening sessions.
10 I think some of you were on that as well. We're
11 going really broad this year. As broad as
12 possible, so that we can better understand the
13 bigger universe of feedback.

14 And then see -- and then take a step
15 back and see what's the most efficient process to
16 do that.

17 And then as I said, the biggest drop
18 -- backdrop is the mandatory reporting that's in
19 play as well.

20 So there's a lot of influencing
21 factors in terms of what this looks like in the
22 next release versus the future, because we are

1 evolving and trying to piece together all of
2 this.

3 As I mentioned, the feedback process
4 is, we've been working with the National
5 Association for -- from the beginning for release
6 one. And we've had listening sessions and
7 certainly the National Quality Forum.

8 So we're trying to take advantage of
9 multiple feedback groups as well as this. And
10 certainly from an internal perspective, I just
11 want you to know that we are certainly working
12 with the leads of the child and adult core set.

13 So where are we with the releases? So
14 I was hinting to Rich that things have changed a
15 little bit in the past couple of weeks.

16 So we have been, I think when we last
17 spoke with all of you, we had targeted a summer
18 release that would have some of the content
19 changes. And then as we identified additional
20 measures for some of the other pillars, we had a
21 second release that would that would be scheduled
22 for the fall.

1 We have very recently made the
2 decision to combine all of the content changes.
3 And do one fall release.

4 And that is so that we can have enough
5 time to finish the work of the other two pillar
6 metrics that are really important to have. And
7 in this case, there will be changes in the
8 summer. They will not be focused on content. It
9 will be, if you've been on our website, you know
10 that we have a lot to work on.

11 So it will be navigational changes,
12 functionality changes. So the ability for at
13 least Pillar 1s measures to have interactivity.

14 So that will be the focus of our
15 summary changes. There won't be a big release,
16 because it will just be functionality based on
17 1.0 data. So there will not be a data refresh.

18 The content and the data refresh all
19 will occur in -- in the fall, in early fall,
20 we're targeting. And that means that we'll be
21 reflecting, or we'll have the opportunity to take
22 into account all of our conversations today.

1 So it's a win/win for everyone.

2 That's not to say that the measures for -- that
3 we discussed off the last web meeting, those are
4 still all in play.

5 I think this just gives us an ability
6 to take additional conversations that occur and
7 over the next couple of weeks, into
8 consideration.

9 And as I mentioned, this also impacts
10 the other two pillars, where we've got other
11 conversations on additional data sources that we
12 want to include.

13 So hopefully that makes things much,
14 much easier. There's no interim release.
15 There's nothing that -- the boat has not been
16 missed on anything.

17 In fact, it's still -- it's still
18 there. So to recap, the fall would have the
19 content changes. And the summer release would
20 just be focused on functionality enhancements.

21 And then the last thing I wanted to
22 note is that as we think about all of this, we

1 acknowledge that this is an evolution in a
2 transition year.

3 And we certainly don't want to set
4 anything in stone until we have the ability to
5 take a step back and see what worked in terms of
6 how we went about this.

7 Once we have the ability to define
8 clearly some of the big questions that we have,
9 and think through the best alignment processes.

10 So we certainly don't want to create
11 a lot of different silos of work that sounds very
12 similar and is grounded in similar activities.
13 So that's one of the things that we're really
14 taking to heart.

15 So I began with a thank you. I echo
16 my thank you. I know this is ambiguous. And
17 thank you for sharing our ambiguity journey.

18 And we welcome your feedback on all of
19 this. It's going to be an extremely helpful rest
20 of the day and day tomorrow.

21 So just know that we are taking
22 everything that you say into account. And

1 helping it to shape the foundation of our work.

2 CHAIR PINCUS: So we're going to open
3 discussion. And if we have some questions and
4 comments about Karen's presentation.

5 Let me just say a couple of things
6 first. We -- I tell you, I don't envy you in
7 terms of the -- really the immensity of the task
8 and the complexity of it.

9 And we really appreciate the
10 seriousness with which you and your colleagues
11 have, you know, really gotten to do this. And
12 also your candor about it.

13 So we really appreciate that. And I
14 could sort of see that there's all kinds of sort
15 of balancing and things.

16 You know, with accountability and
17 transparency, parsimony and comprehensiveness.
18 You know, and when you think about going, you
19 know, ultimately moving towards some public, you
20 know, accountability, then you know, there's lots
21 of stakeholders have that balance between sort of
22 looking good and going good kind of things, in

1 terms of how you, you know, make choices about
2 this.

3 So we really appreciate that. So one
4 question I have is, what's the process with
5 regards to the Core Set?

6 In terms of how you're thinking about
7 sort of updating, you know, making changes in
8 that?

9 MS. LLANOS: So I don't lead that work
10 for our center. Our Division of Quality does.
11 And their process, they are required by Statute
12 to undergo an annual update. And to publish
13 those results or those changes on an annual
14 process.

15 So that work will still continue. As
16 I said, our Division of Quality is focused on
17 that right now.

18 So to the extent additional
19 information comes into play for this scorecard,
20 we'll certainly update you. But just know that
21 that process continues and it's driven by
22 Statute.

1 CHAIR PINCUS: And there will continue
2 to be that the scorecard has to be drawn from the
3 core set?

4 MS. LLANOS: I mean, I certainly think
5 at this point --

6 CHAIR PINCUS: Or that's unclear?

7 MS. LLANOS: It wants to be the -- for
8 Pillar 1, right?

9 CHAIR PINCUS: Yeah, for Pillar 1.

10 MS. LLANOS: For Pillar 1 it is always
11 going to be the foundation. As I noted, we're
12 also trying to figure out from our reporting
13 burden, what our options are to leverage data
14 that we collect internally.

15 Whether it's T-MSIS data, transformed
16 MSIS data. Whether it is MDS data. Whether we
17 can work with the Agency for Healthcare Research
18 and Quality to access CAHPS data.

19 So there are other mechanisms that
20 we're exploring from folks that own other pieces
21 of data sources that can be used to capture some
22 of those metrics. So that's certainly one thing.

1 I will note, one of the areas that
2 we've -- that we're considering for the summer
3 release, and I believe I did mention this is, so
4 CMS has nursing home compare data.

5 There are two measures that look at
6 nursing home related measures for nursing home
7 facilities that are produced at a State level.
8 Those are two measures that are under
9 consideration.

10 So certainly the core set is
11 continuing to be the foundation. But to the
12 extent there are other areas that we want to
13 highlight as part of the scorecard, those would
14 be considered.

15 CHAIR PINCUS: So one last question
16 that I have is does this Committee have any
17 responsibilities for Pillars 2 and 3?

18 MS. LLANOS: No.

19 CHAIR PINCUS: Okay. And just to
20 clarify that.

21 MS. LLANOS: Yeah.

22 CHAIR PINCUS: Okay. So can we have

1 them open the lines also for any Committee
2 Members on the phone that I have.

3 MS. GORHAM: Let me just -- so I just
4 want to make sure that Kamila Mistry, are you on
5 the line? And have an open line?

6 Sue Kendig?

7 Mara Maloney?

8 Okay. So we'll continue to work to
9 get the three Members on the phone unmuted.

10 CHAIR PINCUS: Okay. So I have Rich,
11 Stephen, Carol, and Lindsey for comments.

12 MEMBER MISTRY: This is Kamila. Could
13 you hear me?

14 MS. GORHAM: Yes Kamila. We can hear
15 you now.

16 MEMBER MISTRY: Oh great. Great.
17 Thank you.

18 MS. GORHAM: All right.

19 CHAIR ANTONELLI: Karen, again, thank
20 you. You stated pretty directly that
21 accountability is being figured out.

22 And I'm grateful for that. But what

1 I'm concerned about is depending on whether
2 that's accountability al la ACO with an immediate
3 implication for financial risk at the level of
4 the State and delivery system.

5 Versus accountability, a glide path to
6 making sure that somebody is accountable for
7 improving outcomes or two different things. And
8 would probably influence how I would vote later
9 today.

10 So can you give us some guidance about
11 how CMS is thinking about accountability?
12 Specifically with respect to moving measures that
13 potentially are going to get into the space of
14 high value integration, behavioral health, SDOH
15 and the like.

16 Versus if it lands in scorecard Pillar
17 1 that immediately States are going to just start
18 holding people financially accountable. Because
19 I'd had to -- the glide path to public reporting
20 to start to infuse a sense of performance
21 punishment.

22 MS. LLANOS: So we are early on in our

1 process in terms of defining. I think we had
2 lots of conversations with NAMD and the States
3 yesterday in terms of what that means and what
4 that could mean.

5 So I wouldn't be able to tell you
6 whether it's capital or small. I would suggest,
7 as we have been when we have these conversations,
8 that it's always helpful for us to hear experts'
9 recommendations on their opinions on how that's
10 to approach the accountability question.

11 And I'd be open to hearing all of that
12 as well as part of these conversations.

13 MEMBER LAWLESS: Yeah, thank you. A
14 little dovetailing off of what Rich just said
15 Karen. And your presentation was very, very
16 good.

17 A lot of these measures, which are
18 process measures, we're going to be looking at
19 the reliability and validity, and using that as a
20 criteria for how whether it should be approved or
21 not.

22 Is there any ongoing work that's going

1 to look at the reliability and validity of the
2 measures in aggregate to seeing what the impact
3 has been? A little bit more towards the value
4 question and outcomes versus just a scorecard?

5 And a burden of the scorecard versus
6 hey look at first year, this is what it's done.
7 Second year, this is what it's done in terms of
8 value to the patient.

9 MS. LLANOS: Yeah. I think for a lot
10 of our measures, the feedback that we've gotten
11 from States or from everyone after the release of
12 our first scorecard was, will you be able to, or
13 do you plan on displaying a change in trend or a
14 change over time?

15 Or moreover, what types of --will you
16 be able to dig in and tell a broader story about
17 that?

18 I will say I think we're -- we'll
19 consider that. And I think the thing that we
20 need to keep into account is, you know, what --
21 how much of a story is there to tell that's not
22 super complicated when it comes to a State

1 Medicaid and CHIP Program?

2 So there's lots of influencing factors
3 that go into a performance rate. Validity and
4 testing of the measure itself is just one piece
5 of it.

6 How it's collected. The structure of
7 the program. Lots of other things. So I think
8 we -- I think from a data perspective, the trend
9 change over time is certainly something that
10 we've certainly considered.

11 Whether or how else to dig in and tell
12 a deeper diver story, I think is one that we're
13 trying to figure out what's possible in a
14 scorecard like this.

15 MEMBER SAKALA: So thanks Karen. That
16 was really helpful and somewhat reassuring around
17 the potential for evolution.

18 Since you, and I appreciate that you
19 are looking for Pillars 2 and 3 for opportunities
20 to possibly address some of the limitations in
21 Pillar 1. I just wanted to clarify when we will
22 know about Pillars 2 and 3?

1 Is that that fall release? And we
2 won't have any information until then? Is that
3 correct?

4 MS. LLANOS: So Pillars 2 and 3 are
5 going to be very similar to the 1.0 release,
6 which is publically available.

7 So just as a reminder, the two
8 pillars, the last two pillars, one relates to
9 State administrative accountability. And the
10 other to Federal administrative accountability.

11 So these are metrics that we worked
12 with the NAMD group and with our State partners
13 to better understand how to frame some of these
14 measures.

15 The types of measures that are
16 included focus for example on the processing
17 efficiencies of State plan amendments, 1115s,
18 1115 demonstrations.

19 So for the time being, our initial
20 foray has been into more of the operations
21 process. Trying to gain efficiencies in some
22 areas of pain points that we and the States have

1 identified that we want to improve.

2 Or other areas that are -- that are
3 being considered, program integrity, NAJI
4 processing times, potentially looking into
5 expenditures.

6 So there are areas that are not
7 clinical quality at all. They are on the
8 functions of the operations between the State and
9 the Federal government.

10 MEMBER COGAN: Thank you. And I --
11 and Rich, you read my mind. So having -- being
12 able to review measures without fully
13 understanding the application and data set.

14 So the accountability again, is a
15 challenge. And I don't envy you, Karen. I've
16 sat in your position at a State level. Now
17 having to do that same type of accountability and
18 decision at a Federal level is incredibly
19 difficult.

20 But, you know, you can have a
21 reliable, valid clinical quality measure. But
22 then in the application of that measure in a

1 financial risk or a pay for performance setting,
2 it may not fit.

3 So I just would caution, or echo that
4 I understand that's a challenge. That it's a
5 challenge sitting on this side.

6 And I'm coming at this from the
7 perspective where I'm going to be sort of at that
8 highest level in my review of measures. To
9 ensure that we're not setting up a situation in
10 which the application of a measure in the
11 scorecard, which then could be used for something
12 else, would somehow lead to bias or a
13 disincentive at a State level.

14 MEMBER DAHAN: So I'm just wondering
15 from -- somewhat from a provider level, since
16 most of these measures and the data for these
17 measures are collected through claims through, I
18 guess, ICD-10 and CPT coding, which is usually
19 done on kind of the front lines, right?

20 In many capitated now environments,
21 coding for every specific problem that you
22 address, has become -- there's less emphasis on

1 it. When before, there was a fee for service
2 schedule, right?

3 So how will the data that's collected
4 be somewhat accurate? And how do you collect all
5 that data if providers aren't kind of pushed to
6 codify everything?

7 Like for example, a well visit. You
8 would consider -- the BMI would be in the vital
9 signs. And discussing diet and exercise would be
10 part of that well visit.

11 So if you're collecting diet and
12 exercise, those have separate ICD-10 codes. But
13 I don't think most providers would think that
14 they would have to put well visit, counseling for
15 diet and exercise, BMI of whatever, 25, in a
16 separate line, because they would assume that the
17 well visit means all three.

18 MS. LLANOS: So I think the role the
19 providers in the State engagement is one that is
20 -- is common to all of our measures for the core
21 sets. Right?

22 So it's also part of the standardized

1 reporting activities that we and our States have
2 been trying to engage over the past several
3 years.

4 So we know that it is resource
5 intensive to collect any measure. To the extent
6 that there are coding issues, or I will assume
7 there are coding issues at all State levels when
8 it comes to reporting.

9 So this is one where we know that
10 there are potential inconsistencies or issues
11 with the collection and reporting of our
12 measures. What we get at CMS is one State rate
13 that the State has aggregated across its
14 different providers.

15 So we don't get to see behind the --
16 or under the hood as much. And this is one.
17 It's an issue that our State partners have
18 tackled.

19 And I think that to Liz's point, it's
20 a resource intensive activity. Whether it's one
21 measure or 20, or 40 measures.

22 MEMBER DAHAN: Thank you.

1 MEMBER TURBYVILLE: I have a couple of
2 questions. So and I don't think they're going to
3 be lengthy for you to answer. But when you
4 answer one, hopefully I can have an opportunity
5 to ask the next.

6 So, but I think I got clarity to my
7 first question. But I just want to hear from
8 you, Karen, if I'm understanding this correctly.

9 When -- you're saying the decisions
10 about accountability have not been met. The
11 level of accountability, which is the State, that
12 -- is that -- that's gelled, right? In terms of
13 the scorecard.

14 It's at State level we're not looking
15 at any roll down of measure reporting to -- under
16 the State level?

17 MS. LLANOS: I mean, certainly it's
18 between the State and the Federal government.

19 MEMBER TURBYVILLE: Right. That's
20 what I meant.

21 MS. LLANOS: Whether the State makes
22 other decisions, that's theirs.

1 MEMBER TURBYVILLE: And so what I want
2 -- and then so what's undetermined it sounds like
3 is what the consequences of results are at the
4 State level that are being reported to CMS.

5 Right now it sounds like it's public
6 reporting. But there could be other financial or
7 other types of incentives or consequences
8 attached to performance in the scorecard.

9 But that's -- is that what is not yet
10 determined? Am I understanding correctly when
11 you're --

12 MS. LLANOS: Right. All senses of the
13 word accountability. Right. So one could
14 imagine that for public reporting at large, just
15 the public reporting activity itself is a form of
16 accountability. Right.

17 So I will say I think these are
18 leadership discussion questions that still need
19 to happen in terms of, how do we put something
20 more specific around the term accountability.

21 MEMBER TURBYVILLE: So, for today,
22 would I be remiss too only think about the

1 outcome of the, you know, the consequence of the
2 accountability to be public reporting?

3 Is that what we should be focusing on?
4 And then if decisions are changed in the future,
5 CMS will either internally or use a committee,
6 this Committee or another committee, to then
7 consider both measures in the scorecard and
8 others in the context of others, like a financial
9 tie to the accountability piece.

10 So, can we -- can we feel confident
11 that today it's about public reporting? And
12 decisions are to be made.

13 And then once those decisions are
14 made, CMS will think about the process to ensure
15 their space validity for a measure that looked
16 good for public reporting based on the
17 Committee's recommendation, but maybe does not
18 have face validity or -- in a financial type of
19 accountability framework?

20 CHAIR PINCUS: Or more then face
21 validity?

22 MEMBER TURBYVILLE: Right.

1 MS. LLANOS: I think if that's a
2 suggestion you want to make to NQF, I think it's
3 a good one.

4 MEMBER TURBYVILLE: It would maybe
5 alleviate some back and forth about the
6 hypothetical of, you know, if today we feel like
7 we're focusing on the public reporting. And yes,
8 understanding that in the future that may change.

9 But that's an unknown for CMS. And to
10 deal with that unknown might be rather difficult.
11 And could hold back measures that we do think are
12 good for public reporting, but either don't know,
13 or already know are not in other types of
14 accountability approaches.

15 So I'd like to make that suggestion.
16 Whether we answer that question now. But that
17 would help us, I think, quite a bit.

18 CHAIR PINCUS: Yeah. No, I think --
19 I think that's very helpful. I think one of the
20 things people should realize is that we're going
21 to have another discussion tomorrow about sort of
22 future strategy and those kind of things.

1 So it's best right now, I think, for
2 us to focus on sort of getting as much
3 information from Karen in terms of the kind of
4 decisions that we have to make over the next --
5 the rest of today.

6 MEMBER TURBYVILLE: Okay. Thank you.
7 And then my next question is, to what extent is
8 CMS engaging more directly Medicaid
9 beneficiaries?

10 And that could even involve public
11 reporting if they are an intended audience. But
12 certainly if there are financial consequences to
13 Medicaid programs, they are very important
14 downstream.

15 And for my perspective, I can think of
16 parents of children with medical complexity, who
17 even if they do or do not have commercial
18 healthcare, may have Medicaid wrap around.

19 And the consequences of a negative
20 financial impact on measures being selected for
21 the scorecard may really change how we think
22 about things. If we can hear more directly from

1 them.

2 So not just the advocates. But even,
3 again, I can easily think of parents who have
4 children with medical complexities who rely on
5 Medicaid again, either as their complete
6 financial support for clinical care or wrap
7 around for their commercial, or those in the
8 military, et cetera.

9 So I don't know if you've gotten
10 there, but -- and it's a question. And if not, I
11 would really encourage that, if you think about
12 that, as well as the Committee.

13 Or maybe it's more suitable for this
14 core committee. But, so my question is this.

15 MS. LLANOS: Yeah. I think it's a
16 great suggestion. Certainly as an agency we try
17 to include the beneficiary perspective.

18 MEMBER SCHIFF: Thanks. I -- as I'm
19 sitting here, I'm thinking about how we make our
20 decisions in Minnesota about what measures to
21 report.

22 And I think that this accountability

1 issue is important because there's this dynamic
2 that happens in our shop about what should we
3 report? And it's a, you know, it's -- it gets
4 kind of complicated with this accountability
5 question.

6 Because we really -- and I just want
7 to make everybody aware of it, because we sit
8 around and go, what's the burden of doing this
9 measure? And is it accurate and all that jazz?

10 But then there's also these things
11 like, if we vote for this measure by reporting
12 it, will we then become accountable in the future
13 for something that we're not all that excited
14 about, because we don't think it's going to move
15 the needle in population health.

16 And if we don't -- and so, you know,
17 I try to weigh in pretty strongly on things that
18 I really want to move. Postpartum contraception
19 is my poster child for that.

20 You know, and I vote against things
21 where I think we already have a process in place
22 that having a public -- another measure will mess

1 with. So that -- and my poster child for that is
2 the long term -- the high dose opioids, because
3 we have a different process around that in
4 Minnesota.

5 And at the same time, trying to figure
6 out how any of these measures, I mean, most
7 importantly, how any of these measures can be
8 built into our quality improvement structure for
9 our accountable care organizations, or our MCOs.

10 And so -- and then the last part of
11 this is quite honestly, I don't want to be not a
12 part of the club, because I like being part of
13 it.

14 We like being here. So we want to
15 measure -- report enough. But I think in some
16 ways, now what I'm hearing is that the amount of
17 measures and work that's measured, it's part of
18 the vote tally though whether it's going to be a
19 part of the scorecard.

20 And I guess I just -- I don't think
21 that that's -- I understand that that's the
22 transition. But, I'm worried that if that

1 becomes a foundational block of this whole thing
2 in the future, we will go down a road that we
3 won't be able to turn around from.

4 And so I think, you know, my comment
5 would be -- I would tell my colleagues in other
6 States to be really careful about reporting,
7 because reporting is voting in a way, so.

8 MEMBER KELLEY: So my comments are
9 similar to Jeff's in that thinking from a
10 Medicaid Program standpoint.

11 And always thinking of what are the
12 key measures that are going to hold myself, State
13 officials, as well as our managed care plans
14 accountable for the clinical quality.

15 And I think we're only really today
16 addressing clinical quality. We're not really
17 addressing those other two pillars.

18 So when I looked at the current
19 dashboard, I think nine of our measures on the
20 current dashboard are actually in one of several
21 of our MCO payment programs.

22 And putting something onto a

1 dashboard, putting something into a pay for
2 performance program, does make health plans and
3 providers pay attention to particular quality
4 measures.

5 And we've seen that. We've been doing
6 MCO and provider pay for performance for at least
7 12 years now.

8 And repeatedly we've seen when we've
9 added something, the performance goes up over
10 time. Maybe not immediately. But it goes up
11 over time.

12 So I think as we're deliberating today
13 about what goes on and what goes off, I always
14 think in terms of, who is the -- what's the
15 population that we're dealing with?

16 What measures go broadly across those
17 populations? Or are there also measures
18 necessary for those smaller, sometimes forgotten
19 populations with disabilities and complex chronic
20 conditions?

21 But in my job I think in terms of
22 pregnant women. Medicaid Programs see a very

1 high percent, and pay for a high percent of
2 prenatal, postpartum care and delivery.

3 I call them my kids. We take care of
4 a lot of kids in Pennsylvania, 1.1 million kids.
5 And then those individuals, especially adults and
6 kids, living with chronic conditions, as we
7 deliberate, I think we need to keep those
8 populations in mind.

9 Whatever we come up with, it's not
10 going to be perfect because there are going to be
11 definite gaps. Especially in long term care
12 support services and a lot of times in pediatric
13 chronic conditions.

14 But, looking at all the expertise
15 around the room, I think we have the right folks
16 in the room to deliberate. And may -- we walk
17 away with an even better scorecard.

18 MEMBER HOUTROW: You know, one of the
19 things I'm thinking about, and I think I would
20 like some guidance from the leadership about is,
21 what lens we're taking? And at what perspective
22 that's coming from?

1 So if our -- we're thinking about the
2 population of children on Medicaid. That's a
3 different lens then if we're thinking about how
4 Medicaid dollars flow and where the high cost
5 utilizers are.

6 And so in addition, when we're
7 thinking about how the raise to the importance of
8 being in this set of particular measure, are we
9 thinking about that? And which population are we
10 evaluating that in?

11 So for example, I'm going to use an
12 adult example. So breast cancer screening. It
13 really has relevance to half of a population and
14 not really to the other half.

15 And so if you're thinking from the
16 entire population that's a different thing. Then
17 you're thinking of women who are at risk for
18 breast cancer.

19 And I think maybe some guidance about
20 who and when we're -- when we're taking about
21 which populations. Because when we granularize
22 our evaluation of individual measures, we're

1 thinking about the importance of the measure for
2 that population that it's for.

3 But perhaps we also need to be
4 thinking about the measure for the meta-group.
5 Because I'm, you know, worried about what Sally
6 was talking about and what Jeff was saying.

7 And I think that that really is a
8 potential for us to be elevating measures because
9 they're feasible and they're valid and they, you
10 know, do the thing that we want them to do.

11 And that emphasizes their importance
12 for the entire population in a way that we maybe
13 aren't intending.

14 And we need to know whether we should
15 be thinking about, you know, the small fraction
16 of kids who are consuming most of the dollars.
17 Or should we be thinking about all of the other
18 kids for which routine preventative care is
19 important?

20 And the important thing that strikes
21 me about that is that for kids who are relatively
22 healthy, missing a routine screen, doesn't have

1 that many adverse consequences.

2 But, the adverse consequences to a
3 child who is not healthy, not getting a thing,
4 can be really detrimental. And so it's a smaller
5 population, but the impact might be greater.

6 So I think, you know, guidance from
7 leadership about how we take those various levels
8 in the meta-issues into account when we're going
9 through the measures would be helpful.

10 CHAIR PINCUS: Unfortunately, I think
11 this is an inevitable kind of balancing act that
12 we do at every one of these kinds of meetings.

13 Of, you know, figuring how to balance
14 between measures that are impactful for a large
15 number of people, versus measures that are really
16 impactful for people that are most vulnerable.

17 And I think that's the balance we
18 always have. And I think there's no clear answer
19 to that.

20 I think that, you know, it would be
21 great if we could, you know, create a fact of
22 collect data on a thousand measures and be able

1 to assimilate all that information. But we
2 can't.

3 And so we're going to have to balance
4 it. And that's part of what we -- not so much a
5 science, but really the art of what we're doing
6 here, you know. Sally?

7 MEMBER TURBYVILLE: Just Karen, do you
8 have any clarity as to whether there is a direct
9 intention to compare the performance of the
10 States head to head?

11 Or is it real -- you know, as a way to
12 evaluate them against each other? Other than
13 what just naturally happens in public reporting.

14 Or is it all -- is the thinking more
15 around identifying really great performers, poor
16 performers, and/or looking for improvement in
17 these reports.

18 So and it gets to some of what Amy's
19 saying. So in some ways that if we can't detect
20 differences between States, is that really
21 detrimental? Or is it more about seeing what the
22 performances within a State and then -- and so

1 then it could be a smaller subpopulation like
2 children with medical complexity.

3 And looking for improvement, and being
4 able to identify where there's really poor or
5 great performance. Either to spread knowledge or
6 to figure out what's going in the poor performing
7 pockets.

8 Is there a directional sense from CMS
9 of what that will feel like?

10 MS. LLANOS: So I think that just by
11 virtue of putting States together, there's a
12 natural State to State comparison. Right?

13 So there's things that we just can't
14 control. There, you know, is a public reporting
15 and then transparency and the sharing of the data
16 is just one aspect of the initiative.

17 There's absolutely an importance
18 placed on being able to raise all votes. And to
19 identify best practices that can be shared.

20 That's just the quality improvement
21 undertones of the initiative at large. So we
22 understand that comparisons could be natural.

1 We certainly want to be able to point
2 to State examples where folks are struggling with
3 a particular measure and want to better
4 understand. But we've also been doing that as
5 part of our annual Secretary's Report for the
6 past eight years.

7 So I think the -- this is a
8 culmination of activities that we're building on.
9 It's -- we're just putting it together in a
10 different way.

11 CHAIR PINCUS: Rich?

12 CHAIR ANTONELLI: I will not put you
13 on the spot and ask you to either predict the
14 future or make a commitment.

15 But my sense at this point in time is
16 that this group will continue to have the ability
17 to remove measures from the scorecard, in
18 addition to promote measures. I know in fact
19 that's what the rest of the day is here.

20 But will that ability stand firm? Is
21 what I'm -- if I have to make a judgment about
22 suggesting the addition of a measure in

1 particular without really have a solid framework
2 around accountability, it really gives me two
3 options.

4 One is to say no. the other one would
5 be to say yes, but within an attached condition.
6 I think if we have a sense that if we promote a
7 measure forward today, but that we could come
8 back to it once CMS articulates whether we're
9 talking about small a or capital A
10 accountability, that gives us a little bit more
11 room.

12 Do you know how solid the commitment
13 is for us to be able to curate bidirectionally
14 the scorecard?

15 MS. LLANOS: Not at this point. So
16 I'll just emphasize, we are not driven by
17 Statute. And that gives us many, many more
18 flexibilities than other committees would be.
19 Right?

20 So we are trying to leverage as broad
21 of a stakeholder process. And then to the extent
22 as we take a step back and reflect that we might

1 need to create efficiencies in certain ways, then
2 we'll have to make that determination.

3 I will say, I like the idea of the
4 caveats. Because I think all information is
5 really helpful for us, particularly as we think
6 about this.

7 And I think the other thing I would
8 say is, if suggestions aren't taken this round,
9 that doesn't mean that we don't think about them
10 for future.

11 CHAIR PINCUS: So thank you so much
12 Karen. I think that one of the points that you
13 made just now is that this occurs all the time.

14 That while as we move into sort of a
15 voting and reviewing -- reviewing and voting
16 process that in many ways, while the voting is
17 important, much more important are the comments
18 and discussions that occur during the preparation
19 to vote.

20 That is, in many ways, is more
21 valuable to CMS than the actual vote. And so
22 that's something that's important.

1 So feel free to make a comment. Put
2 in your caveats and concerns. And you know,
3 arguments both pro and con as we move into that
4 discussion.

5 So why don't we take a break now. And
6 reconvene at 11 o'clock.

7 (Whereupon, the above-entitled matter
8 went off the record at 10:43 a.m. and resumed at
9 11:03 a.m.)

10 CHAIR ANTONELLI: All right. Before
11 this meeting gets totally away from us, it is the
12 top of the hour. We are ready to get started. I
13 think we go to Shaconna, right? Or Debjani?

14 MS. MUKHERJEE: I'm just going to
15 quickly kick it up.

16 CHAIR ANTONELLI: Go for it.

17 MS. MUKHERJEE: And what I'm going to
18 do in this, before Shaconna starts talking about
19 measure-specific recommendations is briefly sort
20 of revisit our measure selection criteria and add
21 some of the nuances that we talked about.

22 So if you all sort of look at the

1 screen, I guess are we going to the measure
2 select? Okay, we're not.

3 So basically we use a measure
4 selection criteria to think about measures to be
5 discussed in this forum for addition and/or
6 removal.

7 And some of the things we look at is
8 critical program objectives, meaningful
9 measurement frameworks, program goals'
10 requirements, the mix of measures. And we always
11 know there's a dearth of outcome measures, person
12 and family centered care and services, cultural
13 competency disparities, alignment, parsimony.

14 What we also do is look at some other
15 characteristics such as critical equality
16 objective gap areas, strongly linked to outcomes,
17 quality challenge. Again, out -- feasibility
18 especially in this venue where we have a lot of
19 State Medicaid representation.

20 Feasibility and data burden and
21 resource burden is something we talk about.
22 Intended care settings, levels of analysis

1 populations, maybe not quite so much, because all
2 our measures have been sort of through the
3 process and have been discussed on the core set
4 side. As well as no negative unintended
5 consequences.

6 And some of that was discussed during
7 our previous presentation and by Karen from CMS.
8 But, some of the things we heard that we sort of
9 will keep in mind and consider going forward is
10 sort of the balance between measures for most
11 vulnerable populations versus population level
12 measures.

13 So looking at sort of small n when
14 that is applicable to the measure versus sort of
15 a broad -- broad sort of capture. Also clinical
16 meaningfulness in relation to reporting versus
17 reporting for the sake of reporting, best
18 practices.

19 So what we wanted to do was just sort
20 of -- and also the sort of lens of
21 accountability, whatever it might look like.
22 Data perspective, things like missing data,

1 coding issues, so as we move forward, the hope is
2 that we sort of keep in mind those measure
3 selection criteria and the analysis algorithm.

4 But also add sort of this more
5 practical perspective lens and have a more
6 nuanced discussion that focuses more on the
7 balance of the utility of reporting versus not
8 reporting in relation to adding to the scorecard,
9 as well as sort of the clinical impact on sort of
10 the patient population regardless of if the
11 measure focus is a small n or a larger n.

12 And with that I'm going to turn it
13 over to Shaconna.

14 MS. GORHAM: Thank you Debjani.
15 Before I get started, I just want to do one more
16 check for the members on the phone.

17 If you could acknowledge that you have
18 an open line. Sue Kendig and Mara Maloney?

19 Okay. You also have the opportunity
20 to chat. So if you would like to provide input
21 throughout the conversation, definitely you can
22 use the chat function.

1 You can also raise your hand if you
2 have an open line. And maybe you're just away
3 from the phone right now. But you have the
4 opportunity to have -- to use the hand raise
5 function. And one of the staff will acknowledge
6 you.

7 Okay. So that was a good -- Debjani
8 gave a good summary of some of the nuances that
9 you all mentioned earlier in the discussion. So
10 that was a good segue to our measure selection
11 criteria.

12 And this is not foreign to you. We
13 reviewed this criteria during, I think, Web
14 Meeting 1 and possibly 2.

15 This is a tool used to assess measure
16 sets. And for the purposes of this review,
17 they're intended to assist and identify what an
18 ideal set of measures would be for the public and
19 reporting -- for public reporting programs.

20 Also, they are not absolute rules. So
21 some of the nuances that you all mentioned
22 earlier, definitely should be applied when you're

1 thinking about selecting measures and then voting
2 on the measures.

3 The central focus should be on
4 selection of high quality measures that of course
5 fill critical measure gaps and increase
6 alignment.

7 And again, this is the preliminary
8 analysis algorithm that staff uses once we
9 receive your measure recommendations.

10 For addition, we applied this
11 algorithm to all of those measures. The
12 algorithm highlights usability as well as
13 feasibility. Next slide.

14 And so this will be very important for
15 the task at hand today. So I wanted to make sure
16 that I'm really clear about the process.

17 Each measure will be introduced. I
18 will read some brief measure specs, reporting
19 data as well as endorsement history.

20 And I thought it would also be helpful
21 that you all hear some of the past MAAP
22 discussions, some of the input that you gave in

1 previous years on the measures.

2 After that, we will have the lead
3 discussants introduce the measure by highlighting
4 its value to the scorecard and providing a brief
5 rationale for why you recommended that measure.

6 Lead discussants also have liaised
7 with measure developers to ensure that they are
8 available to answer questions related to measure
9 specifications.

10 So I'll say at this time, we have
11 developers on the phone and then also in the
12 room. If you are a developer on the phone, you
13 can raise your hand and we will unmute your line.

14 After lead discussants give that brief
15 introduction, the Chairs will ask Committee
16 Members to weigh in. And once the Committee
17 discussion is complete, we'll take a motion on
18 the measure. And then we'll take a second on the
19 measure. And we'll do that for each measure.

20 Once all measures are discussed, then
21 we'll open for public comment. And then we'll
22 come back and vote on the individual measures.

1 Since the lead discussants recommended
2 the measure, they will not be allowed to make the
3 motion or the second of the motion. So if you're
4 a lead discussant, you'll give your point of view
5 and rationale, and we assume that you support
6 your measure for voting.

7 So we'll begin the review. I'll ask
8 you to open your discussion guide. You received
9 a discussion guide in your meeting materials.

10 And then I'll turn it over to Miranda
11 to do a quick walk through of the discussion
12 guide and the best way to toggle through the
13 different tabs.

14 MS. KUWAHARA: Thanks Shaconna. And
15 I will load it up so that members of the public
16 can also follow along.

17 So as I mentioned previously, the
18 discussion guide can be located in the email that
19 went out this morning for Committee Members.
20 It's also located on our public Sharepoint site.

21 So for members of the public, you can
22 go to public.qualityforum.org to access this

1 discussion guide.

2 Here we have all of the measures
3 slated for review today. You also have two
4 agendas presented on here. We have an
5 abbreviated agenda. We also have a more detailed
6 agenda.

7 If you visit the abbreviated agenda
8 and the two measures recommended for removal,
9 which is where we are at in our meeting, it will
10 take you to our measures slated for tomorrow.

11 And for our Committee Members who are
12 joining us via phone, would you mind muting your
13 lines. Thank you. We'll work to get those lines
14 muted.

15 Back to the tour of the discussion
16 guide. We have the measures recommended for
17 removal here as well as the domains they're
18 categorized under.

19 You'll notice in the upper right-hand
20 navigation pane, you can jump back to the agenda.
21 And you'll notice later in our day when we
22 discuss measures recommended for addition, you

1 can click this link, and it will bring you to the
2 measure specifications as well as staff's
3 preliminary analyses.

4 You'll notice up at the top right-hand
5 navigation pane, if you'd like to look at a
6 comprehensive list of the measures we're
7 reviewing today, you can click on measures, as
8 well as domains.

9 And if you'd like to link out to the
10 measure repository, which was provided to you all
11 back in November, you can access that Excel file
12 by clicking on the measure repository.

13 So if you'd like to tee up the first
14 measure for discussion today, you can go back to
15 the agenda. Click on the 11:00 a.m. agenda item.
16 And we have 1517 here.

17 If you'd like to click on measure
18 specifications, we'll be good to go.

19 MS. GORHAM: You will keep the
20 discussion guide open. We'll toggle back to our
21 slide deck.

22 Just as a reminder of course, the

1 measure removals will be recommended -- that you
2 all recommended will be from Pillar 1, because
3 that is the focus of our day.

4 The measure removal recommendations
5 represent measures in three of the six domains.
6 Promote effective communication and coordination
7 of care domain, make care safer by reducing harm
8 caused in the delivery of care domain, and then
9 promote effective prevention and treatment of
10 chronic diseases and -- diseases domain.

11 Okay. And this slide shows a --
12 potential reasons for removal from the scorecard.
13 I won't read them all.

14 But just to highlight a few. Multiple
15 years of very low numbers of State reporting.
16 Measures does not provide -- do not provide
17 actionable information for State Medicaid
18 Programs.

19 Superior measure on the same topic has
20 become available. Are just a few reasons for
21 removal.

22 Here you have a list of the measures

1 that were recommended. Again, there are six
2 proposed today. We'll discuss and a little later
3 have public comment and take a vote.

4 As Miranda said, we are looking at
5 1517 is the first measure. And that is the
6 prenatal and postpartum care: postpartum care
7 measure.

8 The measure is not NQF endorsed.
9 Endorsement was removed from the measure in
10 October 2016 due to lack of empirical evidence
11 and validity issues.

12 This -- the race of this single
13 measure is split across the child and adult
14 measure sets, core sets. And we are looking at
15 the postpartum care, which is on the adult core
16 set.

17 So for the purposes of our
18 conversations today of course, we are considering
19 whether or not this measure should be removed
20 from the scorecard.

21 The description of the measure, the
22 percentage of deliveries of live births between

1 November 6 of the year prior to the measurement
2 year and November 5 of the measurement year for
3 these women.

4 The measure assesses facets of
5 prenatal and postpartum care. For our purposes,
6 I'll only read the pre -- postpartum care rate.
7 And that is the percentage of deliveries that had
8 a postpartum visit on or between 21 and 56 days
9 of delivery.

10 This is a process measure. The data
11 source -- sources are claims, electronic health
12 records, paper medical records.

13 So for a little bit of history.
14 During the 2017 annual core set review, MAAP
15 emphasized the importance of promoting actionable
16 measures that directly address outcomes. And
17 this measure, the Committee felt that it only
18 focuses on visit counts.

19 MAAP recommended that CMS remove this
20 measure only if there was a suitable alternative
21 measure.

22 MS. MUNTHALI: My apologies to

1 everyone in the room. Apparently there's a
2 reported fire in our building. So we have to
3 evacuate.

4 So I apologize to Shaconna and
5 everyone for interrupting the meeting. So our
6 colleagues are going to lead us out.

7 So everyone on the phone, we'll rejoin
8 you when we can. Thank you.

9 (Whereupon, the above-entitled matter
10 went off the record at 11:18 a.m. and resumed at
11 11:37 a.m.)

12 MS. GORHAM: So we'll go ahead and get
13 started. We were discussing 1517, prenatal and
14 postpartum care, postpartum care. And I was
15 going over a little bit of the history.

16 MAP recommended that CMS remove this
17 measure only if there was a suitable alternative.
18 CMS obviously did not think there was a suitable
19 alternative, and for other reasons did not accept
20 the recommendation, and the measure remains on
21 the 2019 adult core set.

22 So just a little kind of level-setting

1 to give you some history. Thirty-eight states
2 reported on this measure in 2017. It is also in
3 the QRS program. With that, I will turn it over
4 to Rich and our lead discussant is Julia -- oh,
5 me, okay. Julia Logan actually sent her talking
6 points in. She apologizes for not being
7 available, she had a family emergency.

8 But she did send in some talking
9 points for all of the measures that she
10 recommended. So again, this measure was
11 recommended for removal. And some of her
12 rationale, she says prior to May 2018, ACOG
13 recommended that a comprehensive postpartum visit
14 take place within the first six weeks after
15 birth.

16 In May 2018, ACOG released a Committee
17 opinion stating the postpartum care should become
18 an ongoing process rather than a single
19 encounter, with services and support tailored to
20 each woman's individual needs. ACOG now
21 recommends that all women have contact with their
22 OB/GYN or other obstetric care providers within

1 the first three weeks postpartum.

2 The initial assessment should be
3 followed up with ongoing care as needed,
4 concluding with a comprehensive postpartum visit
5 no later than 12 weeks after birth. The new
6 recommendation makes the NCQA postpartum measure
7 obsolete, and thus should be removed from the CMS
8 scorecard.

9 Effort should be made to add a
10 maternal health measure to the scorecard, as it
11 is a high priority area. So she summarized to
12 say change in clinical evidence has made this
13 measure obsolete. ACOG recommends --
14 recommendations were updated in May 2018 and are
15 no longer in alignment with the intent of the
16 NCQA postpartum measure.

17 This measure also lost NQF
18 endorsement. Because removal of this measure
19 creates a subject area gap, efforts should be
20 made to add a maternal health measure to the
21 scorecard. So with that, I will turn it over to
22 Rich.

1 CHAIR ANTONELLI: All right, so we, I
2 want to just remind people to aim your name card
3 toward me so that I can do that. I'm going to
4 open this for discussion. The - be very mindful
5 of the significant commitment to pregnant women
6 and children for Medicaid. So there's a lot
7 riding on this as a area for measurement.

8 So I think I've got David, and I'm
9 sorry, I can't see the first name. Yeah, David,
10 Dan, Judy, Carol. All right, did you, Jill, did
11 you come in between those two guys? Okay, one,
12 two, three, I have to get Carol here, so you're
13 four, then five. David, go.

14 MEMBER KELLEY: So from our
15 standpoint, this is on our Pennsylvania pay for
16 performance with our MCOs. I was part of the NQF
17 discussion about voting it off the island for NQF
18 endorsement. The biggest issue was the gap
19 between the first 21 days.

20 And my recommendation then was don't
21 throw the baby out with the bathwater. Let's
22 continue to endorse it, but let's have NCQA add I

1 don't know, five or even zero or one to 21 days
2 to the measurement. NCQA still has not done
3 that, but to me, that's a better fix than
4 throwing the entire measure out.

5 Health plans do have, in fact, we went
6 back after that NQF meeting, I actually asked
7 some of our plans to run some data to look at.
8 One of the concerns was that a lot of women with
9 C-section, which unfortunately is probably about
10 28% in Pennsylvania Medicaid, you know, come back
11 before the three weeks.

12 And we actually some plans do
13 analysis, and even those really were, they were
14 missed opportunities for any postpartum visit.
15 So I think we really, until we do have a better
16 measure, I would advocate that this stay on.

17 I would also say that I think what was
18 alluded to was an expert opinion that I'm not
19 going to question that expert opinion, but I
20 don't know when NQF looks at the level of
21 evidence expert opinion is fairly low. So even
22 though ACOG has changed their recommendation, I'm

1 going to say that that's an expert opinion, I
2 highly respect it.

3 But let's keep the measure on until we
4 have something that is better that can replace
5 it. And one of those things would be to measure
6 that additional gap, that first 21 days. And it
7 would be beautiful to capture some of the things
8 that should also happen within those 21 days.

9 CHAIR ANTONELLI: Jill.

10 MEMBER MORROW-GORTON: So David, I'm
11 going to disagree a little bit. I think that
12 having a measure that doesn't really align with
13 the guidance that practitioners are being given
14 in terms of how to practice is a bit of a
15 problem. Because you can have practitioners that
16 are doing exactly what is supposed to be done and
17 they would not get credit for that, because the
18 measure doesn't reflect those recommendations.

19 I think the other piece of it is just
20 kind of rejiggering the existing measure may in
21 fact not address the reasons for the changes in
22 the recommendations regarding practice.

1 MEMBER SCHELLHASE: I support removal.
2 and I respect David's opinion about maybe better
3 to have something rather than nothing. But this
4 original measure is also based on expert opinion.
5 There's, you know, it's based on incredibly old
6 historical handed-down knowledge about when you
7 would expect a woman's cervix to close up
8 completely postpartum.

9 You know, there's not much more to it
10 than that. I don't think there's ever been much
11 evidence supporting this particular schedule. So
12 I agree that we ought to be holding practitioners
13 accountable to what's currently being advocated,
14 I think it'll sow confusion and more frustration
15 to continue to advocate for an older standard.

16 CHAIR ANTONELLI: Carol, Judy, Jeff,
17 Harold.

18 MEMBER SAKALA: So support during the
19 postpartum period of high quality is very crucial
20 and important. Yes, our Perinatal and Women's
21 Health Standing Committee did remove endorsement.
22 This did not meet the rising NQF standards around

1 evidence.

2 I think we should hear from Sepheen
3 Byron from NCQA, because it is being respecified
4 and she can give us a little update on that. She
5 is here right now.

6 But my concern about this measure is
7 that it's really impossible to interpret because
8 when it's collected through claims, which is of
9 course the easy way to do it, the nature of the
10 billing codes is such that many people are
11 billing for comprehensive sets of visits that do
12 not give an indication of whether the postpartum
13 visit occurred.

14 So we get wildly high rates of no
15 postpartum visit. And by the way, I think it's a
16 very low bar, just the fact of a visit.

17 But we have, in our listening to
18 mother surveys and in other surveys where we ask
19 women did you have a postpartum visit, it's more
20 like around ten percent overall, higher for
21 Medicaid, lower for commercial women. But
22 nothing like what this measure is reporting. So

1 I consider it to be not interpretable.

2 That being said, I totally support
3 what Julia said. We have a maternal health
4 crisis in this country, and there's no other
5 measure for this entire population in 1.0, in our
6 recommendations, in the other things we'll be
7 considering. So it's a very serious problem, and
8 I come to this meeting with some anguish about
9 that.

10 CHAIR ANTONELLI: Judy.

11 MEMBER ZERZAN: So nationally,
12 Medicaid pays for 40% of births, in Washington
13 state, it's 50% of births. And I think
14 postpartum care is very important. I would agree
15 with Dave that we should not remove this measure.

16 Could it be better? Yes. But you
17 could say that about every single measure on
18 here, and you could say a lot of things about
19 whether measures are really supporting outcomes
20 and where they are. But I do think even though
21 ACOG has changed their guidelines, it is based on
22 expert opinion, and I'm not sure how that's

1 rolling out in the world.

2 I'll also say that pediatricians often
3 see some of what's in the ACOG guidelines as
4 their swim lane in terms of doing maternal
5 depression screenings and things like that.

6 And so I feel like there's a lot more
7 work to be done in this area about what is the
8 best practice and where, and until all that
9 shakes itself out, this is a decent enough
10 measure and is a very important part of measuring
11 pregnancy, so I'd advocate keeping it in.

12 CHAIR ANTONELLI: I have Jeff, Harold,
13 Sally, and then unless somebody's going to say
14 something different, because remember, we're not
15 voting right now, we're just at comment. I want
16 to have time for NCQA to come to the floor. So
17 if you could prepare yourself. Jeff.

18 MEMBER SCHIFF: I'm going to second or
19 third Judy and David. It is a non-perfect
20 measure, but I just want to address a few things.

21 We have the same issue with the bundle
22 in Minnesota that other places do. I can't, the

1 only way I can get to the truth is by having this
2 on the list so that we can put some emphasis on
3 whether or not it's really happening, and then go
4 out in the field and actually look at charts. If
5 it gets removed, I'll never know.

6 The other things then is even though
7 I agree, I understand the ACOG opinion, maternal
8 depression and postpartum contraception are two
9 key issues that should be addressed at this
10 visit. And if there's no effort to be
11 accountable for that, I don't see how we're going
12 to be able to continue that. So thanks.

13 CHAIR ANTONELLI: Ok, Harold, Sally,
14 Lindsay, Marissa.

15 CHAIR PINCUS: So mine is more of a
16 question for Karen, sort of a clarifying thing,
17 is that, you know, is there a way in which we can
18 maintain this as kind of a place saver while NCQA
19 works on the improvement. Is that of value to
20 you to do it in some way?

21 MS. LLANOS: I mean I think, I mean we
22 struggle with understanding the importance of

1 this population. With recognizing the importance
2 of the population in light of putting a measure
3 in there. So I think if the Committee wanted to
4 recommend a placeholder for a variety of reasons,
5 that's something that we can consider as well.

6 CHAIR ANTONELLI: Sally.

7 MEMBER TURBYVILLE: I struggle with,
8 you know, removing it or not removing it in a
9 definitive, because I actually have a couple of
10 questions. But when I do have concerns because
11 of the signal that it might send in terms of the
12 public reporting nature of the scorecard and
13 contacts matters, this is a really important
14 area.

15 And I also think it's really important
16 to hear that the states do feel they are taking
17 action on it. Because one of my questions in
18 terms emerging guidelines in particular for
19 measure and maybe NCQA has already looked at
20 this, would following the ACOG guidelines reduce
21 performance or maybe improve performance vis a
22 vis the ACOG guidelines?

1 Are they completely, you know, hitting
2 up against each other? If you're trying to meet
3 the prenatal postpartum care component of the
4 measure as a provider for the state reporting,
5 does that mean that you cannot follow the new
6 ACOG guidelines?

7 Or is it, is there real opportunity to
8 continue reporting that's work on the measure
9 specification, as well as the implementation of
10 the guideline into practice in the real world,
11 without creating confusion and harm.

12 I guess I'm not convinced that the
13 providers, unless they completely contradict each
14 other, would be confused about which to follow if
15 they don't actually completely contradict each
16 other. So hopefully I can get an answer to that
17 question.

18 CHAIR ANTONELLI: So I have Lindsay.
19 Jeff, are you back in the queue, or you're done?
20 Okay, sorry.

21 MEMBER ZERZAN: Can I add a quick
22 clarifying to that? With the new ACOG

1 guidelines, many women lose their Medicaid
2 coverage before the end of that new guideline
3 period. And so that's also a problem in terms of
4 measurement.

5 CHAIR ANTONELLI: Okay. So I have
6 Lindsay, Marissa, and then I think I'm going to
7 invoke Chair's privilege and ask NCQA and come to
8 a microphone.

9 MEMBER COGAN: Sure, so my comments
10 relate not to the composition of the measure
11 itself but maybe to look at overall balance of
12 the scorecard. So you know, I know I had asked
13 that something like this be provided so that we
14 could constantly be looking at our -- if we
15 remove a measure, we're not down to only follow-
16 up after hospitalization for mental illness and
17 then promote effective communication and
18 coordination of care.

19 So just another thing to think
20 through. Do we have any measures for addition in
21 this domain coming up later? And we can come
22 back to that question if you want to keep going

1 with comments.

2 MS. GORHAM: I'm sorry, yes. In the
3 promote effective prevention and treatment in
4 chronic diseases, we have two measures
5 recommended for addition.

6 MEMBER COGAN: Actually, it's the
7 domain that's promote effective communication and
8 coordination. I don't believe there's any
9 measures.

10 MS. GORHAM: No.

11 MEMBER COGAN: Okay, just confirming,
12 yeah.

13 CHAIR ANTONELLI: So Marissa, then I
14 will get to you, but if it's okay with you, I'm
15 going to ask NCQA to come forward, and then
16 you'll be immediately following, okay. Marissa.

17 MEMBER SCHLAIFER: So more of a not
18 comment about that specific measure but about the
19 scorecard and the core set that may help with
20 people struggling as we go through this. And so
21 it's a clarifying comment, but someone can
22 correct me if I'm wrong.

1 Right now I think it's important that
2 we remember we're talking about whether or not a
3 measure that's already in the core set is in the
4 scorecard. Just because we vote something off
5 the scorecard doesn't mean we're voting it off
6 the core set.

7 So I think that feeling that a measure
8 completely goes away and no one will ever look at
9 it again, taking it out of the core sets is we're
10 taking it out of that accountability and that
11 we've talked about earlier today. But I think
12 it's really important for people to remember that
13 at least our recommendation today is not saying
14 this measure should not be removed.

15 Should, our comments today, if we vote
16 to remove it from the scorecard does not mean
17 we're recommending that it come out of the core
18 set. And I think that might help people in
19 voting.

20 CHAIR ANTONELLI: Thank you. NCQA, do
21 we have the measure developer here?

22 MS. BYRON: Hi, all right, so there's

1 so much to respond to. So first we are in the
2 process of re-evaluating this measure in light of
3 the guidelines that came out from ACOG in May of
4 2018. So ACOG does recommend that early visit,
5 you know, by 21 days, and then the later visit by
6 12 weeks.

7 We are looking at, and I can't promise
8 anything because it's in process and we haven't
9 gone to our approval committees yet. We'll be
10 that -- at the end of January. But we are
11 looking at revising that postpartum care timing,
12 because we want to align with the guidelines.

13 Now, what Judy pointed out is true,
14 about the issue with the coverage, because you
15 know, the later comprehensive visit is being
16 recommended for 12 weeks, and some women lose
17 coverage before that. So that's something we're
18 going to have to grapple with.

19 But whatever we do get approved will
20 go to public comment in February. So it'll be
21 mid-February to mid-March where you will see, you
22 know, what our own independent multi-stakeholder

1 committee has approved for public comment. And
2 then the final recommendation will go, will be
3 decided in May.

4 So what that means is the changes
5 would come out for, it's called HEDIS-2020, which
6 is released in the summer but would apply to this
7 year. Yeah, so there's going to be a little bit
8 of a lag, you know, between, and because then I
9 think that the core set measures are also a
10 little bit behind HEDIS.

11 So there's going to be lag. So that's
12 for consideration in terms of how you might want
13 to deal with something like a placeholder or, you
14 know, its presence on the core set. But we are
15 trying to revise the measure.

16 You know, this is a measure, I'll just
17 note, of access and availability of care. I
18 think it's difficult because we all want to see
19 effectiveness of care measured, and we are
20 looking at other measures to be able to do that.
21 Right now, we actually also are developing a
22 perinatal depression screening measure.

1 This measure particularly is about
2 access to care. And so we are looking at visits.
3 It's where we are today, it's not where we want
4 to be tomorrow. And so we are trying to sort of
5 we have one foot, you know, in what's feasible
6 today, and we're trying to get us to go forward
7 to what happens in the future to get to better
8 measures that look at content of care.

9 CHAIR ANTONELLI: If you could stay
10 there for a second. So before we go on to the
11 next comment, I want to come back to this group,
12 including the folks on the phone. I'm assuming
13 that we either have open lines or at least
14 hand-raising ability for the Committee members?
15 Okay, good. So does anybody want to ask NCQA a
16 question because you need more clarification?
17 Sally.

18 MEMBER TURBYVILLE: Just getting back
19 to my question before just based on how the ACOG
20 measure is described, it sounds like performing
21 well on this measure does not mean that you would
22 perform poorly on meeting that ACOG guidelines.

1 Other than the coverage issue being a real one, I
2 don't know how that's going to sort out.

3 But if it's just access, it can be not
4 comprehensive, which I know is always one of the
5 challenge. If it's moving to more comprehensive
6 at a later date, by a later date, or am I
7 incorrectly thinking about that? Are they so
8 different that if you follow the ACOG guidelines,
9 your performance would drop on the current
10 existing measures?

11 MS. BYRON: If you follow the new ACOG
12 guidelines, then the measure as specified today,
13 yes, your performance would drop. Because you,
14 yeah, you could be getting somebody in, you know,
15 after work or you could be doing it earlier. And
16 this measure says don't come in too early, right.

17 Because in the past, there was concern
18 that the wound checks were something that we
19 didn't necessarily want to capture with this
20 measure. Because what we wanted to see was more
21 of that comprehensive visit. And the concern at
22 the time, you know, by our measurement advisory

1 panels, was that you could get just a quick pass
2 with the wound check and was that really what we
3 were trying to get at.

4 Since then, though, the guidelines
5 have evolved and we understand that contact with
6 the healthcare system is important. And so I
7 think our thinking has changed around that. But
8 this is a measure that was developed a long time
9 ago. I think we're probably even in more dire
10 straits at the time, right.

11 And so, you know, which is why I bring
12 up that this is an access to care measure, right.
13 So we are looking at visits. Are we measuring
14 whether it's comprehensive? No, this measure
15 cannot do that. But we want to get to better
16 measures later than can do that.

17 CHAIR ANTONELLI: Dave, just, not a
18 new a comment, do you have a question or a
19 comment for the? Okay, so any other comments or
20 questions for NCQA before I move on to our next
21 question or commenter? Okay, please stand by,
22 thank you. SreyRam.

1 MEMBER KUY: So I really liked
2 Harold's idea about having a placeholder, because
3 I think this issue really is a conflicting one.
4 One, we know that maternal and health maternal
5 mortality and prenatal care is a huge, huge
6 crisis in the United States, and we cannot afford
7 to not have that be on the scorecard.

8 And I know that even if it was off the
9 scorecard, it'd still be on the core measures.
10 But the scorecard has so much power. When you
11 say something is on the CMS scorecard, if you're
12 a subject matter expert like the people in this
13 room, you understand the nuances.

14 But the people who are policymakers
15 who do not understand the nuances, the lay
16 public, the lay press, they grab onto the
17 scorecard. And those are the things that really
18 bring a lot of attention and puts a lot of
19 pressure on state and federal entities to pour in
20 resources and pour in funding to focus on those
21 things.

22 So what we put on the scorecard

1 absolutely has an impact on the amount of
2 attention and resources that that issues gets.
3 So I agree that this measure is flawed.

4 I see how ACOG, which is the expert on
5 maternal health, has differing opinions. But we
6 can't afford to not have it on the scorecard. So
7 I love the idea of having a placeholder that says
8 this an important enough issue that we can't
9 neglect maternal health.

10 CHAIR ANTONELLI: Thank you. Are
11 there any hands raised? No. Okay, so is there a
12 motion from the Committee? Jill.

13 MEMBER MORROW-GORTON: I just want to
14 ask a really quick question. I really liked the
15 last comment about a placeholder, but how do we
16 vote for a placeholder? I mean, just a little
17 clarification about how that, can that happen,
18 how does that happen. And just so we know how to
19 vote when we go to that.

20 MS. MUKHERJEE: So you wouldn't vote.
21 What would happen is when we write up our
22 summary, we would say that the discussion for

1 this revolved around issues of maternal and
2 perinatal and postpartum care, and that we
3 realize it's a flawed measure, and we sort of
4 list the reasons why.

5 However, we're keeping it on the
6 scorecard as a placeholder till we have something
7 better. So that would be captured as a content,
8 it wouldn't be sort of a voting.

9 And then when you do sort of do a
10 motion for voting, it would be just so that we're
11 clear, a motion to vote to suggest removal for
12 this section of the scorecard measures.

13 CHAIR ANTONELLI: And just to sort of
14 add the context, what we're talking about right
15 now is not the vote, it's does anybody want to
16 make a motion and then second that motion for
17 Julia's suggestion that this be removed. We're
18 going to take any measures that meet the mark of
19 a motion and a second.

20 We're going to open for, take public
21 comment, and then we will move forward with a
22 vote later on. So we're not in the voting phase

1 right now.

2 All right, I think it was Stephen,
3 Kamala, Rhonda, Elissa.

4 MEMBER LAWLESS: Great. I can make a
5 motion, but one more comment before this. One of
6 the other NQF committees I'm on, the Safety
7 Committee, we had a very similar issue with a
8 society appropriating a measure and another
9 society changing it or having issues.

10 And we asked for the two societies to
11 get together, reconcile, and then come back as a
12 unified measure, and it worked out very well. It
13 took a while, but it was very nicely, so NCQA
14 with ACOG, work it out, guys, and come back. And
15 it seemed to flow.

16 So my motion, whatever else, is that
17 the two leaders of the guidelines, but one group,
18 two groups involved in this, go and reconcile the
19 measure and then bring it back for consideration.

20 CHAIR ANTONELLI: Okay, so that was a
21 motion that you just made. Okay, does anybody
22 want to second that motion?

1 MS. GORHAM: So let me just clarify.
2 So the actual motion would be not to remove from
3 the scorecard, and the rationale when we write up
4 the report, and we'll caveat so that Stephen just
5 said that ACOG and NCQS reconciled the measure.

6 So that would be one of the things
7 that we would add to the report. So the actual
8 motion would be not to remove, someone would
9 second that, and we're not taking a vote on it.

10 MS. BYRON: May I make a comment,
11 since NCQA's been in both? Just to clarify, we
12 are not a guideline organization. We are a
13 measure developer, and so the guideline is
14 developed outside of us, and then once the
15 guideline comes out, we take that and
16 operationalize it into a measure.

17 So you know, I just want to be clear
18 because before we go down the road of the two of
19 us will work it out, I don't think it's really
20 NCQA's not going to come up with a guideline.
21 We're just going to take the and respect what the
22 guideline developers have done and try to

1 operationalize that into our measure the best way
2 we can, balancing our attributes of scientific
3 soundness, feasibility, usability, and that sort
4 of thing.

5 CHAIR PINCUS: But presumably you do
6 involve ACOG in those discussions.

7 MS. BYRON: We do, but more because
8 they are subject, in a subject matter expert way.
9 Yeah, we are very much in contact with them and
10 we understand what their guidelines say. They
11 might help us interpret it, but we don't tell
12 them how to do their guideline.

13 CHAIR ANTONELLI: Kamala.

14 MEMBER ALLEN: Thank you, and the two
15 last two comments that were made were exactly the
16 comments that I was going to suggest. Both that
17 the vote would really be not to remove the
18 measure first, and then clarify what I understood
19 NCQA's role to be. So thank you.

20 CHAIR ANTONELLI: But let me just ask
21 for the staff, I don't think we need a vote or
22 even a motion to not remove the measure. The

1 only potential motion here is to agree with
2 Julia's suggestion that it be removed, that's
3 what we're looking for. So the null is that it
4 stays.

5 And just to take it to Stephen's
6 suggestion about alignment, that would just be a
7 recommendation, that doesn't even have to be
8 voted on. That would be a condition or a caveat
9 of a comment of the Committee, right. So really,
10 so let me bring this thing back, then, and I'll
11 look to Shaconna.

12 I don't know whether we just actually
13 formulated a motion from Dr. Lawless that we now
14 have to address. Or if we're still in null
15 territory and I need to come to back to the group
16 to say does anybody want to make a motion to
17 support removal of this measure. So are we
18 still, I think we're still in null territory.
19 Yeah.

20 All right, so let me bring that back
21 to the group. Does anybody want to make a motion
22 to, Lisa, okay, I'll pause.

1 MEMBER PATTON: Sorry, this is a, this
2 should be a relatively quick question for NCQA.
3 So for the larger long-term planning purposes for
4 this group, I was curious about, I know you're
5 going to take the potential respects of this
6 measure back to your group in January.

7 What would the timing look like on
8 those revisions? I mean, what are we looking at?
9 You know, is that going to be available sooner,
10 later, yeah?

11 MS. BYRON: So if they are approved,
12 they will be published in our July specification,
13 which is July 2019. Let me make sure I got my
14 calendars right. And it would apply to the 2019
15 measurement year.

16 So but the core set is a little bit
17 behind that. So I think you have to factor in, I
18 think the core set might be a year behind that.
19 So we could probably get more information on
20 exactly how the timing would come out.

21 CHAIR ANTONELLI: Okay, Josh, Jeff,
22 Kenneth, did you -- okay, Josh, Jeff, Kenneth.

1 MEMBER ROMNEY: I just want to clarify
2 I liked the placeholder idea. I love the idea of
3 having quality measures be up to date with
4 clinical guidelines. But what providers hate the
5 most is a guideline that's out or a quality
6 measure that's out of date.

7 What I'm hearing is that NCQA can
8 update their measure and that following that,
9 there would be a process for the core set to be
10 updated before the scorecard could then be
11 updated. So we may be two years down the road
12 before the scorecard is updated, but at least
13 there is a process. Is that correct?

14 MS. LLANOS: We're basing it on what
15 the, if it's deriving from the core set and it's
16 still in the core set, the specifications I think
17 as it relates to the scorecard might not actually
18 have to follow a two-year trajectory.

19 MEMBER ROMNEY: Okay.

20 CHAIR ANTONELLI: Okay, Jeff.

21 MEMBER SCHIFF: So I'm going to, this
22 is a little bit of a continuation of what Josh

1 said, but I'm a little uncomfortable with this
2 group that doesn't have, that we're being asked
3 just to vote up and down these and have nothing
4 else on the record as a motion from this group.

5 Because I think that I know when I
6 start to look at minutes of meetings and I'm
7 short on time, I only look at the stuff in bold
8 that says this is what this group moved. So I'm
9 going to ask if we can, and I don't want to open
10 this up to the world of measurement because we'll
11 be here for weeks.

12 But I will ask that we consider the
13 opportunity to acknowledge some of these measures
14 that we're not comfortable with as placeholders
15 for important topics. Even if we, so the null is
16 to leave this on. And I think many of us, you
17 know, are comfortable with the null, but would
18 rather say that with the caveat to Josh's point
19 and have that on the record as a motion of this
20 committee.

21 MS MUKHERJEE: So when we do write up
22 these measures, all the measures are usually

1 bolded, and then we have a discussion of what
2 happened for that measure. So this measure
3 would, you would see the measure and then the
4 discussion would say that it's either a
5 placeholder and it's a placeholder because the
6 new measure's under development.

7 These are some of the points made by
8 the Committee, so we would capture it and it
9 would be in a section that would have all the
10 measures that were potentially discussed for
11 removal, but because of certain points made by
12 the Committee weren't removed. And the caveats
13 would be presented. So that would be captured by
14 the measure.

15 CHAIR PINCUS: it would look the same
16 as, all the measures would have a, you know, sort
17 of an indented, bolded thing. It wouldn't
18 distinguish between --

19 MEMBER SCHIFF: But how will we know
20 it's a placeholder if we go around the room and
21 five of us spoke about it and we think that's
22 good idea if we don't vote to find out whether

1 the majority thinks it should be a placeholder?
2 And it's just the opinion of, it's not the group,
3 it's just sort of a reflection of comments.

4 Sorry to make it difficult, but I
5 think it's pretty crucial, because these measures
6 are going to be looked at by so many people, and
7 I think that if we don't acknowledge in the
8 process that --

9 CHAIR PINCUS: I mean, it's kind of a
10 technical thing. I mean we could have, I guess
11 we could have a vote on sort of the state, you
12 know, it's not so much an on or off kind of thing
13 but like do people agree with this notion of
14 having it as a placeholder.

15 MEMBER SCHIFF: Yes.

16 CHAIR PINCUS: So we could do that.
17 Okay, is there a second for that?

18 MEMBER TURBYVILLE: The placeholder is
19 to, though, keep the measure in, noting that it
20 will be replaced with a better measure, or the
21 placeholder is to put a title of prenatal
22 postpartum measure coming?

1 So I just want to make sure what, I
2 think what I hear from most is that the
3 placeholder is to keep the measure in. I just
4 want to, and as-is, with results in everything,
5 not to replace it with a label that then has no
6 data associated with it.

7 CHAIR ANTONELLI: So I vetted this
8 with the senior staff here. There's no need to
9 vote if we want to capture these conditions and
10 comments about the measuring staying in. And
11 they will be captured and they will be included
12 in the report.

13 And as Karen and CMS have said,
14 oftentimes the comments is where all of the
15 richness is. So that is absolutely fine, and we
16 will capture that. And we can formulate to make
17 sure we have that right so nothing gets left out.

18 I'm going to have, I think its Ken and
19 then Amy. And then I'm going to basically
20 literally call the question does anybody want a
21 motion that supports removal of this measure. So
22 I'm going to call that question as soon as Amy

1 finishes speaking. Ken.

2 MEMBER SCHELLHASE: I was just going
3 to offer to make a motion, that's all.

4 CHAIR ANTONELLI: Okay, so hold that
5 thought. Amy.

6 MEMBER HOUTROW: I just want to make
7 sure I understand what just happened. I had
8 heard that someone had made, we called a motion
9 to maintain it in the set. But what we're trying
10 to do is get the opposite of that.

11 CHAIR ANTONELLI: That was the null,
12 it's the opposite.

13 MEMBER HOUTROW: Yeah, so the null
14 stands without motions, correct.

15 CHAIR ANTONELLI: That's right.

16 MEMBER HOUTROW: Okay, and so the only
17 motion that matters here is for someone to say I
18 make a motion to consider this for removal.

19 CHAIR ANTONELLI: Exactly.

20 MEMBER HOUTROW: And then it needs a
21 second. And then once it gets a second, it goes
22 through a process of awaiting public comment, and

1 then this committee would vote at that point, is
2 that right?

3 CHAIR ANTONELLI: Which is about an
4 hour, hour and a half from now. So that all
5 would happen with this and then the other
6 measures.

7 MEMBER HOUTROW: Okay. And there
8 would be no nuance to anything about this as a
9 placeholder or not, that's all just captured in
10 the comments.

11 CHAIR ANTONELLI: In the comments,
12 even absent a motion, and a motion that gets
13 seconded for removal. So all of these comments
14 and questions, the notion of the placeholder
15 concept, the notion of Stephen's suggestion about
16 alignment between NCQA and ACOG, all of that will
17 be captured and does not need to be voted upon.

18 MEMBER HOUTROW: So the threshold to
19 get a vote for a nay is the person who has
20 brought it up and then two additional people who
21 think it's worth voting.

22 CHAIR ANTONELLI: No.

1 MEMBER HOUTROW: No?

2 CHAIR ANTONELLI: Literally, they
3 think I'm just going to grab the gavel back.
4 Does anybody want to make a motion to support the
5 removal of 1517 from the scorecard.

6 State it, please.

7 MEMBER SCHELLHASE: I move that we
8 remove this measure from the scorecard.

9 CHAIR ANTONELLI: Okay, is there a
10 second?

11 MEMBER HOUTROW: I'm willing to second
12 that, it's Amy.

13 CHAIR ANTONELLI: Okay. So what we're
14 going to do is we'll go on to the -- okay, so the
15 process is we're going to go on to the next
16 measure. And then after we go through the
17 measures selecting motions and seconds, then we
18 will consider them as a set. All right. The
19 second measure.

20 MS. GORHAM: All right, and I just
21 want to bring attention to something that, I
22 can't remember who brought it up, but at your

1 place you have a list of the scorecard measures
2 in totality so that you can look at the measures
3 as a whole picture as you're going through this.
4 I just wanted to mention that.

5 Okay, so the next measure is use of
6 multiple concurrent antipsychotics, ages 1-17.
7 And again, we would like to direct your attention
8 to the discussion guide.

9 The description of this measure is
10 percentage of children and adolescents ages 1-17
11 who were treated with antipsychotic medications
12 and who were on two or more concurrent
13 antipsychotic medications for at least 90
14 consecutive days during the measurement year.

15 Note just a lower rate indicates a
16 better performance. The data source is
17 administrative data. This is a not-NQF endorsed
18 measure using administrative data, and it was
19 added to the child core set in 2016. The first
20 year of reporting of course was FY 2016, and 32
21 states reported the measure in 2016, and in 2017,
22 35 states reported the measure.

1 I just want to make sure I said that
2 right. So 32 states reported the measure in FY
3 2016, and 35 states reported in 2017. So
4 reporting has increased.

5 A little history of the measure. In
6 2015, MAP recommended this measure for addition,
7 pending NQF endorsement.

8 This measure was considered for
9 endorsement by the 2016 Pediatric Standing
10 Committee, however it was not endorsed because
11 the Standing Committee felt the measure did not
12 get to the specificity of the individual
13 practitioner's problem with prescribing and did
14 not adequately address situations for which it
15 would be appropriate to prescribe more than one
16 antipsychotic at a time.

17 The lead discussants for this measure
18 is Laura Jacobus-Kantor and David Einzig. Did I
19 say that right, Einzig? No, I'm sorry. Einzig.
20 And I will turn it over to Rich.

21 CHAIR ANTONELLI: So is Laura here?
22 Great, okay. So would you like to go first, and

1 then David, you'll be, you'll follow her, okay?

2 MEMBER JACOBUS-KANTOR: Sure, I will
3 give a very brief overview of SAMHSA's concerns
4 with the issue, with the measure. So first of
5 all, thank you for the opportunity to discuss the
6 measure.

7 So I'll preface the conversation just
8 by noting that SAMHSA agrees that the measure
9 represents a very important issue for
10 consideration and for measurement. However, we
11 do have some concerns about its inclusion in the
12 scorecard.

13 I would reiterate the fact that this
14 is a non-NQF endorsed measure. And a major
15 concern of SAMHSA is primarily the fact that the
16 measure represents a relatively rare event. The
17 latest results are about a median of three
18 percent, with again, lower scores representing
19 better performance.

20 So we think we're running into
21 probably what mostly likely is a ceiling effect
22 here. Given that a goal of the scorecard and

1 public reporting in general is to drive
2 performance, we really don't think that there's a
3 lot of room for, you know, for improvement here.

4 We would also note that the measure is
5 well-supported in terms of clinical guidelines
6 and clinical recommendations that concurrent use
7 of antipsychotics is not a recommended practice.

8 However, most of those recommendations
9 and clinical guidelines also note that concurrent
10 prescriptions may be appropriate when
11 transitioning from one antipsychotic to another,
12 but they don't usually specify what the length of
13 time that that concurrent prescription would
14 occur.

15 So some of the concerns that we heard
16 previously about the NQF endorsement and why it
17 wasn't NQF endorsed we think still hold, in that
18 clinical judgment may suggest that an individual
19 psychiatrist would want the concurrent
20 antipsychotics for longer than the 90-day period.

21 We don't think that that would be a
22 common occurrence, but given that the median rate

1 is about three percent. That three percent may
2 represent the cases in which the psychiatrist
3 honestly believed that that's the best course of
4 practice for the client. So we just don't think
5 there's a lot of room for improvement here.

6 We do note that there's, you know,
7 certainly a dearth of child measures on the
8 scorecard. And so you know, we're making this
9 recommendation I think with a little bit of
10 heartburn. So it may be the case that this is a
11 placeholder, but we do have concerns about the
12 measure for this specific purpose.

13 CHAIR ANTONELLI: Thank you. David,
14 and Amy, are you in the queue? Okay.

15 MEMBER EINZIG: Thank you. So I was
16 on the Standing Committee when there was
17 discussion and when it was not NQF is endorsed.
18 And my background is I'm a, I see a lot of kids.
19 I've probably, 1,000-1500. I'm a clinician, so I
20 see a lot of kids.

21 So just a couple points from a
22 clinical perspective. I think the optics, when

1 you say antipsychotic is, you know, kind of deers
2 in the headlight, people get their eyes really
3 big and get concerned when they're giving their
4 kids antipsychotics.

5 So people who've heard me speak before
6 know that I think there's a huge stigma about
7 these medications because of the term
8 antipsychotic, when in reality they're dopamine
9 modulators.

10 And all these medications block
11 dopamine to either higher degrees or lower
12 degrees, but they're dopamine modulators. And so
13 if questions are as far as evidence goes, is
14 there evidence to say that being on one
15 antipsychotic is safer than being on low doses of
16 two antipsychotic, then I don't think there is.

17 So just a clinical example. If the
18 person's on Risperdal and you got them on three
19 milligrams or six milligrams of Risperdal, which
20 is a potent dopamine blocker, you got the side
21 effects with weight gain and prolactin issues,
22 and perhaps intolerable side effects, but it's

1 the only medication that works.

2 You try them on B, C, and D and
3 nothing else works, and so six months down the
4 road, a year down the road, you end up doing some
5 different things. But for the particular
6 individual, it happens to work.

7 So it may be a low dose of Risperdal
8 in the morning and a low dose of Seroquel at
9 night, and you get the potential benefits of the
10 more potent dopamine blocker and the benefits of,
11 the complimentary benefits of other medications,
12 whether that's for sedation or to help you get by
13 with lower doses of other medications, or
14 whatever the case may be.

15 Another example would be a low dose
16 combination of Risperdal and Abilify with
17 prolactin issues, where Abilify is the partial
18 dopamine agonist. So if there's too much
19 dopamine floating around, Abilify will block it.
20 If there's too little, it enhances it. And so
21 sometimes, you know, it might help the prolactin
22 issues that you get with Risperdal.

1 So there's going to be rare clinical
2 examples where it might be a reasonable thing to
3 do, although not very common.

4 In terms of alternative measures which
5 may be better indicators of what is good quality
6 care, you know, I would encourage putting focus
7 on medication compliance or the measures to
8 monitor for if the person is prescribed
9 medication, are they compliant with their
10 medication? To modify your levels of care, and I
11 think there's better measures to do that.

12 Or, if they are on two antipsychotic
13 medications, do they have appropriate follow-up
14 with a appropriately trained physician, a regular
15 follow-up with a psychiatrist. I think there's
16 better measures to measure quality of care.
17 That's my two cents.

18 CHAIR ANTONELLI: Thank you. So just
19 to have it, Amy, Judy, Lindsay, Kim, Harold.

20 MEMBER HOUTROW: I will be brief, but
21 I was also at the table with David when we did
22 not endorse this a few years ago. But I think

1 the point is well taken, there are multiple
2 clinical scenarios in which the use of more than
3 one medication is definitively clinically
4 indicated.

5 And I think we can just name cases and
6 cases where that's true. I think we also need to
7 remember Laura's point, which is that it's
8 already at a very low level, and what is the
9 opportunity for, quote unquote, improvement. I
10 would push that even farther to say I don't think
11 this actually is a measure of quality.

12 I think it is a measure of prescribing
13 practices. We have no data to say what
14 percentage of children who are on antipsychotics
15 should only be on one antipsychotic.

16 And I will tell you that cases of the
17 children that I care for, we're saving their
18 lives sometimes. Because we're keeping them from
19 elopement and wandering after the sun goes down,
20 and wandering into the street. Because we're
21 using a medicine that has higher levels of
22 sedating side effects at night, and we're not

1 using those medications during the day.

2 And I think to think about just, oh,
3 lower is better isn't a reflection of actually
4 what these patient populations need. And so
5 there's no way that we can assess the quality of
6 what we're providing them if we aren't taking
7 that into consideration.

8 So while in general I think we all
9 feel like we need to be working diligently to
10 minimize the side effect profile of medications
11 that we give, there's really no evidence that
12 giving one antipsychotic during the day, one at
13 night, when you are using a side effect profile
14 intentionally, is going to be detrimental to a
15 particular child.

16 And so while it seems logical, this
17 doesn't actually to me reach the measure of a,
18 the metric of being a indicator of quality. And
19 I also think for specific subpopulations that it
20 is almost guaranteed that those children are
21 requiring a very robust engagement with multiple
22 service sectors to try to navigate their issues

1 successfully.

2 And when we do that, we are often
3 saving these children's lives and keeping them in
4 their homes, which I think are important.

5 CHAIR ANTONELLI: Judy.

6 MEMBER ZERZAN: I also agree with
7 removing this measure. I think this is a great
8 example of QI success. When it was put on and
9 when we were talking about this, there was huge
10 variability, the percentages were much higher. I
11 think now there's very little variability between
12 states.

13 The number's small, and I think as
14 others have said the right answer isn't zero.
15 There are kids that need a couple. I think there
16 are measures for addition, particularly this is
17 the only harm one on the current scorecard. But
18 I think there's measures for addition that could
19 be added, and I think there's more important
20 places to focus states' energy on kids'
21 behavioral health.

22 CHAIR ANTONELLI: Lindsay.

1 MEMBER COGAN: So I was going to take
2 up sort of the same line of thought, that I
3 understand that this is the only measure in this
4 particular domain. But I didn't know if CMS had
5 any comment as to why the use of opioids at high
6 dosage wouldn't fall in this domain. It doesn't,
7 to my mind, it doesn't seem to fit in the domain
8 that you have it in.

9 And then, again, going back to are
10 there measures for consideration to addition, so
11 we wouldn't want to lose this domain, it's an
12 important domain. Are there measures that could
13 be fit into this domain? If this not the right
14 measure, are there other measures that would be a
15 better fit for this area?

16 MS. LLANOS: The domain question. So
17 why isn't opioids in there. So I will say our
18 domains match your meaningful measures approach
19 at the Agency. There are some general
20 definitions of what each domain should represent
21 and include, but they're often overlapping. So I
22 think we did our best to organize them where in

1 terms of domains where we thought they would be
2 most reflective.

3 CHAIR ANTONELLI: Does that mean that
4 there's a potential opportunity to move a measure
5 to a domain? And would you need to get through a
6 vote or a recommendation?

7 MS. LLANOS: No, I think that's a
8 comment that you guys can make, I would probably
9 just give you this context. In terms of the
10 domain filling, I think that's one thing to think
11 about. Does this measure represent more than
12 just the domain, or is this a pediatric issue as
13 well. So keep those contexts or issues in mind.

14 CHAIR ANTONELLI: Thank you. Kim,
15 Harold.

16 MEMBER ELLIOTT: I agree with removing
17 it as a measure group scorecard, even though I do
18 think it's a very important measure, and I do
19 think that it impacts some segments of the
20 Medicaid population pretty strongly, such as the
21 foster children population. So I wouldn't want
22 us to lose it as a core measure, which we're not

1 talking about here.

2 But I do agree that probably is more
3 of a utilization measure, which probably wouldn't
4 make sense to keep on the scorecard.

5 CHAIR PINCUS: So as usual, I agree
6 with Judy. But one question I have is, you know,
7 have we solved the problem about antipsychotic
8 prescribing for kids? You know, this may not be
9 the best way to solve it, but the question is
10 have we solved that problem. If not, is there
11 something, another alternative measure that might
12 be better?

13 MEMBER HOUTROW: Definitely we have
14 not solved the problem. And I think your point
15 about the kids in foster care who show up having
16 been on multiple antipsychotic medications is a
17 particularly concerning subpopulation.

18 MEMBER ELLIOTT: When I think back a
19 little bit on the history of this particular
20 measure and why we had these discussions early
21 on, there was a lot of work, because of the abuse
22 in the foster children's program, and really

1 developing something that would draw and align
2 Medicaid and other federal and state agencies
3 towards working on a common goal, which was to
4 decrease the multiple antipsychotic use in foster
5 children.

6 So I've always kept that in mind with
7 this particular measure.

8 MEMBER ZERZAN: I think we've moved
9 on, though, to the problem of multiple
10 psychotropic medications in kids, and not
11 multiple antipsychotics. So I think, you know,
12 there's talk of four more other things as a
13 measure that isn't on the child core set. But I
14 think this particular one isn't a measure.

15 Also, I've done a fair bit of work,
16 including personally in foster care, and I do
17 think there are kids that sometimes need
18 medication for a while. They've had very complex
19 traumas and need therapy and medication to get to
20 a stable place. And therapy doesn't work
21 overnight, and disrupting their lives doesn't
22 work overnight.

1 And so finding the right balance of
2 how to support these kids through some tough
3 times is sometimes necessary. I think the long-
4 term outcomes in use of medications is something
5 that can be looked at, but all of that is not on
6 our agenda today.

7 CHAIR ANTONELLI: Ken, did you pull
8 out of the queue? Okay, so I've got Stephen,
9 David, then Dave. And then Amy, are you back in?
10 Okay, Stephen.

11 MEMBER LAWLESS: Yeah, a quick
12 question for the developer. I thought there was
13 another NQF measure out there that would consider
14 it in the safety realm that was use of, looking
15 at the use of antipsychotics in kids less than
16 age five. And I don't know if it passed or is
17 still there or not.

18 Is there a reconciliation of that one
19 that there was a recommendation in that younger
20 population not to use them? But this is saying
21 you can use one but not more.

22 MS. BYRON: Right, I know the measure

1 you're talking about. That one is actually not a
2 HEDIS measure. The other two measures, one of
3 them is in the core set, is the use of
4 psychosocial care prior to, you know, whether,
5 really the measure is looking at whether or not
6 psychosocial care was tried before prescribing.

7 We also have one that is not in the
8 core set but is in HEDIS, so it looks at
9 metabolic monitoring for kids who are on
10 antipsychotics. The less than five was something
11 we had considered early on in development, but it
12 was, at a health plan level, just the numbers
13 were too small. And so we ended up going with
14 the other one.

15 So really, we have the three in the
16 set, because our thinking is first you want to
17 make sure that you are discouraging inappropriate
18 use, which is why we have the multiple concurrent
19 measure. And then we say that well, if you're
20 going to be on it, at least try psychosocial
21 care. And then if you must be on antipsychotics,
22 which some kids need to be, then you should be

1 doing monitoring of their metabolic symptoms.

2 CHAIR ANTONELLI: David, then Dave.

3 MEMBER KELLEY: So I would agree with
4 removing this measure. As a state, we're at 1.5%
5 last year. I will say probably ten years ago, I
6 don't if we were measuring it that long, I know
7 we were looking at internal data. It was
8 significantly higher, and we've done a lot of
9 work working with our providers and really
10 bringing that number to perhaps a more
11 appropriate level.

12 So I do think that, I hate to, there
13 is nothing else that's quite in the domain that's
14 on the scorecard. But I think with, again, this
15 being fortunately a fairly small percentage of
16 the population that is on these medications in
17 general, I think there are other things as we
18 look to maybe add to the scorecard, that this
19 could come off.

20 Maybe take a victory lap, maybe. I
21 doubt it, but we still need to, as Medicaid
22 programs, we still need to be monitoring this

1 domain. And there are a whole host of activities
2 that can be done outside of quality measurement
3 and working with your providers to make sure that
4 these children are getting the care they need,
5 but they're not also getting over-utilization of
6 certain medications.

7 CHAIR ANTONELLI: Dave.

8 MEMBER EINZIG: Real quick. So just
9 to reinforce this, what we're trying to do is
10 improve the quality of care for these kids.
11 Again, what these kids need are support, and the
12 focus should be more on the psychosocial aspects.
13 If they're going to be on multiple medications,
14 are we sure that they're getting the right
15 supports that they need.

16 And so in terms of improving outcome,
17 I would encourage the focus on this measure is
18 not looking at that.

19 CHAIR ANTONELLI: Amy.

20 MEMBER HOUTROW: Yeah, I think that is
21 exactly where I was going with my comment, like
22 have we solved this problem. We have not solved

1 the problem, but we are not potentially measuring
2 the things that would be valuable to measure to
3 get us there. Because we have exceptionally poor
4 access to sets of services.

5 And we also, you know, have no
6 measures of looking at housing instability or
7 food insecurity or other markers of significant
8 household dysfunction, which are directly
9 correlated to these kids' behavioral outcomes.

10 And so, I mean, we have a lot of work to do. I
11 think we're just at the place where this measure
12 is just no longer doing the thing that gets us to
13 the place we need to go.

14 CHAIR ANTONELLI: I'll do Shayna then
15 Rhonda and then I'd like to call the question of
16 a motion. If something hasn't been said, I will
17 respectfully ask you to weigh in. But we don't
18 need to hear more repetition, I'd like to get
19 ready to call the question. So Shayna, then
20 Rhonda, then call the question.

21 MEMBER DAHAN: I also think that this
22 measure as far as saying that it's addressing

1 reducing harm in care delivery sometimes can
2 actually do the opposite. Because sometimes
3 these patients are putting themselves or others in
4 danger, and that is the reason why they're on
5 multiple medications initially.

6 I think swaying providers to be scared
7 or somewhat not wanting to do that to put others
8 at risk, there's also children that can't go to
9 school, there's kids that are at risk of being
10 abused with their parents while you're working
11 with the parents. And sometimes you just can't,
12 we're looking at the family, and we're looking at
13 doing what's best that we can right now.

14 So it's not immediate that this kid
15 needs to go back to school so the mom could go to
16 work or that we think that, you know, if this kid
17 isn't a little calmer at home that something
18 bad's not going to happen to them.

19 So I wouldn't sway providers away from
20 that. I think most providers don't want to be
21 giving out a million antipsychotics without
22 having their arm twisted, and that they're in a

1 bad spot to begin with.

2 CHAIR ANTONELLI: Thank you. Rhonda.

3 MEMBER ANDERSON: I actually was going
4 to call the question. It sounds like there's
5 consensus, and so I'd like to move that we remove
6 this from the set.

7 CHAIR ANTONELLI: From the scorecard.

8 MEMBER ANDERSON: From the scorecard.

9 CHAIR ANTONELLI: Is there a second?

10 MEMBER HOUTROW: Second.

11 CHAIR ANTONELLI: Okay. So that goes
12 into the voting consideration parking lot. What
13 I'm going to do now, and I guess I'll check in
14 with Jordan. Do we have any committee members
15 with their hands raised right now? We don't,
16 okay.

17 So here's the plan. I'm going to
18 pause here, open it up for public comment. We're
19 going to -- is the food here? Okay, we're going
20 to get lunch. You won't have to go outside for
21 it, unless you want to. But we will be working
22 through lunch. We'll allow people to have 15

1 minutes for any, you know, biological activities
2 or checking in to your respective home, mother
3 bases, we'll do that.

4 So I'd like to open the line,
5 Operator, please, for public comment.

6 MS. KUWAHARA: So if any members of
7 the public would like to offer comments, we are
8 unmuting all lines. But first we'll take any
9 comments in the room with us. Are there any
10 individuals who would like to offer a public
11 comment?

12 MS. HINES: Hi, this is Lisa Hines
13 from the Pharmacy Quality Alliance.

14 MS. KUWAHARA: Sure, go ahead.

15 MS. HINES: Can you hear me?

16 MS. KUWAHARA: Yes.

17 MS. HINES: Hi, just one quick note.
18 The antipsychotic use in children less than five
19 is a PQA measure, and we'd be happy to discuss
20 that for consideration in the future. It's not
21 in the adult core set. Happy to provide more
22 information, thank you.

1 MS. KUWAHARA: Are there any other
2 comments? All right.

3 CHAIR ANTONELLI: And so for members
4 of the public, we have not finished the removal
5 consideration section. So you will have another
6 opportunity to offer public comment as we
7 proceed. We've had to move the agenda around a
8 little bit for circumstances out of our control.

9 So with that, we will pause for 15
10 minutes, come back with your food, and we'll dig
11 in. Thank you.

12 (Whereupon, the above-entitled matter
13 went off the record at 12:41 p.m. and resumed at
14 1:05 p.m.)

15 CHAIR ANTONELLI: All right. Why
16 don't we go ahead and put the first slide up,
17 please?

18 And, Committee Members on the phone,
19 you should have open lines.

20 We're going to continue the work of
21 going measure by measure. I remind you we're not
22 voting. We're making decisions about whether to

1 make a motion that gets seconded, and then the
2 voting will occur after this process.

3 MS. GORHAM: Okay. Let's look at
4 Measure 1392, the Well-Child Visit: First 15
5 Months. The measure is NQF-endorsed. The
6 description of the measure is: the percentage of
7 children 15 months old who had well-child visits
8 with a primary care physician during the
9 measurement year. This is a process measure.
10 The data source is claims, electronic health data
11 and paper medical records.

12 MAP members have continuously
13 supported this measure, noting no significant
14 implementation issues. This measure has not come
15 up for discussion during our MAP reviews other
16 than to say that you all continuously support the
17 measure.

18 Forty-nine states reported the measure
19 in 2017, and alignment for this measure is also,
20 the measure is also implemented on the QRS
21 program.

22 With that, I'm standing in Julia's

1 stead. So let me read her rationale for
2 recommending this measure.

3 So she recommends removal only if NQF
4 child immunization status is added to the CMS
5 Scorecard, and that is a recommendation for
6 addition. The measure serves as a worthwhile
7 proxy for this measure, meaning, as a result, the
8 childhood immunization status serves as a
9 worthwhile proxy for this measure, well-child
10 visits.

11 Additionally, California, which is
12 where Julia is from, does not report well-child
13 visits in the first 15 months, primarily because
14 claims for a newborn can often be put on the
15 mother's identification number in the months
16 following birth, which makes reporting very
17 difficult and potentially unreliable.

18 So her summary, the proposed addition
19 of NQF 0038, the Childhood Immunization Status
20 measure, would serve as a superior measure on a
21 similar topic and priority area. And also,
22 reporting is difficult in California.

1 With that, I will turn it over to
2 Rich.

3 CHAIR ANTONELLI: Thank you.

4 All right. So, it looks like I've got
5 Judy and Shayna. Good. Judy, go. No, I don't
6 have Shayna; just Judy.

7 MEMBER ZERZAN: So, this is Medicaid's
8 bread and butter, all of these well-child visits,
9 and I feel strongly that this should stay on the
10 measure set. Immunizations, I think there are
11 more screenings and there's more interaction with
12 the parents and other things, while immunizations
13 might be a proxy. Both of them are very
14 important, and I don't think one should supersede
15 the other.

16 Even though there are potentially
17 measurement visits and a lot of people get five
18 instead of six visits, this is still a super,
19 super, super important measure.

20 CHAIR ANTONELLI: I have Kim, Kamala,
21 Ken.

22 MEMBER ELLIOTT: I really think this

1 is one of the more important measures to keep on
2 the Scorecard because it is the lead-in for
3 immunizations. It's the lead-in for
4 developmental screenings, all of the things that
5 you really need to pay attention to for children.
6 So, I really do think that emphasis needs to be
7 there in a Scorecard.

8 CHAIR ANTONELLI: Kamala?

9 MEMBER ALLEN: Thank you.

10 I would agree with what was just said.
11 I think that the immunization measure, while an
12 important measure, is not a proxy for well-child
13 visit. The well-child visit is much more robust.

14 And contrary to our previous
15 discussion around the antipsychotic measure, this
16 is a measure that would be applicable to all
17 children, as opposed to the antipsychotic
18 measure, where we know that there's specific
19 subpopulations of children for whom it may be
20 much more particularly relevant, and those being
21 relatively small in number.

22 CHAIR ANTONELLI: Okay.

1 MEMBER ALLEN: Thank you.

2 CHAIR ANTONELLI: Thank you.

3 Ken?

4 MEMBER SCHELLHASE: Agree with what's
5 been stated so far. And I would add that,
6 increasingly, immunizations may be moved to
7 pharmacies. And I don't know that there are any
8 states right now that would immunize or authorize
9 immunizations of children this young, but that's
10 probably in the not-too-distant future. And so,
11 therefore, relying on an immunization metric
12 alone as a proxy for well-child visits will
13 really become very misleading.

14 CHAIR ANTONELLI: And I have a point
15 of clarification. By pharmacy, do you mean
16 pharmacy or do you mean retail-based clinic and
17 you're conflating the two?

18 MEMBER SCHELLHASE: I mean pharmacies
19 where drugs are dispensed.

20 CHAIR ANTONELLI: Pharmacies? Okay.

21 MEMBER SCHELLHASE: So, immunizations
22 actually done by the pharmacist.

1 CHAIR ANTONELLI: Yes. Thank you.

2 I can't see -- that's it. Yes,

3 Camille?

4 MEMBER DOBSON: Just not to belabor
5 the point, but, you know, EPSDT is a requirement
6 for Medicaid children, and this is the best proxy
7 we have to assess whether the EPSDT visits are
8 happening, presumably during the well-child. So,
9 I agree.

10 CHAIR ANTONELLI: Okay. Steve and
11 Amy.

12 MEMBER LAWLESS: Just to the flip side
13 just for one second. If 49 states are already
14 reporting and it's a requirement, what's the
15 value going to be to adding it to the Scorecard?

16 CHAIR ANTONELLI: We're discussing
17 removal.

18 MEMBER LAWLESS: Right. So, what's
19 the value to -- sorry -- to maintaining it on it
20 in terms of, unless there's a big enough gap
21 already, what would doing this, keeping it on it,
22 do more than just what is done now?

1 MEMBER DOBSON: This is one, at least
2 from my perspective, that has quite a bit of
3 variability and is an important thing to measure.
4 And I think being on the Scorecard gives it a
5 little more oomph. We still suck at that. And
6 at least when I was in Colorado, and I think in
7 Washington, too, our rates are not where CMS says
8 our rates are going to be. I won't put Karen on
9 the spot, but I don't know that any state's rates
10 are where they should be. And so, I think
11 there's plenty of room for improvement.

12 CHAIR ANTONELLI: Amy?

13 MEMBER HOUTROW: Just to play devil's
14 advocate here, I'd like to make two points. One
15 point is that we have acknowledged that this
16 measure doesn't actually map to what the
17 recommendations are, which are actually harder to
18 achieve, so a higher threshold. And two, I think
19 we're making an important point about the
20 relationship between well-childcare and
21 particular activities that should be happening
22 there, immunizations and developmental screening,

1 which we do have measures that are about those
2 two things. And so, if we're really thinking
3 that the important aspect of the well-child visit
4 is getting these other things done, then would be
5 measuring those other things be the more
6 appropriate choice?

7 CHAIR ANTONELLI: Shayna, are you back
8 in the queue now?

9 MEMBER DAHAN: Oh, yes.

10 (Laughter.)

11 CHAIR ANTONELLI: I am paying
12 attention.

13 And, Camille, if you could either take
14 yours down or at least point it so I can see,
15 please? All right. So, then, Kamala, you're
16 next. Shayna? Then, Kamala.

17 MEMBER DAHAN: So, I think this
18 measure is really important because of the fact
19 that this continues to keep providers thinking
20 about if these kids have well visits. And what
21 happens is, when we get them in for a sick visit,
22 we add the well visit to it. And if that's not

1 there, we're not stressing every visit as an
2 opportunity to get vaccines and get screening and
3 get the full well visit and monitor growth and
4 lead. And there's a million things that happen
5 there, and I think that this measure impacted
6 practice by, you know, the kid with the strep
7 getting the physical that day.

8 CHAIR ANTONELLI: Kamala?

9 MEMBER ALLEN: Two quick points. So
10 one, I think to Amy's specific recommendations or
11 thoughts or observations, I think the two things
12 that she referenced, both immunizations and
13 developmental screenings, may happen outside of a
14 well visit in some instances. So I would not say
15 that that would be necessarily the case.

16 And secondarily, we know we're
17 thinking about other types of screenings and
18 wanting those to happen. For example, substance
19 use disorder screening, other types of preventive
20 services. So, again, I don't think that taking
21 this out is going to give us the benefit that we
22 want in terms of a comprehensive view of

1 children.

2 CHAIR ANTONELLI: Thank you.

3 David, Liz. And, Amy, are you back in
4 the queue? David?

5 MEMBER KELLEY: So as a Medicaid
6 agency, this is on our pay for performance. I'd
7 say there is still a huge gap where it's 66, 68
8 percent. Some of our plans do 72 percent. Our
9 lower plans are under two-thirds. So there is
10 still a quality gap there.

11 I think this age band is very, very
12 important because of -- again, I'm an internist,
13 so I may be a little dangerous here -- but, you
14 know, all the things that need to happen in that
15 first 15 months are vital; plus, it's an
16 opportunity for the pediatrician to have an
17 interaction with mom to make sure that mom is
18 also doing okay.

19 I think that what's interesting, when
20 chart review is done, it actually gives the state
21 or health plans the opportunity to look at some
22 of those things within the well-child visit that

1 may or may not be getting done that should be
2 done. So even though it is kind of a global
3 proxy for all the checkmarks, maybe not
4 everything in EPSDT, it's a good proxy, and
5 during chart review there's also an opportunity
6 for MCOs, if they want to use it, to actually
7 look at specific components within those
8 requirements. So I would advocate that we keep
9 this one as a measure.

10 MEMBER HOUTROW: Just to Shayna's
11 point, to support, there is data in the
12 literature that says, for infants and young
13 children, children with special healthcare needs
14 actually get better anticipatory guidance and
15 health promotion screening because they're going
16 to the doctor more frequently and have more
17 opportunity. So getting them in is a meaningful
18 thing.

19 CHAIR ANTONELLI: All right. So I've
20 got Liz, Jill, and then I'm going to call the
21 question, which David was being prescient about.

22 MEMBER MATNEY: I am not going to

1 advocate for removal or not removing; I'm not
2 going to advocate either way. But I do, from an
3 NAMD perspective with the state Medicaid agencies
4 -- some of these children measures are
5 problematic, just in the sense that some states
6 use only administrative data, such as claims, and
7 then, other states do chart reviews. We would
8 definitely advocate for consistency across the
9 states, but just understanding that it can lead
10 to some false conclusions as to state
11 performance.

12 Because if you're using administrative
13 data only, you're going to miss out on well-child
14 visits, immunizations, et cetera, that have
15 occurred through maybe a primary insurance
16 carrier that's not Medicaid. So we don't get
17 that information today. So we do typically score
18 low on these. I want to go back and advocate for
19 doing chart reviews as well, but, you know,
20 resources.

21 CHAIR ANTONELLI: Thank you.

22 So last word to Jill, and then I'm

1 going to call the question.

2 MEMBER MORROW-GORTON: So as a
3 developmental and behavioral pediatrician -- and
4 it may be heresy to say this -- but I think the
5 15-month visit is more important than the
6 12-month visit from a vantage point of language,
7 even motor. You know, you see a kid not walking
8 at 12 months; you're going to look later.

9 So I think that this particular
10 measure gives us that window into picking up kids
11 with developmental problems early, and sort of a
12 good opportunity for anticipatory guidance in
13 what's going to happen next, which is very
14 different from what happened in the first year.

15 CHAIR ANTONELLI: Anybody want to make
16 a motion? And if so, what is your motion? The
17 question on the floor is, should this be
18 recommended for removal from the Scorecard?

19 Ken?

20 MEMBER SCHELLHASE: I make a motion to
21 not remove this from the Scorecard.

22 CHAIR ANTONELLI: So that's the null.

1 I'm looking for a motion to remove it.

2 MEMBER SCHELLHASE: Sorry. All right.

3 CHAIR ANTONELLI: Null is we stand
4 pat. Does anybody want to make a motion to
5 remove 1392 from the Scorecard?

6 Seeing none, we're going to the next
7 measure.

8 MS. GORHAM: All right. The next
9 measure is the Adolescent Well-Care Visit Ages 12
10 through 21. This measure is not NQF endorsed.
11 The description of the measure: percentage of
12 adolescents ages 12 to 21 who had at least one
13 comprehensive well-care visit with a primary care
14 practitioner or OB/GYN practitioner during the
15 measurement year. The data source is
16 administrative or a hybrid. MAP has continually
17 supported this measure, noting no significant
18 implementation issues. Forty-nine states
19 reported on this measure in 2017. And as the
20 measure before, this measure is also reported in
21 QRS.

22 With that, oh, Julia again. Okay,

1 hold on.

2 So Julia recommended this measure for
3 removal. With that, of course, she has discussed
4 the issue and she has provided some notes.

5 Recommend removal of this process
6 measure because the immunization for adolescence
7 Measure 1407 is already on the CMS Scorecard, and
8 NQF No. 1407 can serve as a proxy for the
9 adolescent well care.

10 A key indicator of continuity of
11 primary care is whether adolescents are
12 up-to-date on their immunization. Because 1407
13 now includes the HPV series, reported rates are
14 much lower than previous years and targeted
15 quality improvement in education efforts are
16 needed to improve very low HPV immunization
17 rates. California, for example, reported a
18 statewide managed care plan weighted average of
19 26.89 percent for the adolescent immunization
20 measure in 2017.

21 So in summary, in the interest of
22 Scorecard parsimony and needed QI efforts in a

1 related area, improving adolescent immunization
2 rates, recommend removal in favor of the
3 immunization of adolescent measures which is
4 already on the Scorecard.

5 CHAIR ANTONELLI: Okay. We're open
6 for comments. Shayna, then Judy, Ken. Wow. Let
7 me just call on people that don't put their cards
8 up.

9 (Laughter.)

10 So, Shayna, go ahead.

11 MEMBER DAHAN: So for adolescents, if
12 they don't come in every year for their flu shot,
13 you're going to miss a majority of these patients
14 from 12 to 21 if you're only relying on vaccines.
15 Because if they complete the two papillomas --
16 they'll all need two papillomas before 16 -- that
17 could be six months apart. So technically, you
18 could have a kid that comes in at 12 and, then,
19 doesn't have to come in again until before
20 college or 16 for meningitis vaccine, which isn't
21 always required. So it would be like maybe one
22 visit would happen secondary to that immunization

1 measure for this patient population.

2 CHAIR ANTONELLI: So here's the order:
3 Judy, Ken, Rhonda, Lindsay, Elisabeth, Jeff,
4 Marissa. And now, catch up from them.

5 MEMBER ZERZAN: Ditto to what I said
6 the last time, only we really, really suck at
7 this population and giving them access.
8 Teenagers are hard, and this is a critical time
9 in their life, and it is more than immunizations.

10 MEMBER SCHELLHASE: Also, ditto for
11 me. I know in Wisconsin, by statute, pharmacists
12 can do these immunizations, probably in many
13 other states as well. And so, again, this would
14 not be a good, immunizations would not be a good
15 proxy for adolescent well visits, and, yes, we
16 suck really bad at it.

17 CHAIR ANTONELLI: Yes. Thank you.
18 Rhonda, did you withdraw? Okay.
19 Lindsay?

20 MEMBER COGAN: So I have a bit of a
21 different comment. So I think this measure
22 overlaps with the Child Access to Care Measure.

1 So there is a Child Access to Care Measure on the
2 Scorecard, right? Am I looking at the right --
3 is there not? Do I have that wrong? Okay.

4 So I was going to say we are measuring
5 this already with Child Access to Care, but maybe
6 that's not on the Scorecard. Okay. All right.
7 Then, I rest.

8 But just a note: that measure is
9 really high. So the Child Access to Care Measure
10 for 12 to 19 is much higher than the Adolescent
11 Well-Care Visit 12 to 21. So it begs the
12 question, are they really not coming in or are
13 they -- I mean, the Child Access to Care Measure
14 is you have to see a primary care physician. So
15 it just begs the question that this measure isn't
16 really as bad as we think it is. Or is it that
17 that upper age group is pulling it down? I mean,
18 that was really my comment about it. I would
19 think about this one for removal.

20 CHAIR ANTONELLI: Elisabeth, Jeff,
21 Marissa.

22 MEMBER OKRANT: Yes, I just wanted to

1 bring up the transitional age youth group which
2 doesn't get really measured for anything, and
3 it's so critical for these appointments; and
4 also, the importance of these appointments in
5 substance use grading as well. So I think it
6 should stay.

7 MEMBER SCHIFF: We this last year
8 moved from Q2 year well-adolescent visits to Q1
9 year because we thought it was important, and
10 included in the AAP recommendation on HIV
11 screening and got a lot of blowback, which we've
12 sort of stood firm against. And I think these
13 visits are, if we really want our adolescents to
14 have some exposure to a professional to discuss
15 sexuality, drugs, mental health, we have to make
16 sure we do this. So I'm thinking that we've got
17 to leave it there.

18 CHAIR ANTONELLI: Thank you.

19 Marissa, then over to David.

20 MEMBER SCHLAIFER: Mine may not be, my
21 question may not be that relevant, now that I've
22 heard everything around the table. But I was

1 just curious, was it ever discussed for NQF
2 endorsement? I was just curious about the
3 non-NQF endorsement and whether it was discussed
4 and shot down or whether it was never discussed
5 or never submitted. Just curious. Because if it
6 was shot down, I would kind of like to know why.
7 But if not, we can move on.

8 MS. BYRON: I'm reaching way back in
9 my memory bank right now. I believe that it was
10 submitted at the same time as the Well-Child
11 Visit ones, yet well-child went through and
12 adolescence not.

13 There are some concerns, if I can
14 recall correctly, about the evidence not being as
15 strong. But, you know --

16 MEMBER SCHLAIFER: From what I'm
17 hearing around the table, I'm kind of, you know
18 --

19 MS. BYRON: Yes, I mean, I was
20 thinking --

21 MEMBER SCHLAIFER: It's not as
22 important, but I was kind of curious.

1 MS. BYRON: Yes. I mean, for us,
2 similarly, it also is an access-to-care measure.
3 So we see it as important. And I think some of
4 it, I would echo the things -- the reason why we
5 have it in HEDIS is because there aren't a lot of
6 measures that target that age group.

7 To Lindsay's question about that child
8 and access-to-care measure, that is in the core
9 set. That one really just looks to see that you
10 had a visit with a PCP. It doesn't have to be a
11 well visit. It could be any visit. And that
12 would probably explain why those rates are much
13 higher. This one says it has to be a well-care
14 visit.

15 CHAIR ANTONELLI: Okay. So, David,
16 Lisa, then I'm calling the question.

17 MEMBER KELLEY: So in Pennsylvania,
18 again, there's a huge performance gap. Our
19 well-child visit in this age band is only 56
20 percent. And I can tell you, I've been there for
21 14 years. I'll say that over the last 10 years
22 it was probably as low as like 35-36 percent when

1 we first started measuring it. So we've seen
2 some improvement, but there's still a huge gap.

3 Our access to care in that 12-to-19
4 age band is actually 90 percent. So these kids
5 are accessing a PCP, but they're not getting
6 comprehensive access to care. And we do do chart
7 review. So we differentiate, we can parse out
8 what's just a quick sick visit versus an actual
9 well-child visit.

10 So it's not just an access-to-care
11 measure. It's really a more comprehensive
12 access-to-care measure. And I would advocate we
13 keep this.

14 CHAIR ANTONELLI: Lisa?

15 MEMBER PATTON: Yes, I was also going
16 to just voice support for keeping this one. A
17 few years ago, we had an NCQA measure that looked
18 at risky behavior. A composite measure, it
19 looked at risky sexual behavior, I think alcohol,
20 tobacco, and drugs. And there was tremendous
21 pushback. I mean, just the data collection
22 burden, pulling it together, and physician

1 discomfort with some of it. So I think this at
2 least gets us a little closer to addressing some
3 of those issues, even without access to that
4 measure.

5 MS. GORHAM: I just want to comment.
6 Renee Fox from CMS just wrote in to comment that
7 this measure was on the child core set before MAP
8 started to review the measure. So I can't answer
9 the question about whether or not the measure was
10 submitted for endorsement because it's not in our
11 repository. So I don't know that. But she did
12 say the measure was on the core set before MAP
13 reviewed it.

14 CHAIR ANTONELLI: Thank you, Dr. Fox.

15 All right. So, remember, null is
16 we're not moving it. Does anybody want to make a
17 motion to remove this measure from the Scorecard?

18 Going once, twice, thrice.

19 Next measure.

20 MS. GORHAM: All right. The next
21 measure we are considering is NQF 2940, Use of
22 Opioids at a High Dosage in Persons without

1 Cancer. This is a PQA measure. The proportion
2 of individuals without cancer receiving
3 prescriptions for opioids with a daily dosage
4 greater than 120 milligrams morphine equivalent
5 dose for 90 consecutive days or longer. This is
6 a process measure. The data source for this
7 measure is claims.

8 FY26 is the first year of reporting
9 this measure. Fourteen states reported the
10 measure in 2016, and 23 states reported the
11 measure in 2017.

12 The history on this measure: this
13 measure was conditionally supported for addition
14 to the adult core set in 2015 after hearing from
15 states that early intervention for people who are
16 prescribed opioid medications is important to
17 prevent addiction and a pathway to illegal heroin
18 use. The MAP conditionally supported the measure
19 pending endorsement. Subsequently, PQA submitted
20 the measure for endorsement.

21 Lindsay Cogan is the lead discussant
22 for this measure, and I will turn it over to Rich

1 and Lindsay.

2 CHAIR ANTONELLI: Lindsay, go ahead.

3 MEMBER COGAN: Great. And I think
4 Julia also has some comments as well that she
5 maybe submitted for this measure, too. I don't
6 know if you want to take care of those.

7 CHAIR ANTONELLI: We'll look at her
8 notes --

9 MEMBER COGAN: Great.

10 CHAIR ANTONELLI: -- but why don't you
11 tee it up, please?

12 MEMBER COGAN: Perfect. So, Amy, I'm
13 going to take your words because I had something
14 else I was going to say, but you've summed up
15 quite well with the use of multiple
16 anti-psychotics.

17 So I don't see this as a quality
18 measure. It is a measure of prescribing
19 practices. It is, again, one of those
20 utilization-based measures that are really tricky
21 in understanding what is the right level. So
22 lower is better, but what is the right level.

1 When you look to compare across states, our
2 underlying Medicaid populations vary quite a bit,
3 and we see this measure as being one that is
4 particular sensitive to some of those different
5 case mixes of the Medicaid populations being
6 covered. Not to say that opioids is not an
7 important issue; that is really not the point
8 here.

9 And then, additionally, our New York
10 State, we report this measure, and we are one of
11 the highest; we have one of the highest rates.
12 And I remember Mathematica coming back to us and
13 really trying to dig in as to why. And it wasn't
14 until we started tracking treatment,
15 medication-assisted therapy for opioids, that it,
16 then, popped up that this measure was actually
17 measuring MAT.

18 So additionally, it's measuring
19 buprenorphine-naloxone. Am I saying that right?
20 Methadone is on the list as well. We haven't dug
21 into the exact, but we have found a couple of
22 formulas that are directly used by providers to

1 treat opioid treatment.

2 So our State really is not going to
3 support a measure that disincentivizes the
4 treatment, medication-assisted therapy treatment
5 for opioids. That is an incredibly important
6 area that we're directing a great deal of
7 resources towards. So that's really the main
8 concern I have with this measure, is any
9 disincentivizes toward the treatment of opioid
10 use disorder.

11 CHAIR PINCUS: Just a quick question.
12 Isn't there a simple fix for that?

13 MEMBER COGAN: I mean, we can talk to
14 the measure steward. So it's the last two years
15 there's been this formula on there. I think
16 they've taken it off in 2019, but I haven't gone
17 back to confirm. I haven't dug into the issue of
18 methadone, the methadone formulations that they
19 do have and whether we're also picking up
20 methadone treatment in our outpatient clinics.

21 But, again, it's an area of concern
22 that we don't want to disincentivize treatment

1 for opioids.

2 CHAIR ANTONELLI: So, Marissa, yes,
3 because I was going to say, unless you have that
4 response, I'm going to put you into the queue.
5 So, SreyRam, then I have Amy, then, Marissa, and
6 then, Lisa.

7 Go ahead.

8 MEMBER KUY: I was just going to agree
9 with many people in saying that this
10 oversimplifies this measure, that there are
11 plenty of people without cancer who may have
12 terminal illnesses or sickle cell disease, or
13 other conditions that do need opioid treatment.

14 And I am the biggest advocate for
15 tackling the opioid crisis, but I think that this
16 measure oversimplifies it and we can do better.
17 We should throw it back that they need to come
18 back with a measure that is much more refined.

19 MEMBER HOUTROW: We're actively seeing
20 the pendulum swing, obviously, in prescribing
21 practices. And I think one of the things that is
22 happening now is a refusal to be the prescribing

1 physician for people who have conditions for
2 which opioids are most certainly a justified
3 treatment course.

4 And I am in agreement that this is too
5 simplified and there is no appropriate threshold
6 for what the level should be. So while you might
7 be able to get at the issue of can we get out the
8 methadone treatment for opioid abuse, we can't
9 get out the underlying issue, as we don't know
10 what the actual threshold is where we should be
11 for a population of people.

12 CHAIR ANTONELLI: Okay. Marissa,
13 Lisa, Stephen, then Josh.

14 MEMBER SCHLAIFER: I just want to make
15 sure, first -- well, first, I want to mention
16 that, during the MAP adult core set discussion
17 about this, we had a lot of the discussion that's
18 been around the table. I do think it's really
19 important to point out on this measure that this
20 measure is not saying that people should not be
21 on opioids by any means. But the numerator is
22 the number in the denominator with opioid claims

1 where the MED is greater than 120 milligrams for
2 90 consecutive days or longer. So this should
3 not keep anyone from putting someone on an opioid
4 medication or using opioids appropriately.

5 Knowing that there are patients that
6 will need more than that, but those are the
7 minority. We never measure assuming that we're
8 going to get to 100 percent.

9 I think, as the adult core set task
10 group, work group, whatever we were at the time,
11 discussed this, it really is one of those things
12 where we have to have a measure that can be used
13 to address the opioid crisis right now. We have
14 to have that, whether it's in the adult core set,
15 or I would also think, my opinion, in the
16 Scorecard.

17 We know this isn't the perfect
18 measure. We know this doesn't address everything
19 going on in the opioid world. PQA is currently
20 focusing on those early 45-day starts, partly
21 because the Adult Core Set Work Group focused on
22 that as a gap. And hopefully, we will have some

1 measures there that we can talk about going
2 forward.

3 But I think this has been accepted by
4 many states. And it's early on in its use, and I
5 believe we've gone from 14 to 23 states over the
6 2016-2017, and someone can correct me in a second
7 on that.

8 So I think we are seeing a lot of
9 uptake by state Medicaid programs. And we really
10 do have to have a way to look at state Medicaid
11 programs on the opioid use because that is one of
12 the things that various government agencies are
13 demanding, that PQA and other measurement
14 organizations have found a way to address.

15 I don't know the question about MAT,
16 and I think that was a really good comment. But
17 Lisa Hines from PQA is on the phone. And so I
18 would just ask that she get a chance somewhere in
19 this queue to address that question.

20 CHAIR ANTONELLI: Yes, as long as she
21 stays on -- I'm planning on playing this out a
22 little bit -- and she absolutely will be asked to

1 weigh-in.

2 MEMBER SCHLAIFER: Okay.

3 CHAIR ANTONELLI: So, Lisa, Steve, and
4 Josh, Jeff.

5 MEMBER PATTON: Sure. So much of what
6 I was going to say aligns with Marissa's
7 comments. I was going to add that we've done a
8 lot of data analytics, good data analytics,
9 coaching of the states, and worked with them on
10 this metric as well as other opioid measures, and
11 haven't experienced those same issues that New
12 York seems to be experiencing. So I'm not sure
13 where that misalignment is occurring, but, as
14 Harold pointed out, I think there's probably a
15 simple fix to that, or at least a fix.

16 And in addition, we've talked to a lot
17 of states that have been working for quite a
18 while to drive this prescribing rate down, the
19 MED rate down. And whether or not the right
20 number is 120, 100, 90, we've heard about a lot
21 of efforts to drive down to 100. And with CDC
22 putting out the guidelines, a number of those

1 states said, we're not going to 90; we're
2 sticking at 100. So the right number is
3 certainly up for debate. I do believe -- and
4 Lisa can speak to this -- that PQA is working to
5 respecify their measure to be in alignment with
6 the CDC guidelines.

7 But I'll also mention that this was a
8 part of a portfolio of opioid measures to also
9 get at doctor shopping and multiple pharmacies,
10 multiple prescribers. So there are those
11 measures. And there's also a concurrent benzo
12 and opioid measure that PQA developed that gets
13 at some of the overdoses and deaths that we're
14 experiencing as a country,

15 CHAIR ANTONELLI: Thank you.

16 Steve and Josh, Jeff.

17 MEMBER LAWLESS: So a little bit of
18 what you're saying there; the state now
19 prescription monitoring program is getting
20 tighter and tighter and tighter. They're picking
21 up a lot of these things anyway. And what
22 they're asking for is the documentation of why

1 you're on.

2 Now I think a measure that says, are
3 you documenting how well those systems are
4 working, may be the better one that a patient who
5 may -- you know, I think the opioid crisis is not
6 these patients. It's the selling them from
7 there. But I think having somewhere where it
8 links up to the prescription monitoring program,
9 how effective they are, I think would be a better
10 indicator.

11 MEMBER COGAN: Did Julia put that in
12 her comments, though? Because California is
13 doing some work with their prescription
14 monitoring program. Did she put that in there?
15 So there's a new law in California that requires
16 doctors to query the state system before they can
17 prescribe. So there's efforts ongoing in exactly
18 that area.

19 MS. GORHAM: So she actually rescinded
20 her recommendation for removal.

21 CHAIR ANTONELLI: Josh?

22 MEMBER ROMNEY: Utah also has that

1 law. And as a prescribing provider, I'll tell
2 you it's tough. Intermountain Healthcare is
3 working really hard on this. We have strong
4 opinions about it.

5 The first comment I have is that it's
6 important to remember that this isn't about
7 prescribing opioids; this is about prescribing
8 more than 120 morphine equivalents every day. I
9 don't know of any organization that recommends
10 that the cutoff should be higher; 120 is
11 conservative.

12 The other is the need to address the
13 opioid crisis. Medication-assisted therapy is
14 really important, but that's a small minority of
15 the people that we're measuring here. And that
16 feels like throwing the baby out with the bath
17 water.

18 And we still need to drive physician
19 behavior. Our experience at Intermountain is
20 there are still, even though you wonder where
21 they've been hiding for the last five years,
22 there are still many providers who don't yet

1 understand that high-dose chronic opioids are not
2 more effective or more beneficial than lower-dose
3 chronic opioids.

4 CHAIR ANTONELLI: Dr. Schiff?

5 MEMBER SCHIFF: I think this is one of
6 the measures that I would vote to keep in or not
7 vote to remove, with the caveat that we need
8 better measures. The better measures I think we
9 need are a measure of new chronic use or risk of
10 new chronic use, which is a measure that we
11 helped develop with NCQA that looks at people who
12 are new at 45 days -- who are naive and, then,
13 have 45 days of use. And then, I think we still
14 need in this measure set a measure of the quality
15 of medication-assisted treatment, which is
16 adherence at least. So I think we need to look
17 at both of those.

18 With that in mind, I think this is one
19 of the situations where I think having the
20 measure as a placeholder, this measure as a
21 placeholder is worth it.

22 CHAIR ANTONELLI: Thank you.

1 Are you back in the queue, Marissa?

2 MEMBER SCHLAIFER: Yes, I have a few
3 comments, but --

4 CHAIR ANTONELLI: Well, so, no, I'm
5 not calling on you. I just didn't know whether
6 --

7 MEMBER SCHLAIFER: Yes.

8 CHAIR ANTONELLI: -- you have an
9 artifactual sign.

10 So I've got Jill. Then, I've got
11 SreyRam and, then, Marissa, back to you.

12 MEMBER MORROW-GORTON: So in
13 Massachusetts we have used this level to actually
14 identify providers who are prescribing these
15 levels of drugs. We require prior authorization.
16 We require them to justify it.

17 But we also have used it to pick up
18 prescribers who are really doing a bad job at
19 this. So while this measure is -- I agree with
20 Josh -- not perfect, doesn't get to are we
21 getting people in treatment, doesn't get to are
22 we doing all the quality things, I think it's a

1 great start to kind of address the issue at
2 multiple levels until we get to a point where
3 we've gotten that under control and we have some
4 more sort of pointed measures that will allow us
5 to get to kind of that more refined quality.

6 CHAIR ANTONELLI: Srey?

7 MEMBER KUY: So I really liked what I
8 think Jeff said earlier about looking at acute
9 pain treatment. Because if you're going to go
10 for the biggest bang for the buck, you should go
11 for prevention. And if you're looking at someone
12 who's getting 120 mil equivalence, those are the
13 chronic users. If you prevent them from getting
14 it in the first place, you won't have to deal
15 with the chronic users.

16 So we're in Louisiana and we did
17 Medicaid reform around payment reform. We put in
18 payment reform where we would not pay for people
19 getting more than 14 days for acute pain med. So
20 those are people who hadn't had pain
21 prescriptions in a year. And we saw a 40-percent
22 drop in new opioid prescriptions.

1 So I absolutely agree that the opioid
2 issue is huge. It needs to be on the Scorecard.
3 But we shouldn't just pick a measure. We should
4 pick the right measure, and that's what I think
5 is really important. We need to pick the one
6 that's giving us the biggest bang for the buck,
7 that's going to give us the best outcome.

8 CHAIR ANTONELLI: So, Marissa, before
9 I call on you, I'm actually inclined at this
10 point, since I'm starting to see some repeat
11 commenters, to bring PQA in. But I'm happy to
12 temporize that if anybody here would like to make
13 a statement before PQA weighs in.

14 Good. So go ahead, Shayna, and then,
15 PQA, if you get ready to jump in?

16 MEMBER DAHAN: I just have a question.
17 Does this measure collect the data through like
18 an insurance claim? Does someone pay cash for
19 the pills? Does it also collect that, or only
20 people who actually had it prescribed and filled
21 through insurance?

22 MEMBER SCHLAIFER: If you pay cash,

1 which you can do, unfortunately, we lose all
2 tracking, and that is a big negative, but that's
3 true of everything we can do in the opioid
4 measure set.

5 CHAIR ANTONELLI: Okay. So, PQA, do
6 they have an open line, Miranda? Okay. So if
7 you can identify yourself?

8 MS. HINES: This is Lisa Hines.

9 CHAIR ANTONELLI: Feel free to make
10 some comments and some additional detail.

11 MS. HINES: Sure. Can you hear me?

12 CHAIR ANTONELLI: Yes.

13 MS. HINES: Hi. This is Lisa Hines.
14 I'm Vice President of Performance Measurement and
15 Operations at PQA. And thank you for the
16 opportunity to respond.

17 The measure uses prescription claims
18 as the data source and evaluates at the health
19 plan level, and does not capture claims, to
20 answer that last question.

21 In terms of the methadone,
22 prescription claims for methadone are not for

1 methadone-assisted treatment or methadone
2 maintenance. They would be only the methadone
3 for pain. And it is less than 1 percentage of
4 the claims in our testing that were for
5 methadone.

6 We have never included products that
7 are FDA-approved for medication-assisted
8 treatment. And then, recently, we removed all
9 buprenorphine products because it is not a valid
10 way of assessing morphine milligram equivalence.

11 So there are no medications included
12 in the measure for a couple of years now --
13 actually, since the beginning -- for
14 medication-assisted treatment, and with the
15 removal of buprenorphine, we've even eliminated
16 the unintended targeting of those patients. So I
17 did want to clarify that misinformation in terms
18 of the targeting. These are opioids used for
19 pain.

20 And let's see, I'm trying to make sure
21 I address all of the questions.

22 I appreciate all of the comments about

1 there being not a set threshold, and as we are
2 aware of, there is really no established base
3 dosage. We are aligning now with the CDC
4 guidelines, and this is based on user feedback
5 through our use in the CMS Quality Ratings
6 Program for Medicare and, also, end-user feedback
7 via our website.

8 We are also monitoring for any
9 potential unintended consequences and exploring
10 measures for initial opioid prescribing as well.

11 So we want to make sure, we want to
12 ensure that this measure is only one tool that's
13 used to address this crisis, and know that a
14 comprehensive approach is needed and that
15 patients need to be identified for opioid use
16 disorder and treated appropriately and have
17 access to that care. That pain management is
18 very appropriate.

19 We acknowledge that this is one tool
20 and this is for high chronic use, and it can be
21 used as an indicator of those patients that are
22 at increased risk for opioid overdose. That is

1 established in the evidence.

2 I'm happy to entertain any other
3 specific questions that I did not address during
4 this comment period and, also, look for any
5 additional recommendations to refine the measure
6 based on claims data.

7 CHAIR ANTONELLI: Thank you for that.

8 Rest assured, I have everybody whose
9 sign is elevated in the queue.

10 MS. HINES: Okay.

11 CHAIR ANTONELLI: But I'd like to open
12 it up for everybody, whether your sign is up or
13 not. Specific questions for the measure
14 developer and/or comments? Does anybody want to
15 say anything to the woman on the phone? Lindsay?

16 MEMBER COGAN: So that's very helpful,
17 Lisa. Is it Lisa?

18 MS. HINES: Yes.

19 MEMBER COGAN: Lisa, thank you. Lisa,
20 that's very helpful.

21 MS. HINES: Yes.

22 MEMBER COGAN: I will send you some

1 numbers because that buprenorphine-naloxone
2 formulary you had in there was not insignificant.
3 It was pulling up our rate by -- the small
4 population that got triggered in that manner,
5 their rates were double. So if we remove that,
6 our rate goes down quite a bit. So I can send
7 you some numbers, just so that you have
8 perspective.

9 MS. HINES: Yes.

10 MEMBER COGAN: That was not an
11 insignificant removal.

12 MS. HINES: Absolutely.

13 MEMBER COGAN: And we appreciate that,
14 yes.

15 MS. HINES: And it's been changed.
16 Yes, I very much would appreciate that feedback
17 and information. It's very helpful.

18 CHAIR ANTONELLI: Committee, anything
19 else for the measure developer?

20 Okay. So David?

21 MEMBER KELLEY: Quick question. There
22 was a comment about looking at cancer. Are there

1 any considerations about removing other
2 conditions like sickle cell?

3 MS. HINES: You know, we've
4 reevaluated sickle cell through our Measure
5 Update Panel on numerous occasions, and we have
6 numbers to be able to exclude it as needed. And
7 we can reconsider it every time we've brought it
8 to experts, external expert opinions. I would
9 say, with the exception of the CDC, experts and
10 through our expert panels, or TEPs, they have
11 recommended to keep sickle cell in. But we can
12 readdress that this cycle through the update
13 process. We continually reevaluate how to refine
14 the measure.

15 CHAIR ANTONELLI: Okay. So, Lisa,
16 thank you. Please stand by. I'm going to come
17 back into this.

18 MS. HINES: Yes. You bet.

19 CHAIR ANTONELLI: But, at this point,
20 especially for you second-rounders, unless
21 there's something new that you want to add, I
22 would like to start preparing for the possibility

1 of a motion being made.

2 So, Marissa, I think that you were
3 next. Then, I go to Lisa, David. Go ahead.

4 MEMBER SCHLAIFER: So, first, I
5 thought the conversation about PDMP programs was
6 very interesting. And the one thing I would not
7 want to tie a Medicaid Scorecard to the PDMP
8 programs because of the variation of the PDMP
9 programs across the country. There are the
10 states that are requiring doctors to check the
11 PDMP program. There's other state programs that
12 use PDMP only for law enforcement purposes. And
13 then, there's the wonderful State -- and I hope I
14 don't insult anyone in the room -- of Missouri
15 that, after years of refusing to have a PDMP
16 program, is getting close. So I would hate for
17 their State Medicaid Program to be responsible
18 for the fact that their State is behind the times
19 on PDMP.

20 Because there are a lot of states
21 where I'm sure the Medicaid program is great, but
22 their ability to do a PDMP program is very poor.

1 For that reason, I feel like Medicaid directors
2 would not necessarily want to be responsible for
3 that, but I could be wrong.

4 On the use of this measure versus
5 other measures, I think no one -- I can't imagine
6 that there's anyone, either here or through PQA,
7 or anywhere else, that things that, you know, 120
8 for 90 days, we shouldn't worry about people
9 until we get there. I think what this measure
10 does, and why it's the right measure for the
11 Scorecard, is states should be doing things, and
12 physicians should be doing things, and health
13 systems should be doing things, that look at
14 people in those first 45 days, that try and take
15 action in those first 45 days. Everyone is
16 correct that that's where we need to really take
17 action. People shouldn't get to the 90 days.

18 But if our measure is at 90 days, it's
19 going to capture all the good things that people
20 can be doing, but it also captures the real
21 problems and what states are just not performing
22 in this area. And I think it's a really good

1 differentiation between states that are doing a
2 good job and states that are doing a bad job,
3 knowing that if you're doing a good job, you're
4 catching people before the 45 days.

5 CHAIR ANTONELLI: Thank you.

6 Liz? And then, I'll go to David.

7 MEMBER MATNEY: Once again, I'm not
8 going to advocate one way or the other, but the
9 conversation that we've had at NAMD related to
10 this specific measure is that there's belief over
11 time that the efficacy of this measure is going
12 to stall out because of different POS edits that
13 are in play and things like that. The numbers
14 are just naturally going to fall down.

15 And it doesn't also capture the
16 diversion that is naturally occurring as these
17 edits occur and legislation is enacted that
18 limits the amount of prescribing power that
19 doctors have. And so, then, they go to street
20 drugs instead or street-buy prescription pills.

21 So what we have been advocating is a
22 forward-looking perspective looking at measures

1 related to any type of emergency room visit
2 related to overdoses, plus follow-up, as well as
3 deaths.

4 CHAIR ANTONELLI: So let's go to Lisa
5 next, and then, David. And then, Ken, you had
6 your card. Is that still you? I can't see it.

7 MEMBER SCHELLHASE: Yes.

8 CHAIR ANTONELLI: It is? Okay.

9 Go ahead. Lisa?

10 MEMBER PATTON: Sure. So I think this
11 question has sort of come up in the discussion.
12 There is an NQF-endorsed continuity, retention of
13 care, in MAP, measure now, 180 days, that we
14 discussed for potential inclusion in the adult
15 core set a few months ago. And that one didn't
16 quite get there.

17 But just to share with you all that
18 there is that NQF-endorsed measure available.
19 For the purposes of the Scorecard, it seemed a
20 bit narrow in focus perhaps for where we're
21 trying to get with this. But, for the adult core
22 set, we thought it was appropriate to nominate at

1 least.

2 And then, in terms of the data with
3 the overdoses, with ER data, and with
4 morbidity/mortality, one of the issues is just
5 being able to adequately capture that data and to
6 have a meaningful measure. And so people have
7 looked at those possibilities, but, you know, at
8 this point it's just not really, it's not
9 something we're going to be able to adequately
10 get at, except on a case-by-case. And some
11 states are doing some really solid work around
12 that, but we're just not there.

13 CHAIR ANTONELLI: Thank you.

14 So, David, Ken; call the question, in
15 that order.

16 Microphone, please.

17 MEMBER KELLEY: There we go.

18 So in our State, 5 percent of our
19 adults 19 to 64 are on these high doses. Any
20 clinician who thinks that 125 milligram is not a
21 high dose, we should have a discussion
22 afterwards.

1 Regardless of what your diagnosis is,
2 unfortunately, in the last decade or so, medical
3 education has been perversely affected by the
4 pharmaceutical industry to think that these drugs
5 are safe. When I did my medical school, I had
6 learned that these drugs are addictive and
7 they're not safe, and they're really probably not
8 all that effective for pain management.

9 I like this measure. There needs to
10 be a front-door approach and a back-door
11 approach. This is the back-door approach. This
12 is looking at a population that has been
13 inappropriately treated. They need more
14 comprehensive treatment. Many of them do have
15 complex conditions and need comprehensive pain
16 management treatment, not just a pill to take a
17 couple of times a day.

18 So from my standpoint, this is really
19 a very important measure. I do have concerns
20 always about tightening the reins during prior
21 authorization, and we have made our managed care
22 plans tighten the reins. I worry about

1 opioid-related deaths. Pennsylvania is one of
2 the highest states. So I have concerns about
3 being overzealous in looking at and interpreting
4 our results, but it really comes down to, what
5 are the interventions that you're going to put
6 into place?

7 So I use this as a tool and as a
8 gauge, but it's just one tool. It's not an
9 intervention; it's a tool to tell me about the
10 quality of care. So I would advocate that we
11 maintain this on the dashboard.

12 CHAIR ANTONELLI: Thank you.

13 So, Ken, last word.

14 MEMBER SCHELLHASE: Yes. I would also
15 agree we should maintain this. This is the
16 low-lying fruit. And I would also point out
17 that, increasingly, payers on the front end are
18 limiting short-term opiate prescriptions. And
19 that gets to SreyRam's comment that I think we
20 ought to be looking at measures, because we would
21 be riding the wave, as opposed to dragging
22 everybody with us, and maybe standardizing that

1 some. So looking at ways to develop measures
2 that appropriately limit the initial
3 prescriptions to a certain number of days, based
4 on whatever evidence we can garner.

5 CHAIR ANTONELLI: Thank you.

6 So is there a motion from anybody on
7 the Committee? And actually, do we have any
8 Committee members with their hands up? No?
9 Okay. Is there a motion from anybody on the
10 Committee for this measure to be removed from the
11 Scorecard?

12 MEMBER HOUTROW: I make that motion.

13 CHAIR ANTONELLI: Is there a second?

14 Okay. All right. So noted.

15 And we're going to move on to the last
16 measure in the panel for consideration of
17 removal, 0018.

18 MS. GORHAM: All right. NQF 0018,
19 Controlling High Blood Pressure, Ages 18 to 85.
20 The description of this measure: the percentage
21 of patients 18 to 85 years of age who had a
22 diagnosis of hypertension and whose blood

1 pressure was adequately controlled during the
2 measurement year based on the following criteria:
3 patients 18 to 59 years of age whose blood
4 pressure was less than 140 over 90; patients 60
5 to 85 years of age with a diagnosis of diabetes
6 whose blood pressure was less than 140 over 90;
7 patients 60 to 85 years of age without a
8 diagnosis of diabetes whose blood pressure was
9 less than 150 over 90. This is an outcome
10 measure. The data sources are claims, electronic
11 health records, payer medical records, and then,
12 other.

13 Twenty-five states reported the
14 measure in FY 2017. This measure aligns with a
15 number of programs, including QRSP, QRS health
16 home core set. It was also on the duals family
17 of measures.

18 A little history about the measure:
19 MAP supported the continued use of the measure,
20 noting no significant implementation issues.

21 Judy is the lead discussant, and I'll
22 turn it over to Richard.

1 CHAIR ANTONELLI: Yes. Thank you.

2 So, Judy?

3 MEMBER ZERZAN: Yes. I'll start with
4 I don't feel as strongly about this as I do for
5 other measures. But, that being said, this is a
6 super-tough measure, and clinicians hate it
7 because it's the most recent measure of blood
8 pressure. And so depending on when you go, it
9 doesn't reflect the average control. Often
10 people with hypertension have lower blood
11 pressure measures at home. And so, again, it
12 doesn't capture that quite as well.

13 Also, the targets for blood pressure
14 control have been moving around a lot without a
15 lot of great evidence about tighter control
16 versus what else you get. So this one, I just
17 feel meh about. I don't think it's worth the
18 sort of strong elevating of the Scorecard. I'm
19 fine with it on the core set. I mean, it's not a
20 terrible measure. But, like other measures, it's
21 just not great. Meh.

22 CHAIR ANTONELLI: You've gotten so

1 mellow since you moved to the West Coast.

2 (Laughter.)

3 I actually do have a question about
4 this. And then, actually, I thought I saw your
5 card up, David. Did I talk you into lowering
6 your card? Okay.

7 So I have a question. And just to
8 make this declaration, I'm not raising this issue
9 because I'm the Co-Chair, but, in fact, being a
10 provider inside a standalone children's hospital
11 that takes care of a lot of patients with
12 congenital heart disease.

13 So the likelihood, if you're still
14 followed at Boston Children's Hospital and are 18
15 to 25, that you've got garden-variety
16 hypertension is close to zero. And, in fact,
17 many of those patients, we would love for them to
18 so-called transition into the adult world, and it
19 doesn't happen.

20 And when I read the specifications,
21 that's not on this exclusion list. And in
22 Massachusetts, this is one of the things about

1 being a standalone tertiary/quaternary pediatric
2 center that gives us agita, is there could be
3 financial implications for this.

4 So I don't know, Sally, if you would
5 add any color to that, but I just want to put
6 that out there. Because, for those of us that
7 take care of congenital heart disease, this is
8 just really, really a scary measure.

9 So you don't have to add anything, but
10 if CHA would like to put something on the table
11 from Children's Hospital perspective? And if
12 not, if I represented it, I'm good.

13 MEMBER TURBYVILLE: I think for this
14 kind of measure we would defer to the clinical
15 expertise of those caring for the patients. It
16 is 18 to 85, but, as many of you may know,
17 children's hospitals do often care for young
18 adults into their early twenties and sometimes
19 beyond, depending on how complex their condition
20 is.

21 CHAIR ANTONELLI: Okay. So discussion
22 is open. Dr. Kelley, then Lindsay.

1 MEMBER KELLEY: So I will start by
2 saying that I think this should remain on the
3 list. I think that we're looking really at a
4 dashboard for a state Medicaid program and not at
5 an ACO level. So your population is complex and
6 different, but probably a tiny minutiae of the
7 denominator, but very important. And that needs
8 to be always considered.

9 When we look at high blood pressure,
10 clinically, there are more than a few good
11 medications that can be used. So there are
12 therapeutic tools, even beyond medication, that
13 can be used to control high blood pressure.

14 And I think it's important because the
15 incidence and prevalence in the Medicaid
16 population is very high. Here we are actually
17 asking for blood pressure control, not just, oh,
18 I took somebody's blood pressure. I do agree
19 that maybe it's not fair, especially to look at
20 high blood pressure at the end of the year,
21 especially around the holidays if one goes into
22 their physician -- I don't know -- between

1 Thanksgiving and Christmas.

2 But, from my standpoint, it's a very
3 useful measure. We had held our health plans
4 accountable. It does require chart audit.
5 That's part of our pay for performance. And we
6 have been able to move the needle. There's still
7 a huge gap, though. I think our latest results,
8 we were at, I think, 63 percent had their blood
9 pressure controlled. So there's still a huge gap
10 and a huge opportunity for improvement.

11 So high incidence, prevalence. The
12 clinicians in the room know the kind of
13 longer-term consequences of poor blood pressure
14 control. And there's a huge ability to close an
15 improvement gap in that larger denominator
16 population.

17 CHAIR ANTONELLI: Lindsay, then Josh.

18 MEMBER COGAN: David, you hit most of
19 what I was going to say. I will just sort of
20 echo that this is a prevalent issue, and I would
21 argue that not just diagnosed hypertension, but
22 undiagnosed hypertension. When I hear from my

1 colleagues in chronic disease control, I think of
2 the tip of the iceberg.

3 So although we're only measuring the
4 tip of that iceberg, there's a huge population of
5 undiagnosed hypertension out there. So I really
6 would strongly advocate to keep this measure. It
7 is one of the few outcome-based measures that we
8 have. Like David said, we've worked so long, so
9 hard on process, but our outcomes have not
10 improved at the same pace. So it just feels like
11 against where we want to move to remove an
12 outcome measure.

13 I don't think that the structural
14 issues with the measure rise to the occasion that
15 I worry about, again, the applicability of this
16 measure for an accountability level. So in some
17 of the other measures, some of the structural
18 changes that come up rise to that higher level of
19 it raises those red flags for accountability.
20 This one, while it has warts -- all quality
21 measures have warts -- I don't think it rises to
22 that level of I, then, now worry about its

1 applicability in the big A, accountability,
2 arena. But, again, that's coming from a state
3 perspective, not individual provider
4 accountability.

5 CHAIR ANTONELLI: Josh?

6 MEMBER ROMNEY: I agree, every measure
7 can be fine-tuned. We've actually been engaged
8 with NCQA in the past week on this measure, and
9 the fact we don't like, if I break my arm and go
10 to urgent care, my blood pressure counts, but if
11 I go to the emergency room, it doesn't.

12 But the fact of the matter is that
13 hypertension is probably the most important risk
14 factor for atherosclerotic cardiovascular disease
15 and is a major, if not the No. 1, driver in
16 healthcare costs. So it's important to address.

17 The other important thing to remember
18 is that this is a quality measure in both the
19 Stars and ACO programs, and it's valuable for
20 Medicaid and CHIP to be aligned with those other
21 CMS programs.

22 MEMBER ZERZAN: For the record,

1 Washington took it off of our payment because we
2 had such low numbers on both our employer state
3 retirees that qualified for the denominator of
4 the measure and the Medicaid population was just
5 super-low.

6 CHAIR ANTONELLI: Sally? Then,
7 Shayna.

8 MEMBER TURBYVILLE: I just want to add
9 an encouragement, and this applies to this
10 measure and probably others. As very complex and
11 chronically-ill children do live longer into
12 adulthood, it warrants thinking about measures
13 like this or others that perhaps before would not
14 have required exclusions, but we're coming to a
15 point in successfully moving children who
16 previously would have died to adulthood. So just
17 something as a note, and something that I think
18 the Children's Hospital Association will continue
19 to look at, along with our clinicians.

20 MEMBER DAHAN: I just have a question.
21 So this would only look at the charts of people
22 who they put in an ICD-10 for hypertension. So

1 if that patient never had an ICD-10 for
2 hypertension, the people with high blood
3 pressures within the chart won't be looked at?
4 So an isolated high blood pressure wouldn't
5 affect this measure. It would just be they'll be
6 like flagged if they had a diagnosis in it? Yes?

7 CHAIR ANTONELLI: So it looks like
8 everybody's blood sugar is bottoming out.

9 (Laughter.)

10 Does anybody want to make a motion
11 about 0018? And remember the motion is to remove
12 it from the Scorecard. The null is that it stays
13 in.

14 Any hands, Jordan, from the Committee?
15 No? Okay.

16 So we are done with the process of
17 identifying and motioning for measures.

18 I think we will open this up
19 momentarily for public comment. But if we could
20 summarize? Whether that would be Miranda,
21 Shaconna, if you guys could let us know what the
22 measures that will be under consideration for the

1 voting process? We don't have to go into details
2 about the voting process, but I think we'll open
3 it up for public comment after we get the summary
4 of the measures. Okay?

5 MS. KUWAHARA: Sure. So today we will
6 be voting on three measures for removal from the
7 MAC Scorecard 1.0.

8 The first is NQF No. 1517, Prenatal
9 and Postpartum Care.

10 The next is Use of Multiple Concurrent
11 Anti-Psychotics, Ages 1 through 17.

12 And the third is 2940, Use of Opioids
13 at High Dosage in Persons without Cancer.

14 So we'll now take any comments from
15 the public in the room first.

16 Okay, and I will open up the lines
17 now.

18 MS. TUFTE: Hello. Can you hear me?

19 CHAIR ANTONELLI: Yes.

20 MS. KUWAHARA: Yes.

21 MS. TUFTE: Hi. This is Janice Tufte,
22 and I just would like to thank you for this

1 continuing this. I'm sorry I'm not there today,
2 and I was hoping to be part of the MAC Scorecard.

3 So regarding the 1517, I mentioned
4 last time I do hope we are able to have some
5 other perinatal measure that will be able to be
6 in exchange for this, something with some
7 outcomes or something. I don't know. I think
8 it's very important.

9 And I just want to add, on the
10 hypertension, I'm glad that this is possibly for
11 removal because I think there's a lot of
12 controversy with the 130 over 80. And I believe
13 it's a possibility that people are not
14 documenting it; you know, physicians or
15 clinicians are not documenting that because of
16 how they get docked, you know, for not being able
17 to lower the blood pressure.

18 So I appreciate everything you're
19 doing. Thank you. I'm sorry I'm not there.

20 MS. KUWAHARA: Great. Thank you,
21 Janice.

22 MS. TUFTE: Thank you.

1 MS. KUWAHARA: Are there any other
2 members of the public who would like to offer
3 comments?

4 Okay. I'll turn it back over to
5 Shaconna.

6 MS. GORHAM: So if you all can bear
7 with us for just one minute, we're going to vote
8 before we go to break.

9 So just as a reminder of your decision
10 categories, each decision that you make, you
11 either will support the measure or you will
12 support it conditionally.

13 So for this, because we just discussed
14 measure removals from the Scorecard, you are
15 supporting the removal of the measure from the
16 Scorecard. Each vote that you take will be
17 accompanied with a rationale. So we want to make
18 sure that we are very clear about why we're
19 recommending removal from the Scorecard to CMS,
20 and we want to make sure that we document that in
21 the report.

22 So, again, you have support. You

1 might have support with a condition, and greater
2 than or equal to 60 percent of the Committee will
3 have to vote in order for the vote to be
4 approved.

5 Amy has a question.

6 MEMBER HOUTROW: When I would vote
7 support, that would mean I am voting support of
8 removal?

9 CHAIR ANTONELLI: Yes.

10 MEMBER HOUTROW: How could there be a
11 support with conditions for removal?

12 MS. MUKHERJEE: Yes. So that would
13 have been one of the measures that we had a rich
14 discussion about, but didn't sort of decide to
15 vote on removal. If we had moved forward, you
16 could have said that, okay, I'm voting on this
17 for removal with the caveat that you want another
18 measure substituted in its iterations down the
19 road. We have done that before on the core set
20 side, which is why I think it's coming up now.
21 But it's not an up-and-down, and it's to keep
22 sort of consistent voting on both sides. Because

1 even when you vote for addition, you can say,
2 based on these conditions.

3 CHAIR PINCUS: Just I think that we do
4 need to clarify because the notion that when we
5 were discussing, for example, the first one, yes,
6 the question was having kind of a measure that
7 would be a stand-in for something that could be
8 better. So it's unclear. If that's what you
9 want, do you vote for support, do you vote to
10 support with conditions or do you vote for do not
11 support? We need some clarity about the nature
12 of that.

13 MEMBER HOUTROW: And further, if we
14 really had those three categories, we should be
15 doing the vote on all of the measures we just
16 talked about. And I might have changed my
17 decision to not raise my hand on a measure to put
18 it to a vote for possible removal if I had known
19 we were going to have these caveat options.

20 MS. GORHAM: All right. So let's make
21 it simple because I just introduced some
22 confusion. Because the decision categories --

1 and you'll see this when we bring up our voting
2 slides -- the decision categories for support,
3 support with conditions, and do not support are
4 for the addition side. We're talking about
5 removals now.

6 And so the way that it is phrased on
7 our voting slide is: removal from the MAC
8 Scorecard or retain on the MAC Scorecard. That
9 is what you will see as voting decisions. So
10 those are your two options.

11 I apologize. Strike what I just said.
12 This is for the addition side. And you will have
13 two options: to either retain or remove.

14 CHAIR PINCUS: In either case, there
15 would be a summary of the discussion that
16 preceded the voting.

17 MS. GORHAM: Yes.

18 CHAIR ANTONELLI: And for the sake of
19 managing the discussion, sort of stick with that
20 first one, where the notion of placeholder with
21 suggestions for coming next. Do we need to
22 recount those or does staff have them

1 sufficiently, so that if the vote is to retain,
2 for example, those will find their way into the
3 meeting summary? Okay. So that will be that we
4 don't have to repeat all of those.

5 So vote to retain, we'll have the
6 discussion already around the reason for
7 retaining, but not quite being the optimal
8 measure. And if you don't feel that your point
9 was sufficiently heard, please bring that up,
10 especially if we're voting to retain. Okay?

11 What I'm saying, using the first
12 measure that we're about to discuss, if you vote
13 to retain, but feel strongly that something else
14 needs to happen as a caveat, if it's been brought
15 up, that's already in the record. Okay? If you
16 think of something new, bring it up, but,
17 otherwise, we are sure that those caveats that
18 make something a placeholder will find their way
19 into the record already. Okay.

20 MS. GORHAM: I was taking a pulse on
21 the faces in the room. So we're all on the same
22 page. Okay.

1 So with that, I will hand it over to
2 Rich, who will help us through the voting
3 process. But Jordan will also help to lead us
4 through the slides.

5 So you want to pay attention to the
6 screens in the back of the room.

7 MR. HIRSCH: So we are currently
8 voting on NQF No. 1517, Prenatal and Postpartum
9 Care. Option 1, to remove from the MAC
10 Scorecard, or, Option 2, retain on the MAC
11 Scorecard.

12 MS. KUWAHARA: So an email went out
13 this morning with a link to poll everywhere. You
14 will be prompted to provide a screen name before
15 voting. And then, once you enter that
16 information, you'll be brought to this voting
17 option. It came from the MAC Scorecard inbox.

18 So we have 30 voting members with us
19 in the room today and online. Our magic number
20 is 23 to achieve a quorum.

21 CHAIR ANTONELLI: So just a show of
22 hands, does everybody have what they need in

1 order to vote?

2 Okay. Is there anyone in the room or
3 on the phone that doesn't have what they need to
4 vote?

5 MR. HIRSCH: All right. With all 30
6 members having voted, 23 members have voted to
7 retain 1517, Prenatal/Postpartum Care, on the MAC
8 Scorecard; 7 members have voted to remove. This
9 amounts to a 77-percent retain score and a
10 23-percent remove score of 1517.

11 MEMBER HOUTROW: I'm sorry to
12 interrupt. What is the percentage threshold by
13 which something is removed? Is it 50 percent, 60
14 percent? Sixty-six? Thank you.

15 MR. HIRSCH: Because the measure is
16 over the 60-percent threshold, this measure of
17 1517, Prenatal and Postpartum Care, will remain
18 on the MAC Scorecard. The Committee is
19 recommending to retain on the MAC Scorecard.

20 CHAIR ANTONELLI: Mic, please.

21 MEMBER SAKALA: It was about the
22 additions to the qualifications. I just wanted

1 to ask to be put in the record that the magnitude
2 of what I think is error is so large, we're
3 coming up with this measure of 40-some percent
4 not having a postpartum visit, when studies that
5 ask women consistently get in the range of 10
6 percent.

7 So I voted to keep it because I think
8 it's purely symbolic. But it's a real problem
9 and I think that that should go in the record.

10 Thank you.

11 CHAIR ANTONELLI: Thank you, Carol.

12 I think there were many caveats about
13 this, and I think all -- I don't think there was
14 anybody in the room that didn't think that
15 serving as a placeholder is for, what my
16 granddaughter would say, a more better measure --
17 -- and hopefully, that is imminently coming.

18 Thank you.

19 All right. Next?

20 MR. HIRSCH: All right. Now the
21 Committee is asked to vote on Use of Multiple
22 Concurrent Anti-Psychotics, Ages 1 to 17.

1 With all Committee members having
2 voted, 29 Committee members have voted to remove
3 from the MAC Scorecard the Use of Multiple
4 Concurrent Anti-Psychotics, Ages 1 to 17, and 1
5 Committee member has voted to retain on the MAC
6 Scorecard. Percentagewise, this comes out to 97
7 percent of the Committee has voted to remove Use
8 of Multiple Concurrent Anti-Psychotics, Ages 1 to
9 17, from the MAC Scorecard; 3 percent of the
10 Committee has voted to retain. Therefore, the
11 Committee has voted to remove from the Scorecard.
12 Recommend removal from the Scorecard.

13 You'll now be voting on NQF No. 2940,
14 Use of Opioids at High Dosage in Persons without
15 Cancer. No. 1, to remove from the MAC Scorecard,
16 and, No. 2, to retain on the MAC Scorecard.

17 All right. With all Committee members
18 having voted on 2940, Use of Opioids at High
19 Dosage in Persons without Cancer, 11 Committee
20 members have voted to remove from the MAC
21 Scorecard, and 19 members have voted to retain on
22 the MAC Scorecard. Sixty-three percent of

1 members have voted to retain on the MAC
2 Scorecard. Therefore, this passes the 60-percent
3 threshold, and the Committee has voted to
4 recommend retaining 2940, Use of Opioids in High
5 Dosage in Persons without Cancer, on the
6 Scorecard.

7 CHAIR ANTONELLI: Use your mic,
8 please.

9 MEMBER ROMNEY: I think you should
10 only have to carry 60 percent. You should only
11 have to clear 60 percent to carry the motion to
12 remove, correct? Fifty-two percent would still
13 retain.

14 MR. HIRSCH: Okay. Thank you.

15 MEMBER ROMNEY: The motion is to
16 remove the measure. You have to have more than
17 60-percent people vote to remove the measure for
18 the motion to carry. That's what we're looking
19 for.

20 MEMBER HOUTROW: Are you recommending
21 that the way that we phrase it is that we do it
22 by that instead of how it was just phrased?

1 Okay. So it was just phrased that 63
2 percent voted to retain, above the 60-percent
3 threshold, but, really, it's 37 percent voted to
4 remove, which does not meet the 60-percent
5 threshold. Is that accurate?

6 MEMBER ROMNEY: That is correct, yes.

7 CHAIR ANTONELLI: The outcome is the
8 same. The description to get there is different.
9 It's the mirror image.

10 MEMBER ROMNEY: That's not my
11 recommendation. I'm not recommending that we
12 change the rules.

13 CHAIR ANTONELLI: Right.

14 MEMBER ROMNEY: I'm clarifying that I
15 think that's what the rules really are.

16 CHAIR ANTONELLI: Yes. Yes.

17 MEMBER HOUTROW: I think, given that
18 that's what the rules are, we should say it in
19 the way the rules are.

20 CHAIR ANTONELLI: The outcome is the
21 same.

22 Good job.

1 Okay. Time for a break. Fifteen
2 minutes? Fifteen minutes.

3 Thank you.

4 And then, the next phase is to vote
5 for potential additions to the Scorecard.

6 (Whereupon, the above-entitled matter
7 went off the record at 2:31 p.m. and resumed at
8 2:49 p.m.)

9 CHAIR ANTONELLI: Welcome back,
10 everybody.

11 Now we get to transition from removal
12 to consideration for addition.

13 MS. GORHAM: So I'll go through the
14 next set of slides rather quickly because we have
15 reviewed this next slide -- we can go to the next
16 slide -- before.

17 And this is definitely just the
18 process that we reviewed earlier.
19 Recommendations will be gathered by the measure
20 selection criteria as well as feedback from state
21 implementers. We have many at the table.

22 And then, we look at the algorithm to

1 go through those measures to see how they applied
2 as far as feasibility and usability to the
3 measures.

4 So we'll skip past that slide and go
5 to the next slide.

6 And in order for measures to be added
7 to the Scorecard, all measures, at a minimum,
8 will satisfy the State Health systems'
9 Performance Pillar and Domains, and that is
10 Pillar 1: be publicly reported, reported by at
11 least 25 or more states, and fill a gap on the
12 Scorecard.

13 Next.

14 The measure recommendations represent
15 measures in three of the six domains. Please
16 note that the recommended measures can and do
17 fall in multiple domains. The domains are listed
18 on the next slide with the measure
19 recommendations.

20 And we can move to the next slide.

21 So those are the first three measures
22 to be recommended for addition. And the next

1 slide shows the last three.

2 But, as we did before, we will go
3 through each measure, discuss individually. I
4 will give you some brief measure specifications
5 as well as some history with this group. And
6 then, we will turn to the lead discussant, in
7 which we'll facilitate discussion.

8 So the first measure to be considered
9 is Adherence to Anti-Psychotic Medications for
10 Individuals with Schizophrenia. The adult core
11 set includes this NCQA version of the measure
12 which is adapted from the CMS measure that is
13 NQF-endorsed. The NCQA measure that is currently
14 on the core set is not endorsed.

15 The description for this measure is:
16 the percentage of beneficiaries age 19 to 64 with
17 schizophrenia who were dispensed or remained on
18 an anti-psychotic medication for at least 80
19 percent of their treatment period during the
20 measurement year. It is administrative data.
21 Thirty-two states reported the measure in 2017,
22 and it is aligned with the Medicare Shared

1 Savings Program, the Physician Value-Based
2 Payment Modifier, Physician Feedback Program and
3 Quality Resource Use Report.

4 A little history on the measure:
5 there was some discussion during the 2014 review
6 of this measure. The measure requires medical
7 record review and/or data linkage. As a result,
8 it is burdensome for states and others to report.
9 MAP recommends the steward consider refining this
10 measure to simplify the data collection
11 methodology. That was the discussion in 2014.

12 Mary Applegate is the lead discussant,
13 and I know that we have Mark standing in for
14 Mary.

15 So I'll turn it over to Rich.

16 CHAIR ANTONELLI: Okay. So, Mark, are
17 you prepared to fill Dr. Applegate's huge shoes?

18 MEMBER RIZZUTTI: Yes.

19 CHAIR ANTONELLI: No pressure.

20 MEMBER RIZZUTTI: I have some comments
21 from Dr. Applegate supporting additional measure
22 to the Scorecard.

1 Non-adherence is a major problem in
2 treatment for schizophrenia. So non-adherence is
3 a major problem, and it's linked to poor clinical
4 outcomes for schizophrenics, increased
5 hospitalizations, and ED visits; non-compliance
6 with outpatient psychosocial treatment, violent
7 behavior, higher risk for alcohol and other drug
8 abuse dependence, increased cognitive and
9 functional impairment.

10 The measure targets very high-risk
11 individuals. Non-adherence is a cost driver.

12 Evidence-based studies have shown that
13 adherence is closely tied to improvement at
14 school, work performance, symptom alleviation,
15 and prevention of relapse, and strongly linked to
16 improved outcomes, mental health as well as
17 general physical health outcomes.

18 There are some negative side effects.
19 Those are outweighed by the benefit of long-term
20 adherence, maintenance of pharmacological
21 treatment. Specifically for schizophrenia,
22 adherence to medications is singularly the most

1 important optimizing outcomes. It's a critical
2 program objective for state Medicaid populations.

3 Due to the prevalence of behavioral
4 health mental illnesses in the Medicaid
5 population, the Scorecard should include another
6 behavioral health measure for the adult
7 population.

8 CHAIR PINCUS: I was just going to
9 say, just looking at this slide in front of us,
10 the denominator just says the eligible
11 population. How is the denominator actually
12 defined?

13 MEMBER COGAN: We should probably have
14 NCQA speak to that because it is a little bit
15 more complicated, or there's probably just
16 something we didn't add in here. But maybe have
17 NCQA address that? This is their measure, right?
18 Yes.

19 CHAIR ANTONELLI: If you could just
20 constrain to your comments to explaining the
21 measure, and then, we'll come back to you after
22 some discussion. Okay?

1 MS. BYRON: Yes. My colleague,
2 Junqing Liu, should be on the line. She's the
3 expert in this particular measure. She raised
4 her hand. Can you see her?

5 MS. LIU: Hi. This is Junqing Liu of
6 NCQA. Could you hear me?

7 CHAIR ANTONELLI: Yes.

8 MS. LIU: Great.

9 So the question about what the
10 definition is for the denominator of this
11 measure, the denominator for this measure is
12 patients who have a diagnosis of schizophrenia
13 and who are prescribed anti-psychotic medication.

14 CHAIR PINCUS: Does it require a
15 single prescription?

16 MS. LIU: There are two. They need to
17 have two prescription events to confirm that you
18 are on this medication for schizophrenia.

19 CHAIR PINCUS: Okay. Thank you.

20 MS. LIU: Sure.

21 CHAIR ANTONELLI: So we are open for
22 discussion. Lindsay?

1 MEMBER COGAN: This is one of those
2 measures that hits a high-cost, high-need
3 population. A lot of research we've done that's
4 focused around adherence to this measure has led
5 to the decrease of hospitalizations, the decrease
6 of ER utilization, and high-cost hospitalizations
7 for things not necessarily related just to
8 schizophrenia, either. We've found a lot of
9 association between those who maintained
10 adherence and less hospitalizations for their
11 diabetes. And so it is a high-value measure that
12 addresses a very high-cost, high-need population
13 across many of our Medicaid programs.

14 CHAIR ANTONELLI: I, then, had Ken,
15 Jill, and then, Harold.

16 MEMBER SCHELLHASE: I agree that this
17 is a high-cost, high-need population. This is
18 more of a question, just looking at the balance
19 of Scorecards, that we try to represent an entire
20 plan at a state level. Is this a large enough
21 population that we want to have some real estate
22 taken up on the Scorecard to account for that?

1 I'm truly asking the question.

2 CHAIR ANTONELLI: Kim, and then,
3 Harold.

4 MEMBER ELLIOTT: I agree, but, also,
5 because it impacts so many other aspects of care
6 for these individuals, that I think it's a really
7 good thing to be monitoring and reporting on.

8 CHAIR ANTONELLI: Okay. Harold, Lisa.

9 CHAIR PINCUS: So I basically agree
10 with this, that it's a very cost-high, tiny
11 population that is a chronic population. And
12 there are many different choices one could make
13 about what's the best thing to measure for this
14 population. But it seems to me this thing is
15 probably, if we had to choose one measure, this
16 probably makes the most sense because I agree
17 with Lindsay that it cuts across.

18 It's not a perfect measure, you know,
19 because it's not clear what is the optimal
20 percentage that you would want to have that that
21 has 80-percent PDC, but that it's a way of just
22 really tracking that these people don't fall

1 through the cracks. I think that's really the
2 core in terms of my support of it.

3 CHAIR ANTONELLI: Lisa?

4 MEMBER PATTON: Yes, I like this
5 measure for the reasons everyone is describing,
6 the number of areas it hits. But, in terms of
7 the real estate available to us for behavioral
8 health measures, I know a bit later we're going
9 to be discussing antidepressant med management.
10 And so I don't know whether kind of the overall
11 picture of what we get on here, you know, we want
12 to take that into consideration as well, as the
13 discussion moves forward.

14 CHAIR ANTONELLI: I have David, Clarke
15 -- excuse me -- David, Jill, Clarke, Dave.

16 MEMBER MORROW-GORTON: From my
17 experience working in a long-term services and
18 supports area, which sounds like how is that
19 related to behavioral health, this population is
20 a huge user of LTSS services. I think this
21 measure is not just do they adhere to their
22 medication, but what are all of those service

1 systems around them doing in terms of
2 coordination and being able to help them adhere
3 to that?

4 As well, I think, you know, there's
5 not a lot else to offer, unlike depression where
6 there's behavioral cognitive therapy, all that
7 kind of stuff, for schizophrenia it's medication.
8 So I think that this is a high-need, high
9 Medicaid population, and I think this is a
10 valuable measure.

11 MEMBER KELLEY: So in Pennsylvania, I
12 think we're at -- our adherence rate for this
13 measure is at 69 percent with huge plan variation
14 between 58 percent and 77 percent. We are a
15 carve out state. So we have physical health and
16 behavioral health plans. This is actually a
17 measure that we use where we measure both sets of
18 plans. It's a combined incentive program. It's
19 something that the plans are very focused on. We
20 have our Patient-Centered Medical Home Program
21 focused on this population as well.

22 I think we have over 140,000 -- and we

1 have about a million adults -- we've got 140,000,
2 I believe, that have the diagnosis. And in LTSS,
3 I think we're around 60,000 individuals. So this
4 is a high cost, but it's also a fairly highly
5 frequent -- the incidence and the prevalence
6 within our Medicaid population is fairly high.
7 And so these are really individuals we want our
8 managed care plans to be very focused on. As a
9 State, this is something we should really be
10 paying attention to.

11 So it's not a perfect measure, but I
12 would advocate that this be added to the
13 dashboard.

14 CHAIR ANTONELLI: Clarke?

15 MEMBER ROSS: So this morning Amy
16 asked how do we balance -- she didn't use
17 balance, because Harold answered with balance --
18 the generic population versus special needs
19 populations. Fifteen years ago, the World Health
20 Organization published a report on the most
21 disabling conditions in the world, and
22 schizophrenia was No. 1 as the most disabling

1 condition.

2 The average cost in a state mental
3 health system that serves a person with
4 schizophrenia is something like \$120,000 a year.
5 As I said this morning, there are no LTSS/HCBS
6 measures in the Scorecard, and someone in the
7 opiate discussion used the word back-door. Not a
8 great measure, but a back-door way.

9 So I would argue that this is a
10 back-door way to get to LTSS/HCBS, and that this
11 is the most disabling and maybe the most
12 expensive population we face, paid for by
13 Medicaid.

14 CHAIR ANTONELLI: Thank you.

15 So I've got Dave, and then, I'm over
16 to Marissa and Sally.

17 MEMBER EINZIG: So I agree with the
18 process on the surface also. I think it's
19 wonderful. But I'm curious, so we would be
20 voting on something that did not go through the
21 NQF evaluation process, whether it was -- because
22 it's not endorsed by NQF. So I'm just curious if

1 it went through a rigorous process besides the
2 NQF process. Do you want to answer?

3 MS. BYRON: So the measure that is in
4 HEDIS is aligned to the CMS measure. And the CMS
5 measure is NQF-endorsed. So it's just we took
6 that measure and, then, put it into HEDIS, but I
7 think that, of course, that uses the specs that
8 HEDIS specified.

9 CHAIR PINCUS: Just to clarify, this
10 is an NQF-endorsed measure?

11 MS. GORHAM: No, it's not.

12 CHAIR PINCUS: Oh, it's not?

13 MS. GORHAM: No.

14 CHAIR PINCUS: It's not.

15 MS. GORHAM: The measure that is in
16 the core set is not NQF-endorsed. I'm trying to
17 chat with Renee to see if this measure was on the
18 core set before we even started to deliberate on
19 the core set measures.

20 But as Sepheen said, this measure is
21 aligned with the CMS measure, 1879, which is
22 NQF-endorsed.

1 I will say -- and Karen definitely
2 correct me if I'm wrong -- I know for the core
3 set the measures do not have to be NQF-endorsed
4 in order to be on the core set. That is not a
5 requirement, CMS's requirement. They do take our
6 input, but it is not a requirement that measures
7 are NQF-endorsed. So I'm assuming that is the
8 same for the Scorecard.

9 CHAIR ANTONELLI: Does the word
10 aligned mean the same thing as identical?

11 (Laughter.)

12 MEMBER COGAN: So the CMS measure that
13 is endorsed talks about eligible population,
14 enrollees in Medicare Part whatever. So you
15 can't translate the endorsed measure right now to
16 populations outside of Medicare the way it's
17 written. So those are the changes that I believe
18 were made in adapting this measure to capture
19 other populations outside of just a Medicare-only
20 population.

21 CHAIR ANTONELLI: Did you want to
22 weigh-in on something, Karen?

1 MS. LLANOS: I just wanted to
2 emphasize what Shaconna said. So the reason why
3 in the initial developments of the core set
4 you'll see some measures that are not
5 NQF-endorsed is because exactly what Lindsay
6 said. We understand that there is a dearth of
7 measures specific for Medicaid and CHIP
8 populations, and the endorsement process as well
9 as the measurement development process is
10 catching up and we did not want to exclude any
11 measures because of whether or not they had an
12 endorsed status. That's the process for the core
13 set. And because we're using the core set as the
14 feeder to this, the same would hold true.

15 CHAIR ANTONELLI: Okay. So I have
16 Marissa, Sally, Enrique.

17 MS. RANEY: Shaconna, this is Gigi. I
18 just want to let you know about the timeline for
19 this measure on the core set, if you are still
20 interested.

21 CHAIR ANTONELLI: Yes, we would be
22 interested, Gigi.

1 MS. RANEY: Okay. The use of multiple
2 concurrent anti-psychotics in children was added
3 to the child's core set in 2016. So it's been on
4 there for a few years now. I do believe that we
5 were already working with NQF at that time.

6 MS. GORHAM: So, Gigi, we're looking
7 at Adherence to Anti-Psychotic Medications for
8 Individuals with Schizophrenia.

9 MS. RANEY: Oh, I'm sorry, wrong one.
10 Thank you. Let me get to that.

11 That measure has been on the core set,
12 the adult core set, since the beginning. So when
13 it first started in 2013. So pre-NQF network.

14 CHAIR ANTONELLI: Marissa? Then
15 Sally, then Enrique.

16 MEMBER SCHLAIFER: My comment is
17 general and not specific to this measure, but I
18 think it's important that we keep it in mind
19 across all the discussions for addition.

20 As we talk about it around the table,
21 I hear people say, you know, this may not be
22 perfect, but we need to make sure we measure in

1 this area. And I know I said this earlier, but I
2 think it's really important when we talk about
3 additions that we keep in mind that all of these
4 are on the Scorecard. They're all being
5 measured.

6 CHAIR ANTONELLI: Core set.

7 MEMBER SCHLAIFER: So it's core set.
8 Core set. Sorry. Thank you.

9 The core set, they're all -- so we
10 have already acknowledged that these are very
11 important things and that there's only 20-some
12 measures in the core set. We've given them the
13 real estate. We know they're important. We know
14 they need to be measured. The question today is
15 not should they be measured, are they good enough
16 to be measured; it's, should they be elevated
17 from the core set to the Scorecard? And I think
18 that's a very different question. I think we
19 just need to keep that in mind. Because we have
20 already acknowledged these are important; they
21 need to be measured. We want to make sure states
22 measure them. That's not the question today.

1 CHAIR ANTONELLI: Sally?

2 MEMBER TURBYVILLE: In listening to
3 the discussions -- and I'm not advocating in my
4 comments whether this measure should or should
5 not be added to the core set -- but it strikes me
6 that it is a particular population with a
7 specific condition and what the criteria are for
8 it to rise to the Scorecard. There are other
9 populations like sickle cell anemia that get
10 absolute abysmal quality of care delivered to
11 them that is lifesaving, not that this isn't
12 lifesaving, that get a lot less traction.

13 And the reason why that is important
14 is not to push one out and one the other. It is,
15 especially in pediatrics where we do have smaller
16 and smaller numbers for even sometimes very
17 high-cost conditions, I think it would be helpful
18 to formulate a little bit further the criteria,
19 not for the core set, but what rises, what helps
20 rise a measure that is so narrowly-focused to be
21 on the Scorecard. So that we can have a better
22 understanding of how to balance things, I mean,

1 how to support CMS in those efforts.

2 Is it the aggregate economic cost and
3 severity of the condition for Medicaid that
4 helps? Is it X, Y, and Z? And I'm sure there's
5 no right answer, and it doesn't have to be so
6 specific that it kicks things out immediately,
7 but some criteria to help with that, at least for
8 me. I'm having a hard time thinking through
9 whether I should or should not support this
10 measure, not because I don't think it's an
11 important quality issue, but how does it fit in
12 the Scorecard, given its narrower scope, so to
13 say?

14 CHAIR ANTONELLI: Enrique. And then,
15 Marissa, are you -- okay. Enrique?

16 MEMBER MARTINEZ-VIDAL: Again, not
17 speaking for or against the inclusion of this or
18 the addition of this, but our plans are always
19 really concerned about being held accountable for
20 services that are carved out from their ability
21 to either impact them or, also, the data
22 measurement. So when, Dave, you brought that up,

1 it just made me wonder your experience with both
2 the health plan, if that's who's being measured
3 on these -- I mean, this is at the state level,
4 but it's coming up from the plans -- their
5 ability to either impact the actual services or
6 the requirements of the measure, as well as sort
7 of the actual sort of implementation, the
8 operational aspects of the data, the measure
9 itself, in collecting the data.

10 MEMBER KELLEY: So in our carve out --
11 and I'll be very brief -- we make both physical
12 health and behavioral health plans accountable
13 for this measure. The behavioral health plans do
14 not pay for the meds, but twice a month they're
15 given a pharmacy data run, so they know who's on
16 what and who's adherent, or at least getting a
17 prescription filled. So we actually hold them
18 both accountable for this particular measure.

19 And I'll go back. You know, what
20 should elevate something, a measure to the
21 Scorecard? Again, I shared our prevalence of
22 this disease. It's a very, very disabling

1 disease. And I will tell you, these individuals
2 are very costly. So even though it's one
3 diagnosis, the numbers of individuals living with
4 schizophrenia are very large in the Medicaid
5 population, both the Medicaid and LTSS
6 populations, and they are very, very costly. So
7 in my mind, that's why it's already on our
8 Pennsylvania Scorecard list and why I would
9 recommend we add it.

10 CHAIR ANTONELLI: Enrique, are you
11 done?

12 MEMBER MARTINEZ-VIDAL: Yes. Thank
13 you.

14 CHAIR ANTONELLI: Jill?

15 MEMBER MORROW-GORTON: I just wanted
16 to add a quick thought about Scorecard. I think
17 that sometimes you want to say, oh, well, the
18 Scorecard should have just the good measures, or
19 whatever. I think the Scorecard should be a way
20 that a state can look at the various aspects of
21 what the Medicaid and the CHIP programs provide
22 as sort of those hallmark things to identify your

1 performance.

2 Does that mean you need six well-child
3 measures? I think not. But I do think it means
4 that you need to reflect the different
5 populations of people served by the Medicaid
6 programs, partly because it's very different from
7 the commercial world and it's very different from
8 Medicare. And that's sort of how I think about a
9 Scorecard.

10 CHAIR ANTONELLI: So is that a generic
11 use of the term scorecard or the specific capital
12 S Scorecard under discussion here?

13 MEMBER MORROW-GORTON: I think both.

14 CHAIR ANTONELLI: So I'm going to
15 probe on that a little bit. Are you suggesting
16 some process of generic scorecard at the state
17 level have some way of finding its way to this
18 capital S Scorecard?

19 MEMBER MORROW-GORTON: So I hadn't
20 thought about it that way. I mean, when I think
21 about our scorecards at the state level, our
22 scorecard at the state level is to tell the

1 providers how they are doing on the measures that
2 we have chosen as important. For LTSS, we have
3 four. I mean, parsimony to the nth degree.

4 CHAIR ANTONELLI: Right, right.

5 MEMBER MORROW-GORTON: Because we had
6 to start somewhere.

7 And I almost see this as a parallel
8 process that -- and not to tell CMS what to do --
9 but that CMS's role in kind of feeding back to
10 the states quality is to kind of give them a more
11 rounded picture of their performance, rather than
12 sort of very specific ones. And part of what
13 that has to be is to look at the various
14 populations that are involved.

15 CHAIR ANTONELLI: Okay. Thank you.

16 Does anybody want to make a motion?

17 CHAIR PINCUS: Yes, I would. Am I
18 allowed?

19 CHAIR ANTONELLI: Yes. Yes, Harold,
20 you are allowed to make a motion.

21 CHAIR PINCUS: Yes, I would make a
22 motion to add this to the core set.

1 Okay. Next measure.

2 So with the hope of having an outcome
3 of more time efficiency, we, the NQF staff, would
4 like to propose that the motion at this junction
5 not be a motion up or down, but if there is a
6 motion up, which is what we heard, to think about
7 it with conditions, so conditional support or
8 support. We're not going to vote, but we want to
9 tee it up, so that by the time the question gets
10 to the vote, it's very, very clear.

11 So how would you guys like to frame
12 that, so that when we get the voting protocol up,
13 it's pretty clear to everybody?

14 MS. GORHAM: So when you're voting for
15 an addition or recommendation for addition to the
16 Scorecard, it would be a binary vote. So you're
17 either saying support for a recommendation of
18 addition or do not support, or you're saying we
19 are supporting with a condition, and what that
20 condition is, or do not support.

21 So right now, when we take the motion,
22 we're asking that the person motioning, and

1 whoever is seconding, we want to say -- Harold
2 would say, for example, I'm motioning for full
3 support of addition. Or he might say, I'm
4 motioning for support with a condition of X, Y,
5 and Z. And then, that will be your second of
6 that motion.

7 CHAIR PINCUS: In this case, I'm
8 motioning for supporting it without condition.

9 CHAIR ANTONELLI: Okay.

10 MEMBER HOUTROW: Isn't, technically,
11 the motion just moving us to the place where we
12 have a vote? Okay. So why would we have to make
13 a motion for one of the three options? Because
14 what we're making a motion for is to move this
15 forward for consideration for inclusion to be
16 voted on. And then, within that vote, you're
17 saying there's three options. There's inclusion,
18 inclusion with conditions, and do not recommend
19 inclusion, right?

20 MS. GORHAM: But it is a binary vote.
21 So we want to make it clear of what you're voting
22 on. So you're either voting for support or a

1 conditional support. And so we want it so that
2 it's clear now while you all are still discussing
3 and the discussion is fresh in your mind. Make
4 that distinction now versus later on in the day.

5 MEMBER SCHLAIFER: I think it helps
6 just to add -- we've often used we would support
7 it if it was NQF0-endorsed and if the measure
8 developer goes back. So I think, then, I would
9 nominate it with that condition. So you could
10 say, I really like it, but it's not NQF-endorsed.
11 I'm not willing to support it.

12 MEMBER HOUTROW: The problem here is
13 that, if I think I like it to be supported as is,
14 I could make that motion. But, then, that
15 doesn't allow your motion for it to be
16 conditionally supported to go forward because
17 you're now setting us up on a decision tree ahead
18 of the time when we would need to do that.

19 CHAIR PINCUS: Okay. I'm getting a
20 note. If you're going to talk, you need to have
21 the mic on.

22 MEMBER ROSS: I just want to ask, if

1 anyone is going to consider voting for a
2 condition, that in the motion it would be clear
3 what the condition is.

4 CHAIR ANTONELLI: Yes. In fact,
5 that's what I was going to say. The reason the
6 staff made this suggestion -- and that's what
7 we're trying to do, is to hear your preference --
8 is that, as proximate in time to the discussion
9 of the merits of the measure, people can consider
10 what those motions would be. Because, remember,
11 anything that gets the motion, gets seconded, is
12 going to wind up getting voted on later on. And
13 so the suggestion was, as time proximate as
14 possible to the conversation that is linked to
15 that given measure, the more in-depth people may
16 feel going with the conditions.

17 MEMBER HOUTROW: So the concern that I
18 have is that I think, by setting us up for a
19 binary vote, then, really, we might have to have
20 two separate motions, one motion that is I fully
21 support it and want to vote up or down, or I
22 conditionally support and I want to vote

1 conditionally support or down, which means, then,
2 we're going to have two separate votes. And is
3 that really what we're intending?

4 MEMBER ROMNEY: Shaconna, I think a
5 clarification is --

6 CHAIR ANTONELLI: Okay. So what we
7 would like to do -- and again, this is to try to
8 be time-efficient and to have the deep
9 conversation as proximate as possible to the time
10 you're making the motions -- then, we will
11 proceed as we solicit the motion on these
12 measures for addition to the Scorecard. People
13 can weigh-in with what they would have as
14 conditions and we'll include that in the time of
15 the discussion with the measure. Okay?

16 I think that it's safe to say,
17 although I will ask just because we've retro'ed
18 this, but Harold made a motion that's been
19 seconded. So as far as I'm concerned, this one
20 is going through, period. But, just out of
21 interest, is there anybody that said, if I had
22 known that before, I would have suggested a

1 motion or a condition -- excuse me -- I would
2 have suggested a condition?

3 Sally?

4 MEMBER TURBYVILLE: I really don't
5 want to make the process trickier. But I think
6 there was a distinction in voting with a caveat
7 to recommend versus just including some of the
8 considerations, right? I would only agree to
9 recommend it if the measure developer or CMS do
10 X, Y, and Z.

11 So I thought, initially, NQF's
12 proposal was, right now, we could open it back up
13 and see if there's a motion to support with
14 condition, and my condition is XY, and look for a
15 second. And then, what Amy said, then, later on,
16 there would be a vote for full support, as Harold
17 and someone else motioned. And then, if that
18 didn't get its 60 percent -- because if you
19 believe in the caveats, you should vote no on the
20 full support, and then, you wait for the next
21 round. Am I getting it correct?

22 CHAIR ANTONELLI: Yes. Yes, there's

1 no absolute truth here. I think we're just
2 trying to formulate a process to get us there.

3 MEMBER TURBYVILLE: Yes.

4 CHAIR ANTONELLI: Right? Yes?

5 MEMBER HOUTROW: So I'm worried that
6 there is a process of adherence that we need,
7 that there is some absolute truth to this.

8 So this issue of how many conditions
9 we can place on it, and how they get voted on, I
10 think matters. Because if I were conditionally
11 thinking about a measure, and I said, oh, yeah, I
12 like this measure. I think it should be included
13 with these conditions, I might later on still
14 vote for full inclusion because of how much I
15 thought it was a good idea.

16 And so I'm worried that the series in
17 which we take these votes makes a difference, and
18 how we gather the conditions and how many
19 conditions we're going to allow, all are going to
20 influence the outcome and the number of votes we
21 have to take.

22 CHAIR ANTONELLI: I think owe fidelity

1 to the process to try it, right? So the first
2 one is almost a moot point, unless somebody says,
3 okay, I would have proposed a condition. And
4 then, we would talk about that.

5 But I think going forward for the
6 subsequent measures, maybe it would go like this:
7 is there a motion on the floor, yes/no? And if
8 the answer is yes, then we could take a follow-up
9 and say, are there any conditions? And that
10 would rise organically from the conversation.

11 So my observation, my suggestion that
12 there is no absolute truth is predicated on the
13 content of the outcome. I'm actually trying to
14 have as relatively meticulous, rigorous, robust
15 approach to the process that gets us to whatever
16 that outcome is.

17 So I think are we okay, Shaconna, with
18 that? We're okay with that? Okay.

19 So if people don't feel strongly about
20 revisiting the first one, the first measure has
21 gone through with a motion and seconded.

22 So now, we're ready to go on to the

1 next measure, please. 0105.

2 MS. GORHAM: All right. Measure 0105,
3 Antidepressant Medication Management. The
4 description of this measure: the percentage of
5 members 18 years of age or older who were treated
6 with antidepressant medication, had a diagnosis
7 of major depression, and who remained on an
8 antidepressant medication treatment. Two rates
9 are reported, and I won't read all of that
10 because you have it in front of you.

11 But the measure type is a process, and
12 data source for this measure is claims.
13 Thirty-four states reported the measure in FY
14 2017, and this measure is also in the QRS program
15 and MIPS.

16 A little history: support for
17 continued use of this measure, and the discussant
18 is Julia Logan. So I have her notes. All right.
19 She actually did not include notes for that one.

20 MS. KUWAHARA: It says on the notes
21 Sarah Brooks.

22 MS. GORHAM: Yes, that's what

1 happened. Okay. Sarah, she again apologizes for
2 not being here, but Sarah is organizational rep
3 for NAMD, and Elizabeth is also an organizational
4 rep for NAMD. So Sarah will speak.

5 MEMBER MATNEY: Liz will speak.

6 CHAIR ANTONELLI: Liz will speak.

7 MS. GORHAM: All right. Liz will be
8 the lead discussant.

9 MEMBER MATNEY: So from our
10 perspective, this is a high-priority measure
11 because we want to ensure that there is
12 appropriate care coordination being measured at
13 the different layers of the system. It could be
14 at the provider level. It could be at the
15 managed care level. It could be at the
16 fee-for-service care coordination level.
17 Whatever it might be, we want to ensure that
18 there are appropriate interventions in place to
19 assist with keeping our recipients on their
20 medication for a long enough time to stabilize at
21 minimum, which would be through that continuation
22 phase.

1 CHAIR ANTONELLI: Okay. So let's do
2 Elisabeth, then Lindsay, Josh.

3 MEMBER OKRANT: I like this measure
4 because it's more of an iteration measure. A lot
5 of primary care physicians actually prescribe
6 antidepressants. So I think it actually is good
7 in terms of enhancing coordination of care and
8 communication.

9 I do have a concern about having
10 multiple measures that are looking at adherence
11 to medication regimens because it's really not
12 adherence; it's prescription fill. So I just
13 wanted to express that.

14 CHAIR ANTONELLI: Lindsay?

15 MEMBER COGAN: Those were kind of
16 similar to my comments as well. I think, Jill,
17 you said it; when we talk about medication
18 adherence to schizophrenia, that is really the
19 gold standard. For antidepressant, for
20 depression, there's multiple modalities of
21 treatment. And so this is really just hitting
22 one of them.

1 And so I think real-estate-wise and
2 how much behavioral health measures are currently
3 on the Scorecard, we've just suggested adding
4 another one. I would set this one out for now.
5 I think we've covered the aspects of care,
6 looking at the aspects of care. Whether we want
7 to have those aspects of care for every single
8 condition, that's where we always come back to,
9 how do we do this in a way that we don't have to
10 have the same measure over and over and over
11 again?

12 CHAIR ANTONELLI: Josh?

13 MEMBER ROMNEY: I don't support adding
14 this measure for two reasons. The first is
15 treating depression is multimodal, and the speed
16 at which people achieve remission and no longer
17 need treatment is variable. So you run a risk
18 that you are looking for people to be adherent to
19 medication that they no longer need.

20 The second is that there are better
21 ways to measure care coordination for treatment
22 of depression. You can measure whether people

1 are getting a PHQ-9. If they still have
2 depression, you can also measure depression
3 remission rates. That would be better.

4 CHAIR ANTONELLI: Judy?

5 MEMBER ZERZAN: So this measure really
6 looks at 12 weeks and six months after starting.
7 So it's not a forever medication use kind of
8 measure. And I would say that depression is way
9 more common in the Medicaid population in both
10 Colorado and Washington, the two states that I
11 know quite well.

12 I'll also say that use of
13 antidepressants and continuation fills of
14 medications is quite low, and this is an
15 effective treatment. So I would advocate for
16 keeping this on because it's quite common and
17 there is a large quality gap.

18 CHAIR ANTONELLI: Dave?

19 MEMBER EINZIG: I'd be opposed to it
20 because it has nothing to do with response or
21 remission. And so just because a person is on
22 medication or off medication, this does not

1 correlate with outcome per se.

2 CHAIR ANTONELLI: Jill, did you
3 withdraw your --

4 MEMBER MORROW-GORTON: I just wanted
5 to sort of talk a little bit about the
6 heterogeneity of depression. And there's major
7 depression and there's adjustment disorder
8 depression, and there are all of these
9 variations, I mean, sort of unlike schizophrenia,
10 which is, by and large, a usually terrible sort
11 of thing.

12 And that heterogeneity, in addition to
13 what Josh was talking about in terms of the
14 heterogeneity of response and the differences in
15 modalities of treatment, I think make rising this
16 to the level of putting it on a Scorecard
17 difficult.

18 CHAIR ANTONELLI: So Ken. Judy, so
19 you're back in? Okay. So then, Ken, Judy,
20 Shayna.

21 MEMBER SCHELLHASE: I'd echo Judy's
22 sentiments. I support including this in the

1 Scorecard. And to address some of the concerns,
2 certainly, in our State there's no expectation
3 that these rates are 100 percent. This is a
4 heterogeneous condition. Not everybody needs to
5 be on a medication. Not everybody needs to be on
6 a medication for a given period of time.

7 What I do think, though, is that this
8 puts pressure on a system, such as a health plan,
9 to facilitate access to care. I believe, despite
10 its imperfections, and acknowledging that we
11 don't want or expect 100 percent of people with a
12 major depression diagnosis to be on meds for six
13 months, that this is an important measure to
14 keep.

15 MEMBER ZERZAN: So my secondary
16 comments, I would love PHQ-9 scores, but we are a
17 long way from collecting those. So while I wish
18 that was the measure, we're not to an outcome
19 measure here yet, and there are plenty of other
20 so-so measures.

21 I'd also say that this really measures
22 if a clinician has decided to start medication.

1 So it's not the whole spectrum. But, once you've
2 got a prescription, do you stay on it for a
3 period of time? And I think that's an important
4 population. You know, not everyone needs this.
5 It doesn't measure therapy. There are plenty of
6 other things to add. But I think this is a good
7 window at are people trying to treat depression
8 and do something with it, which I think is quite
9 important in the Medicaid population.

10 MEMBER DAHAN: So I am hesitant to
11 support this recommendation. I think the concept
12 is good, except for the fact that I'm kind of shy
13 to support all these measures that will influence
14 prescriber prescribing habits. And I think that
15 you should keep in consideration the influence
16 that measures like this may have on specifically
17 primary care, telehealth, and other providers
18 that may not be psychiatrists that are treating
19 these patients, and to have those things somewhat
20 drive perhaps our decision to continue medicine
21 and push it.

22 CHAIR ANTONELLI: Ken and Dave, are

1 you guys back in the queue? No. Dave is, but
2 let me do Camille since that's a new voice. And
3 then, Dave, you follow behind Camille.

4 MEMBER DOBSON: Yes, we haven't talked
5 a lot about people using LTSS, and this is one of
6 the major diagnoses who are LTSS users.

7 I agree with Judy that I'm not a
8 clinician, the measure specifications and whether
9 the modalities and all that kind of stuff. I
10 think it's important to focus on the behavioral
11 health issues that are germane to our Medicaid,
12 especially older adults and people with
13 disabilities who may not be caught in some of
14 these other kind of measures, not to let the
15 perfect be the enemy of the good.

16 CHAIR ANTONELLI: Dave?

17 MEMBER EINZIG: Not to be negative,
18 but I really don't think this is a good measure.
19 This is we start a person on medication and it
20 takes 6 to 12 weeks to know if it's going to be
21 effective. If it's not effective, why would you
22 stay on it? Or sometimes you have treatment

1 emergent side effects. Why would you stay on
2 medication at four months if you're experiencing
3 side effects and it isn't working?

4 And so without a measure or without a
5 spec, you know, maybe if this measure had
6 something with it to say they're on medication,
7 they tolerate it well, and document the benefit,
8 then continue on it. So maybe with that
9 qualification, but that qualification isn't
10 there. This is just saying that the person has
11 to be on medication without knowing if it's
12 helping or hurting, or what.

13 CHAIR ANTONELLI: Okay. Shayna, are
14 you left over? Okay.

15 So would somebody like to make a
16 motion?

17 MEMBER DOBSON: I move that we add
18 this to the Scorecard.

19 CHAIR ANTONELLI: Okay.

20 MEMBER ZERZAN: And second.

21 MS. GORHAM: So I just want to make
22 sure that everyone around the table is

1 comfortable with the voting process. And you all
2 keep us on our toes. So we appreciate that.

3 We're going to use some of the
4 processes for voting that our other NQF
5 committees use. And Sally is familiar because
6 she just mentioned it. But what we're going to
7 do, so it is definitely the Chairs are listening,
8 and staff, we're definitely listening to the
9 conversation.

10 So you can have a motion. For
11 example, I'll use Harold in the last measure.
12 Harold motions to fully support the measure.
13 Someone seconds that measure. But, because the
14 Chairs are listening to the conversation, which
15 can say, well, you know, he can sense that
16 there's not consensus for that full
17 recommendation for addition or full support for
18 the recommendation for addition. So then, he can
19 say, is there a recommendation of conditional
20 support, and what that condition is. And then,
21 someone can second that.

22 And what will happen is -- we'll have

1 to do it tomorrow. We have new voting software.
2 So we'll tee up the slides. So you will vote on
3 both. There will be a vote for the full support
4 of the measure and, if there is not 60 percent or
5 above, then we will vote for the conditional
6 support and whatever that condition is.

7 That way, you will all have the option
8 or the opportunity to vote on the full support
9 and the condition, because it was sensed that
10 there was not consensus. And, of course, we want
11 to make sure that we have consensus of the group.
12 Does that make sense?

13 MEMBER ZERZAN: It might be helpful --
14 I don't know if there's someone from NCQA on this
15 measure -- my remembrance, but it's not in here,
16 is that this measure doesn't require that you're
17 on the same medication for six months, but a
18 medication. So I don't know if that changes
19 other people's -- so that if one doesn't work for
20 you, one SSRI, for example, doesn't work for you,
21 you can move to a different class of medication
22 and it still counts.

1 CHAIR ANTONELLI: Actually, I don't
2 want to get back to the measure yet. I want to
3 make sure that what Shaconna just reviewed meets
4 everybody's expectations and we have full
5 clarity. No concerns? And any hands?

6 Jordan, are people listening in on the
7 Committee? Somebody's got their hand up? So
8 she's the NCQA person? Yes.

9 So Amy?

10 MEMBER HOUTROW: I am sorry to bring
11 up this point of clarification. So my
12 understanding of what we just talked about is
13 that, if a motion is made to vote to approve,
14 then we will do a voting process. If it doesn't
15 reach the threshold for inclusion, we will, then,
16 go to a potential vote for conditions. Is that
17 right? Yes.

18 So do the votes for conditions need to
19 occur at, the motion to make a vote for
20 conditions, do those need to occur now or do they
21 need to occur later? Because if they don't --
22 the one we just did, antidepressants, we got a

1 motion to approve it without condition. And if
2 we do not have a motion to approve it with
3 condition, then it's an up-and-down vote and
4 there's no opportunity to go to condition.

5 Why would we not, if we are going to
6 have an up-and-down vote to include without
7 condition, not also make a motion to include with
8 condition?

9 CHAIR ANTONELLI: So that's what
10 Shaconna is suggesting the process is. At the
11 Chair's prerogative, if I didn't have a sense
12 that there was consensus in the room, I would
13 actually open it up and say, we have a motion
14 that's been seconded for consideration for
15 approval without conditions. But, given the fact
16 that there isn't broad consensus, I do want to
17 raise that question. Would somebody like to add
18 that? And that's why we want to do it proximal
19 to the time of the vote.

20 And then, tomorrow, because they'll
21 have to change the voting template, we would
22 basically have those votes. So you would have a

1 secondary option, depending on where you are.

2 You're good with that? Is everybody
3 else good with that?

4 Great. Now if the Congress and the
5 White House could follow our lead, we would all
6 be in a much better place.

7 Okay. So now, Judy, I apologize. I'm
8 going to actually bring us back into technical
9 discussion. And then, I think there was somebody
10 on the left, and I forgot who, was going to do a
11 follow-up. So, Judy, just rewind, please.

12 MEMBER ZERZAN: Yes. Some of the
13 concern was that, what if there's side effects or
14 you switch? I believe, and others across the
15 table nodded, that this measure is not a specific
16 drug, but is more are you on any kind of
17 antidepressant once a prescription has been
18 initiated.

19 CHAIR ANTONELLI: That's right. And
20 you were looking for the NCQA person to weigh-in.

21 But, Liz, before I open the line to
22 her -- you're withdrawing your comment? Okay.

1 So is it Lisa from the NCQA? If
2 you're available, can you address the question,
3 please?

4 MS. LIU: Hi. This is Junqing. Could
5 you hear me?

6 CHAIR ANTONELLI: Yes, we can hear
7 you.

8 MS. LIU: Yes, you are correct, the
9 medication can be changed. A person doesn't have
10 to be on the same medication.

11 CHAIR ANTONELLI: Okay. Now you have
12 something to say?

13 MEMBER MATNEY: I will just also add,
14 I believe that the specification for this measure
15 is not for depression associated with an
16 adjustment disorder or anything like that. It's
17 major depression. And that's not really
18 something for a lot of our Medicaid populations
19 that we see -- I mean, we always want to get
20 towards remission, but we acknowledge the fact
21 that many times these are a population with
22 serious and persistent mental illness where

1 remission is not the goal.

2 CHAIR ANTONELLI: Okay. So we have a
3 motion to approve without conditions, and it's
4 been seconded.

5 But I am going to invoke my
6 prerogative and say, would anybody like to
7 suggest condition or conditions, and if so, we
8 will entertain a motion for that as well.

9 Dave?

10 MEMBER EINZIG: Motion for condition.

11 CHAIR ANTONELLI: Okay. Yes?

12 MEMBER EINZIG: The condition that
13 there is documented, not necessarily remission,
14 but documented response and medication is
15 well-tolerated.

16 MEMBER COGAN: I don't think you can
17 make a condition that changes the measure.

18 CHAIR ANTONELLI: Right. It would
19 have to be about the implementation of the
20 measure itself. So in other words, the motion on
21 the table is that the condition you apply can't
22 be we approve the measure, but you have to change

1 the measure. You've respecified the measure, is
2 what you're saying.

3 MEMBER EINZIG: So then, I would just
4 be opposed to the measure.

5 CHAIR ANTONELLI: Exactly. Exactly.
6 You have the option of expressing that opinion,
7 something else. Exactly. That's why I get all
8 these big bucks, you guys.

9 (Laughter.)

10 Did I see a hand or a card or
11 something on the right side? No.

12 Jeff, please.

13 MEMBER SCHIFF: I just want to follow
14 up on what Dave was just asking, though. If some
15 of these, like if we accept one as a placeholder,
16 what's the difference between that and asking to
17 respecify the measure? So I just want to be
18 clear I understand. Because that's different
19 than a condition for implementation, right? So
20 can you help me understand the distinction?

21 CHAIR ANTONELLI: You guys want to
22 handle that?

1 (Laughter.)

2 MEMBER SCHLAIFER: I think what we
3 said, when we said it earlier, even though I
4 didn't necessarily agree, is that we're not
5 suggesting specific change to the measure. We're
6 saying to CMS, we support this measure, but we
7 think there should be something better out there,
8 and when you have something better out there,
9 this should go away. That's, to me, what that
10 meant.

11 I mean, I didn't support that, but, to
12 me, that's what it was saying. It's not saying,
13 we are not recommending a different measure.
14 We're recommending that, as soon as CMS has a
15 different measure, they do something different.
16 But, for now, in today's world, we want it to
17 stay. Is that --

18 CHAIR PINCUS: Yes, when I introduced
19 the notion to stakeholders, that's exactly the
20 way Marsha framed it, is the idea that, at the
21 present time, we're supporting this measure, but
22 we hope that you will rapidly find a measure

1 that's better than this that gets at the same
2 issue.

3 CHAIR ANTONELLI: So a placeholder for
4 a measure that you feel fundamentally doesn't
5 meet your needs, Dave, is --

6 MEMBER SCHLAIFER: Supporting it as
7 is, but --

8 CHAIR ANTONELLI: If you feel that its
9 current version is worthy of placeholder status.
10 Dave is speaking much more fundamentally than
11 that. He's making a very clear argument that
12 says this is not a good measure.

13 CHAIR PINCUS: Yes, let me add to that
14 because I think that it is a difference. Because
15 with the notion that the reason why this
16 stakeholder thing kind of works is that there's
17 ample discussion about what the problems are and
18 what would be the value of keeping it, and what
19 would be the strategies, the ways of thinking
20 about how to move ahead.

21 So one could, if anyone had -- I mean,
22 just to take, Dave, you as an example -- if you

1 thought that this was basically a good idea to
2 have something like this and it could stay in the
3 meantime, but they ought to be working on
4 something that's better, then I would vote in
5 support of it. But, if you think it's really a
6 messy thing and it's not really going to be of
7 value, then I wouldn't support it.

8 CHAIR ANTONELLI: Okay. Oh, Karen?

9 MS. LLANOS: And I'll say this for the
10 benefit of myself and, also, for my CMS
11 colleagues who run the core set who are
12 listening. This is all in the context of the
13 Scorecard.

14 I want to just re-emphasize what
15 Marissa said a couple of conversations ago, which
16 is, when you're voting something no, that's not
17 casting a vote for it to go away from the core
18 sets. The child and adult core sets have its own
19 process. This is, do you think it has a
20 particular merit to emphasize as part of the
21 Scorecard initiative or do you not? So I just
22 wanted to emphasize that.

1 And there are different ways of
2 slicing and dicing what goes into the Scorecard,
3 but just flagging that, right? So technical
4 issues with the measures that you're discussing,
5 you know, we're obviously noting that as well.
6 We've got the stewards listening as well. That's
7 a kind of conversation that's happening parallel.
8 I just wanted to note that it's all in the
9 context of the Scorecard. There's no voting on
10 and off the island of the core set as part of
11 this conversation.

12 CHAIR ANTONELLI: Right. Thank you
13 for that.

14 Okay. So I think that we're going to
15 the next measure. Full support is the motion
16 that's been seconded, and that's what we will
17 vote on, no conditions.

18 Okay. The other thing that I get to
19 do, besides reading the room, is to remind people
20 of the clock. What the staff would like to do,
21 and I would like to concur and make the
22 recommendation, is that we plow through all of

1 the nominations today. The hope is, by 4:30,
2 we'll be done, and then, NQF staff will revise
3 the voting templates and we will vote tomorrow.

4 Is there anybody that couldn't go
5 through until 4:30?

6 The votes are tomorrow, yes. Okay.
7 All right. So let's zoom along.

8 MS. GORHAM: All right. So NQF 0139,
9 the Pediatric Central Line-Associated Bloodstream
10 Infection, which is the CLABSI measure. The
11 description of that measure: standardized
12 infection ratio and adjusted ranking metric of
13 healthcare-associated, central line-associated
14 bloodstream infections will be calculated among
15 patients in patient care locations. This is an
16 outcome measure, and the data sources include
17 electronic health data, electronic health
18 records, paper medical records, and others.

19 CMS excludes the CLABSI measure data
20 in the chart packs, which is the resource that
21 you all received. The data is obtained from CDC
22 National Healthcare Safety Network. So you will

1 not see in your information the number of states
2 reporting on this measure. The alignment for
3 this measure is Hospital Compare and inpatient
4 quality reporting. Historically, the MAP has
5 supported continual use of this measure.

6 And the lead discussant for this
7 measure is Stephen Lawless.

8 CHAIR ANTONELLI: You're on, Stephen.

9 MEMBER LAWLESS: I am. I'm
10 supportive, actually, of this measure.

11 CHAIR ANTONELLI: But your mics need
12 to be on, please.

13 MEMBER LAWLESS: It is. Sorry.

14 I'm supportive of the measure going
15 on, and especially after hearing about the
16 admission part. The admission was a piece of
17 this.

18 I think the areas to consider, though,
19 there's a growing number of CLABSI infections
20 that are not classic central line infections. So
21 you have central lines and you have PICC lines,
22 and you have oncology patients who have what is

1 called coexisting conditions.

2 And a couple of years ago, the
3 admission went to a change of including not just
4 central lines you're putting a line to, also
5 including oncology children with mucosal-acquired
6 infections. They're included now. So the rates
7 have gone up. And it's causing a little bit of
8 angst about what we can do with that.

9 So I think in this, the clarification
10 about are MBIs or those mucosal barrier
11 infections included or not would have to be
12 included or had to be clarified. And whether
13 PICC lines, which have not been part of the
14 initial admission, I think, dataset -- these are
15 the small catheters that go into the line here,
16 but, then, are threaded up. Those infection
17 rates, I don't think the same data is robust. So
18 I think just a clarification of what kind of
19 lines and conditions included would be important
20 here.

21 CHAIR ANTONELLI: So I need to ask for
22 a clarification. As the lead discussant, your

1 role is to say here's why I want this measure to
2 go into the Scorecard. But it seems like you've
3 raised a couple of issues around clarification.

4 MEMBER LAWLESS: Clarification.

5 CHAIR ANTONELLI: Okay. So in fact,
6 are you not really the lead discussant promoting
7 it or are you sort of the lukewarm --

8 (Laughter.)

9 MEMBER LAWLESS: No, no, no.

10 CHAIR ANTONELLI: To paraphrase Judy,
11 are you the MAP discussant?

12 MEMBER LAWLESS: I'm lukewarm, more
13 towards warm.

14 (Laughter.)

15 CHAIR ANTONELLI: Okay.

16 MEMBER LAWLESS: I just need for my
17 mind, if that's clarified, how we do that, then
18 I'm in favor of it --

19 CHAIR ANTONELLI: Okay.

20 MEMBER LAWLESS: -- as an inclusion.

21 I just had to, full disclosure, I just need those
22 two clarifications.

1 CHAIR ANTONELLI: Okay. So I need to
2 think about this for 30 seconds. If somebody is
3 MAP, can they bring it forward? Yes? Okay. I
4 suppose that is the case. Okay.

5 So I'm going to frame this as a way to
6 create a glide path to a productive discussion
7 after this. There is this measure. And Dr.
8 Lawless has pointed out a couple of things that
9 he thinks would be important clarifications to,
10 then, make it ready to go into the Scorecard. Is
11 that --

12 MEMBER LAWLESS: Correct.

13 CHAIR ANTONELLI: Okay. So I think
14 what I'd like to do is to maybe open it up for
15 one more step. And that next step is not so much
16 do you agree with Stephen's suggestions for
17 clarifications, but, just on the face of the
18 measure itself, is there somebody that wants to
19 talk about promoting this measure as it stands?
20 And I'm not looking for a motion. I'm just
21 looking for anybody that wants to be sort of an
22 unadulterated lead discussant/advocate.

1 Rhonda?

2 MEMBER ANDERSON: Having been in roles
3 in children's hospitals and seeing the pre and
4 the post, if they've come from long-term care,
5 rehab, et cetera, with lines, with central lines,
6 I think this is really a key. Because many times
7 they come into our acute care institution with
8 those infections already. So I think the
9 parameters here are important in terms of the
10 long-term care and the other locations, as well
11 as the acute care facilities. And I fully
12 endorse us adding this.

13 CHAIR ANTONELLI: Okay. So that's a
14 good starting point.

15 So, Stephen, we will work on what
16 you're talking about. I just needed to get that.

17 So you're saying let's consider this
18 on its face?

19 MEMBER ANDERSON: Yes.

20 CHAIR ANTONELLI: Good. Before I move
21 to Amy, do you have anything else to say?

22 MEMBER ANDERSON: I have one other

1 question in relation to Stephen. And that is
2 that it is already on the Scorecard. I mean,
3 it's already on the core.

4 CHAIR ANTONELLI: Yes.

5 MEMBER ANDERSON: And these parameters
6 are the parameters that they obviously looked at
7 and people are using right now when they report.
8 So do we know the answer to his question? Have
9 they included like the ports, et cetera?

10 CHAIR ANTONELLI: So I don't want to
11 go there yet. I want to talk about the measure
12 and, then, we will come to that.

13 So I've got Amy, Sally, and then, I
14 think Ken. Yes? Okay.

15 MEMBER HOUTROW: While I definitely
16 appreciate the value of addressing this as an
17 important topic for a very small subset of
18 hospitalized patients, to me, this seems much
19 more appropriate to be living in the space of
20 hospital-based quality improvement which they are
21 doing. It doesn't feel like this rises to the
22 level of population-level Medicaid, for inclusion

1 beyond the core set into the Scorecard. So I
2 would not support it as it's a very narrow
3 population in a very narrow time window of when
4 kids are hospitalized.

5 CHAIR ANTONELLI: Sally, then Ken, and
6 then, Jill.

7 You withdraw your comment or temporize
8 your comment? Okay.

9 So, Ken?

10 MEMBER SCHELLHASE: I would just echo
11 some of the other comments. I think this is a
12 really important thing. I think most pediatric
13 hospitals are laser-focused on this already. I
14 don't know that, because of the relatively narrow
15 subset of the population, I'm not sure it should
16 take up real estate on the Scorecard.

17 CHAIR ANTONELLI: Thank you.

18 Jill?

19 MEMBER MORROW-GORTON: So I want to
20 look at it from a little bit different
21 standpoint, from a state standpoint. The
22 children's hospital or hospitals in our state

1 don't necessarily reflect the impact that the
2 Medicaid program has on those institutions,
3 right? Boston Children's has kids from Saudi
4 Arabian and from New Hampshire and from Rhode
5 Island, and commercial kids.

6 And the Medicaid -- this is supposed
7 to be a Scorecard for state performance in
8 Medicaid and CHIP, and this is a very different
9 measure in terms of who it's measuring than all
10 of the other measures that we have. And I think
11 that may be confusing to people who are going to
12 be looking at this Scorecard.

13 CHAIR ANTONELLI: Okay. So, Stephen,
14 here's what I would like to do. Before I open up
15 the discussion for the potential of modification,
16 the desirability thereof, I think I'd like to
17 call the question about the measure as it stands.
18 Remember, it's the Scorecard; it's not the core
19 set. So unless somebody has a tremendously
20 burning reason to put their foot on the brake
21 pedal, I'd like to reach out and just say, does
22 anybody want to make a motion that this measure

1 should be considered initially without conditions
2 before going to the Scorecard?

3 Dr. Fox from CMS would like to make a
4 comment. So while my challenge to you is
5 percolating, Renee, do you have an open line?

6 MR. HIRSCH: I will be reading Renee's
7 comment. She says, this is a measure which we
8 get the numbers from CDC, and it is from the
9 nosocomial infections, and it is only in the
10 NICU, and it's all payer, not specifically
11 Medicaid.

12 CHAIR ANTONELLI: Thank you, Dr. Fox,
13 and thank you, Mr. Hirsch.

14 So would anybody like to make a motion
15 to move this measure forward into the Scorecard?

16 Okay. And just so I'm not -- because
17 I know what NQF staff has just advised us, if the
18 answer is no, I'm willing to come back with
19 conditions, but I don't want to spend a lot of
20 time thinking about how do we make a measure
21 better. So from my view, this is sort of the
22 gate to get us to the next place.

1 So I'm not seeing any hands that are
2 willing to consider moving this forward into the
3 Scorecard. Okay.

4 MS. GORHAM: All right. Let's move
5 forward to the next measure. 0038, Childhood
6 Immunization Status. So the percentage of
7 children 2 years of age who have had a number of
8 immunizations. The measure calculates a rate for
9 each vaccine. This is a process measure, and the
10 data sources are claims, electronic health
11 records, paper medical records, and registry
12 data.

13 Forty-four states reported this
14 measure in 2017. The history: the MAP supported
15 this measure for continuous use.

16 Alignment for this measure, it is in
17 QRS; it is in MIPS, Physician Feedback Quality
18 Resource Use Report, the Physician Value-Based
19 Payment Modifier, as well as the AHIP pediatric
20 core set.

21 With that, we have lead discussant
22 Stephen Lawless.

1 CHAIR ANTONELLI: Okay. Sir?

2 MEMBER LAWLESS: Fairly common and
3 straightforward. I mean, followed by lots of
4 people and stuff. So I actually endorse the
5 measure. It's nothing controversial. Well, it's
6 controversial about immunizations somewhat, but I
7 think in terms of the measure itself and what
8 it's doing, it aligns with the American Academy
9 of Pediatrics and it aligns pretty much with the
10 standards we pick.

11 CHAIR ANTONELLI: I'll open it up for
12 --

13 MS. GORHAM: Well, let me read because
14 I looked at the wrong lead discussant. So we also
15 have Julia Logan and Sally Turbyville and Jill.

16 So let me quickly read Julia Logan's,
17 and then, I'll turn over to you, Sally.

18 CHAIR ANTONELLI: Okay. Good.

19 MS. GORHAM: So her rationale -- and
20 this is Julia Logan -- vaccines are a critical
21 aspect of preventive care for children and are a
22 cost-effective way to foster both child health

1 and population health. By encouraging care
2 providers to vaccinate children, the measure
3 protects these most valuable individuals while
4 building important immunity and reducing medical
5 cost. Immunity is needed nationally and in
6 California. Improvement of immunizations is a
7 quality improvement priority for California
8 Medicaid. And it's currently a measure that
9 managed care plans are required to report.

10 In addition, this measure would allow
11 for removal of the 1319. You talked about that
12 earlier.

13 So her summary: addition of this
14 measure addresses a critical quality objective
15 and a quality improvement needed nationally and
16 in California.

17 CHAIR ANTONELLI: Sally?

18 MEMBER TURBYVILLE: Agree with the
19 previous discussants about this being a quality
20 issue and something that we would like state
21 Medicaid programs to both be monitoring, but very
22 active in trying to improve.

1 I think, furthermore, from the
2 perspective of the children that children's
3 hospitals often care for, they are particularly
4 vulnerable to getting their vaccinations, or
5 those around them, if there does need to be a
6 delay due to treatment that they need. In fact,
7 even for children with medical complexity, our
8 expert clinicians from our hospitals felt
9 strongly that this measure, childhood
10 immunization, would be appropriate even in
11 looking at networks that care for children with
12 medical complexity, realizing that the schedule
13 part may be not always 100 percent, but that it's
14 that important.

15 So we really think having it on the
16 Scorecard, not just on the core set where we're
17 happy it is, but to put it into this public
18 reporting realm would be of real value to those
19 who would use the report.

20 CHAIR ANTONELLI: Thank you.

21 MEMBER MORROW-GORTON: And I think I'm
22 the last one. So to not repeat what other people

1 have said, I think this measure actually is
2 better than just measuring a visit because the
3 expectation of practitioners is not that you just
4 do them at the visits that they're assigned to,
5 but that at every visit, every time you see that
6 child, and even outside of that, you're looking
7 to see where kids' vaccination rates are and what
8 they need.

9 So I think that this is a measure of
10 how well your office functions/coordination of
11 care. And I'd like to put a plug in for this is
12 something that gets skipped very often in kids
13 with disabilities, even those that don't have
14 complex medical needs. So I think that this is
15 something that there's a real gap for that
16 population.

17 CHAIR ANTONELLI: Kim, then Shayna.

18 MEMBER ELLIOTT: I don't want to
19 discount the importance of vaccines and the
20 immunization process, but I don't really see it
21 as a replacement for like the well-child visit,
22 which covers a much broader spectrum of care and

1 services for the child.

2 But there's also some challenges with
3 data sources. It's not just strictly in admin
4 data. Lots of states get it from registries.
5 There is a lot of private sector and pharmacies
6 now providing immunizations. So not all of the
7 data is always as collectible as it once had been
8 when it was just strictly a chart or claims
9 review sort of measure.

10 So I think it just should be thought
11 in those concepts as well, in addition to just
12 how valuable the immunizations themselves are.

13 CHAIR ANTONELLI: Shayna?

14 MEMBER DAHAN: I think that this is a
15 great measure and data that would be important to
16 be collected because of the fact that it is
17 looking at vaccines before the second birthday.
18 Usually, a lot of the patients that I see, the
19 vaccines are driven by their entry into preschool
20 or public school. So it would be really
21 interesting to see if putting a measure like this
22 helps primary care providers get those vaccines

1 done in time as opposed to letting like public
2 programs to stress those vaccine administrations.

3 CHAIR ANTONELLI: Okay. So I'm going
4 to call on Enrique, but, then, I just want to let
5 everybody know, unless you have something
6 substantial to move us away from making a motion
7 to move this forward, which is sort of how I'm
8 reading the comments so far, for the sake of time
9 management, I'm going to give you the floor,
10 Enrique, but I'm happy to let Sally and Ken push
11 back, if you don't like my making an executive
12 decision.

13 Go.

14 MEMBER MARTINEZ-VIDAL: This is a
15 clarification on what we're voting on, to make
16 sure -- I want to make sure that we are divorcing
17 this decision from the well-child visit decision.
18 Because this is saying that, if we vote yes for
19 this, then the well-child comes off. And I think
20 we decided not to do that this morning.

21 CHAIR ANTONELLI: That could come up
22 if there was a sentiment that people wanted to

1 bring that out as a caveat. But, no, right now,
2 the discussion on the floor is 0038, should it be
3 recommended for addition to the Scorecard?

4 MEMBER ROMNEY: The Discussion Guide
5 does mention that this would be a replacement.
6 So it's good to clarify that.

7 CHAIR ANTONELLI: Okay.

8 MEMBER TURBYVILLE: Yes, and as
9 someone who put it forth, I didn't put it forth
10 in that context.

11 CHAIR ANTONELLI: Right.

12 MEMBER TURBYVILLE: So I put it forth
13 on its own merit --

14 CHAIR ANTONELLI: Right.

15 MEMBER TURBYVILLE: -- not as a
16 replacement.

17 And then, quickly, maybe as the lead
18 discussant, realizing the challenges with data --
19 and that includes our hospitals and specialty
20 care providers being able to get vaccination
21 information, so that they can vaccinate some of
22 these children that they're trying to make sure

1 they're up-to-speed -- and how long this measure
2 has been around, and I am very empathetic and
3 sympathetic to states, but I feel like it's so
4 important from our perspective that pushing it
5 forward and, then, maybe that will help drive
6 resources to states and some of these various
7 data-holders.

8 To me, I know it's a problem with
9 data. I've audited these measures. Twenty years
10 ago, it was a problem with the data. And I
11 think, for us at Children's Hospital Association,
12 we don't want that to be something to hold it
13 back.

14 CHAIR ANTONELLI: Yes.

15 So, Josh, I want to thank you because
16 it does state that specifically in the Discussion
17 Guide.

18 But I'm going to not make a motion,
19 but I'm going to frame the question. And then,
20 people can, anybody interested can make a motion.
21 For 0038, should it be recommended for addition
22 to the Scorecard, initially with no conditions?

1 MEMBER HOUTROW: So moved.

2 CHAIR ANTONELLI: Okay.

3 A second. Okay.

4 Then, I'm not inclined to ask for
5 conditions because I think the Discussion Guide
6 is not where any of us feel we should be going
7 with that, but I am willing to have people
8 challenge me on that. No?

9 Marissa turns into a pumpkin in three
10 minutes.

11 (Laughter.)

12 It's okay. It's okay.

13 Next one, please?

14 MS. GORHAM: All right. So the next
15 measure is 1448, Developmental Screening in the
16 First Three Years of Life. Endorsement was
17 removed in May 2017. The developer withdrew the
18 measure because they can no longer support the
19 measure.

20 I'm going to, just for sake of time,
21 not read the description. But it is a process
22 measure. The data source is the claims,

1 electronic health records, and paper medical
2 records.

3 Twenty-seven states reported the
4 measure in 2017, and this measure is also in
5 MIPS.

6 Just a little history on the measure:
7 the measure was discussed, a very robust
8 discussion, in 2017, and it was recommended for
9 removal from the core set. The group voted to
10 keep the measure because, while the specs need
11 some work, the intent of the measure was good.
12 So although the conversations led toward removal,
13 the group ultimately decided that it should
14 remain on the core set because it shouldn't be
15 removed because the specs needed work, and the
16 intention beyond the measure was good.

17 CHAIR PINCUS: The bottom line is that
18 it's on the core set.

19 MS. GORHAM: Yes.

20 CHAIR PINCUS: And I'm going to
21 moderate this --

22 MS. GORHAM: Yes.

1 CHAIR PINCUS: -- because Rich is
2 going to make a motion.

3 MS. GORHAM: And David Kelley is our
4 lead discussant.

5 CHAIR PINCUS: Yes. So, David, do you
6 want to kick it off?

7 MEMBER KELLEY: Sure. I'll start by
8 saying that, as a general internist, I actually
9 see great value to this measure. From a Medicaid
10 standpoint, this is really, I think, quite vital.
11 Even though it may not be a perfect measure, we
12 have the opportunity for pediatric-serving
13 providers to evaluate and screen using validated
14 tools, looking for developmental delays.

15 And so this involves a large
16 population. So probably in Pennsylvania -- and I
17 think it's the first three years of life --
18 probably over 150,000 kids in Pennsylvania would
19 fall into they need this screening. It may
20 actually be higher than that.

21 So high prevalence within Medicaid.
22 And I think more importantly is really the

1 downstream. Even though this is a process
2 measure, it is the downstream consequences of
3 what will occur if developmental delays are not
4 detected.

5 And I think there is a fair amount of
6 robust literature that looks at getting children
7 into early intervention, and that there's
8 improvement in several domains, social
9 relationships, use of knowledge and skills,
10 taking action to meet needs, being able to better
11 communicate, and reading and mathematics.

12 So I'll defer the literature to my
13 pediatric colleague. But I really feel this is a
14 very important measure because it's a high
15 prevalence, but it's that downstream. If these
16 kids aren't screened, you can't get them into
17 early intervention. And I've heard the argument,
18 well, we don't want to screen because we don't
19 know if we have early intervention providers.
20 You should be able to get them into those early
21 intervention providers. It will really make a
22 huge impact on these kids.

1 CHAIR PINCUS: Rich?

2 CHAIR ANTONELLI: Yes, and thank you,
3 Dr. Kelley. And that's coming from an internist.

4 I think if you take nothing away from
5 my promotion of this measure for consideration
6 for the Scorecard, let me tell you why it lost
7 NQF endorsement. One of the criteria by which
8 measures maintain NQF endorsement -- this was
9 NQF-endorsed, by the way. So it had it. It lost
10 it because Oregon Health & Science University,
11 OHSU, did not have sufficient funding to do
12 ongoing measure maintenance.

13 I co-chaired -- at the time, I think
14 we were a task force here. And I can remember
15 the agonizing vote that said, okay, it lost its
16 NQF endorsement, but I looked at the specifically
17 at the CMS folks and said, but this thing has to
18 keep going. And fortunately, it's still there.

19 So it didn't lose endorsement for any
20 reason about lack of validity or importance. It
21 is profoundly important. As David said, talking
22 about setting the stage for downstream

1 consequences, those patients with remediable
2 developmental delays that don't get picked up
3 cost more, and as they move into adolescence,
4 they find their way, unfortunately, into the
5 criminal justice system. So there are all kinds
6 of reasons to promote something as simple,
7 elegant, and evidence-based as this measure.

8 CHAIR PINCUS: So I have Kim, Lindsay,
9 Lisa, Kamala.

10 MEMBER ELLIOTT: In the interest of
11 time, I'll keep this really short. I do agree
12 with everything that is said. It is probably one
13 of the most important things that we're looking
14 at for the Medicaid population because it does
15 impact the rest of the lives of these children
16 and everyone that surrounds them, not only from a
17 personal perspective, a financial perspective;
18 it's across the board.

19 However, I am very concerned about it
20 not having somebody to maintain the measure
21 itself, a measure steward. Because, as we all
22 know, the tools that are used for developmental

1 screening, the codes that are used to identify
2 it, all of those do change over time. So from
3 that perspective, I would probably make it more
4 of a conditional recommendation, if I were the
5 one nominating it, simply because we need to have
6 somebody who's maintaining that measure, making
7 sure it's accurate for reporting purposes.

8 MEMBER COGAN: So my comments go more
9 towards the operational challenges of collecting
10 and reporting this measure. I totally agree this
11 is probably the most important measure on the
12 child core set, and I've invested a great deal of
13 resources in the last year figuring out a way to
14 get this on a population level that does not
15 involve sampling medical records.

16 And I am so disappointed that the
17 recommendations that came out of sort of the AHRQ
18 and CMS work on the electronic health record
19 format went nowhere. I can't find anybody who
20 has integrated this standardized screen in EHR
21 that would allow us to capture it on
22 population-based in New York. That's been my

1 experience. If it's happening elsewhere, please
2 tell me.

3 Right now, the difference in the
4 spread and scores that you're seeing between
5 states is the difference between one state
6 running it, administratively looking for CPT
7 codes, and another state that's investing heavy
8 resources in pulling medical charts. And that's
9 why you're seeing a difference. To me, that's
10 not meaningful. I want to know what the true
11 prevalence of the screening is that is occurring.

12 And we're involved in a really large
13 demonstration project in our State, and we're
14 continuing to sort of fight uphill. But, with
15 those data collection issues, I feel that at this
16 time I wouldn't put it forward on a Scorecard
17 yet. But I think if we can figure out some of
18 those, then absolutely.

19 CHAIR PINCUS: Lisa?

20 MEMBER PATTON: Yes, I was going to
21 raise the data collection issues as well and
22 burden. I think we heard during those

1 conversations quite a bit about the concern
2 around burden. And I might not be remembering
3 correctly, but I think that was a huge concern.
4 So I certainly support this as a placeholder and
5 would hope that we could address some of those
6 data collection issues, and so forth, going
7 forward. But I think it's a very important area
8 to be screening.

9 CHAIR PINCUS: Kamala? Oh, okay, Sally?

10 MEMBER TURBYVILLE: I actually have
11 one question for CMS, and then, also, just want
12 to note, for this measure, it's our understanding
13 -- and we've also reviewed it -- it's not so much
14 that the steward and developer is not maintaining
15 the measure. It is that they could not afford to
16 put the measure through the NQF endorsement
17 process.

18 So the difference between maintaining
19 a measure and NQF endorsement is something for
20 CMS to consider a process to check how well a
21 measure is being maintained. So it wouldn't even
22 just apply to this measure. Again, because my

1 understanding, and in discussions -- and it would
2 require a confirmation for something as high
3 stakes as this, are you maintaining the measure
4 to the point about codes and tools? -- because my
5 understanding is they are and they're committed
6 to that. They just didn't have the hundred
7 thousand dollars or more that it takes to put it
8 through an NQF endorsement process. That is a
9 different step in a maintenance.

10 And given that you have said that
11 non-NQF-endorsed measures can end up on the
12 Scorecard, kind of thinking through how to check
13 in with the steward or a developer that a measure
14 is being appropriately maintained? Because NQF
15 provides a wonderful door for that. So outside
16 of NQF, how are we assured?

17 I think the next question is, again,
18 the data collection issue for states being one.
19 It would be really helpful to get some thoughts,
20 if not directionally or definitive directionally,
21 about, for the Scorecard, how is CMS is going to
22 handle when there are no data issues? If there

1 are enough states reporting -- in this case it's
2 at least over 25 -- move forward or?

3 So I'm having a hard time thinking,
4 should I put on when I was a measure developer
5 working for NCQA hat? You figure out the data
6 collection issues here. It's too important.

7 Let's get the resources to you, yes.

8 Sympathetic, but by putting it on the Scorecard,
9 hopefully, that will happen. Or do I want to be
10 a little bit more thinking through let's keep it
11 on the core set, get those data infrastructures
12 set, because we're more interested in how
13 accurate in terms of completeness of data it is
14 on the Scorecard? And I think I'd really like to
15 hear from the states and CMS on that.

16 CHAIR PINCUS: Sally, Sally, we
17 actually have CMS on the phone right now to
18 respond.

19 MEMBER TURBYVILLE: Okay. But I'm
20 talking about the Scorecard, not the core set.

21 CHAIR PINCUS: Can we have Renee Fox
22 to speak on the phone?

1 MEMBER TURBYVILLE: Yes. And you may
2 not have the answer today.

3 MS. FOX: It would help if I took
4 myself off mute.

5 (Laughter.)

6 So I don't have the answers. I think
7 Sally said everything I would want to say. It
8 does have a measure steward who does maintain it,
9 and our contractor works with the measure steward
10 to update the annual tech spec. So, yes, I think
11 all of what Sally said was true.

12 That's all I have to say.

13 CHAIR PINCUS: Okay. So could we hear
14 from Jill, and then, Jeff?

15 MEMBER MORROW-GORTON: So I think the
16 question about numbers of tools, and whatnot, in
17 reality, there are not that many tools that
18 pediatricians are using. They can all be put
19 into an electronic record, and then, you could
20 pull it that, yes, it was done.

21 I just wanted to add to what Rich said
22 about identifying kids with remediable delays.

1 Even if you identify kids who don't have
2 remediable delays -- i.e., they're going to have
3 an intellectual disability, or whatever -- they
4 as well function better if you identify them
5 earlier and get them into services earlier, as do
6 their families.

7 CHAIR PINCUS: Okay. Jeff?

8 MEMBER SCHIFF: So I think I, like
9 others -- including my pediatric colleague, David
10 Kelley, over there --

11 MEMBER KELLEY: Honorary.

12 MEMBER SCHIFF: Honorary.

13 Well, I am supportive of this. I just
14 have a process question because I feel like I
15 could vote to unconditionally support this, but
16 I'd like to make some recommendation that
17 somebody pull together states. We have a pretty
18 robust system in Minnesota about how we collect
19 this data, and I'm sure other states do, too.
20 And it seems like there should be some effort to
21 standardize that. And I'm not sure who does that
22 because the measure steward sounds like they

1 don't have the ability to do it. So I just want
2 to put that in. I'm not sure if that's a
3 condition for a vote, but I want to vote
4 affirmatively, and then, suggest that.

5 CHAIR PINCUS: Okay. We have the
6 measure steward online, I think.

7 Colleen, are you online?

8 MS. REULAND: This is Colleen. I'm on
9 the line.

10 CHAIR PINCUS: Okay. Can you
11 introduce yourself and tell us what the status of
12 the measure is?

13 MS. REULAND: Sure. Hi. My name is
14 Colleen Reuland. I'm the Director of --
15 (telephonic interference).

16 Can you guys hear me?

17 CHAIR PINCUS: Somebody is talking
18 over you.

19 MS. REULAND: Okay. This is Colleen
20 Reuland. I'm the Director of the Oregon
21 Pediatric Improvement Partnership based in Oregon
22 Health & Science University. I also was the

1 measurement expert that supported the ABCD
2 effort, assuring that our child development
3 effort was an effort that engaged over 26 states.
4 So I was able to work with 26 states on the
5 measurement.

6 The first question was whether I'm
7 supporting, if I'm stewarding the measure. I
8 would say at least once a week I handle questions
9 and manage the measure. Every year I update the
10 spec because it's part of the CHIP refer
11 measurement specs and provides insight and input
12 about whether there are additional schools that
13 meet the criteria. And I reach out to Bright
14 Futures because the measure is meant to be
15 aligned with Bright Futures.

16 Where I didn't have funding was to
17 meet the kind of ongoing maintenance of NQF. And
18 frankly, given the funding that I had, I wanted
19 to invest it in states using it. This is one of
20 the only CHIP refer measurements. This is not an
21 NCQA measure that had extensive use.

22 And I've worked with a number of

1 states on what it meant in terms of once they
2 started to report. For example, Alaska was one
3 of the bottom states. Once they started
4 reporting it, according to the National Survey of
5 Children's Health, they're one of the top five
6 states. So it's had a really dramatic impact in
7 terms of state-level activities, particularly
8 because it's a Bright Futures recommended
9 service, and state Medicaid agencies are
10 accountable for ensuring their Bright Futures
11 Medicaid services are covered.

12 In terms of the comment about the
13 variation in the findings, I just confirmed with
14 my Mathematica partners, who I coordinate with
15 throughout the measure steward process, but I'm
16 pretty positive all of the people that reported
17 the metric reported the metric as an
18 administrative measure. So the variation that
19 you're seeing in the findings I don't believe is
20 due to some using hybrid versus some using
21 claims.

22 The reason we kind of wanted to create

1 options is we knew that if proceeded with a
2 hybrid measure, a majority of states would be
3 unwilling and unable to support on the metric.
4 And we wanted to guide and inform the quality
5 improvement effort.

6 In terms of it being inserted into the
7 electronic medical record, I couldn't agree with
8 you enough how frustrating it is that there
9 wasn't alignment of the quality indicators. I
10 will say in our State we've been measuring
11 developmental screening and have now incentivized
12 this and tied money to it since 2013. So I will
13 tell you, all of our EMRs in our State have
14 developmental screening.

15 So efforts in our State are supported
16 through a couple of different mediums and a
17 couple of different health systems. Every single
18 one has developmental screening in it, which was
19 driven by the measure and the reporting of the
20 measure.

21 So I think we have great models that
22 we could share with other states about how they

1 might be able to incorporate that into EHRs. In
2 fact, we can offer practices in our State about
3 how they might better use their EHR maintenance.

4 I think those were the four areas of
5 questions that I heard.

6 CHAIR PINCUS: Okay. So, Marsha?

7 MEMBER SMITH: I was just going to add
8 to what Renee was saying about the measure.
9 There's a difference between having a measure
10 steward and having measures endorsed. Because in
11 some of our programs in CCSQ we have measures
12 that are not NQF-endorsed, but they're used and
13 they're maintained, and we ensure that they are
14 appropriate for our program.

15 So I think that that's something that
16 we should consider. Like the measures that are
17 being used here for addition to the Scorecard are
18 for measures of state health system performance.
19 And that's what we're looking for, and we want to
20 make sure that they're an appropriate measure for
21 that purpose. And, then, assessment of how
22 they're maintained with the measure steward is

1 important, not necessarily throwing them out just
2 because they're not NQF-endorsed. They may be
3 appropriately used for the appropriate setting.

4 CHAIR PINCUS: Is that residual or is
5 that new?

6 Okay. Dave? Amy is on, too. So,
7 Amy, then Dave. Okay?

8 MEMBER HOUTROW: One of the things
9 about how this gets measured in EHRs can vary
10 pretty substantially by practices who are having
11 different insurers that will reimburse for a
12 billing for screening. And I think that
13 highlights kind of a lack of uniformity amongst
14 payers to pay for developmental screening, which
15 means that it's not showing up when you pull it
16 out of the billing records.

17 To me, this is such an important
18 measure, and it's such a key component of
19 pediatric practice, that we have got to figure
20 out a way past the variability issue that you
21 brought up earlier. We know where some of this
22 variability is coming from. It's not just how

1 people are collecting. It's how people are
2 putting the information into the record that
3 matters. But I can't imagine a world where this
4 doesn't get put forward because it's the basics
5 of pediatric care.

6 CHAIR PINCUS: Okay. Dave, and then,
7 Rich. And then, we will entertain motions.

8 MEMBER KELLEY: I do want to go back
9 to, again, it looks like all the states except
10 for one reported administratively, and there's a
11 huge variation. So being able to report
12 administratively, there's less burden. It is
13 inaccurate.

14 I think that we internally do also
15 look at a hybrid methodology and our rates go up.
16 But, with that being said, I think it's very
17 important.

18 We also used a CHIPRA grant with some
19 of our larger pediatric providers to actually
20 embed the screening tools into the electronic
21 health record, so that it was automatically
22 scored. So the clinician would walk in the room,

1 have a discussion with parents. And I don't know
2 if that's helped our rates go up, but I know that
3 when we looked specifically at those providers --
4 and these were large providers, CHOP in Philly,
5 Children's in Pittsburgh, and some of their
6 clinical sites, and two other large
7 pediatric-serving health systems in Pennsylvania
8 -- it really helped move our rates up.

9 And that was because we automated it.
10 We made it easier for clinicians, and then, we
11 had also worked, though, with their billing folks
12 to say, yeah, make sure that this is getting
13 counted from a claims standpoint.

14 So it is possible, and maybe the
15 medical directors, our network, maybe we need to
16 think in terms of sharing best practices for this
17 particular measure, so that we can get other
18 states that are really struggling with the
19 collection of this measure.

20 CHAIR PINCUS: Rich?

21 CHAIR ANTONELLI: So I feel that one
22 of the advantages of the Scorecard, even with

1 those pieces of the Scorecard that are yet to be
2 defined, the piece that I find most attractive is
3 it really is getting ready for public reporting
4 broadly.

5 Lindsay, I can tell you, I feel that
6 pain. By one measure, you would think like, if
7 this was that important, it should be built in
8 the EMRs. But, remember, those of us that
9 provide care for children are the flea at the end
10 of the tail of the dog. The rest of the
11 attention comes on the adult side because kids
12 are not expensive. Now, if you're one of the top
13 1 percent of the kids, et cetera -- so I don't
14 want to get on the soapbox here. But it doesn't
15 surprise me at all that EMR vendors, whose three
16 top priorities are Medicare, Medicare, and
17 Medicare, are really devoting very little
18 resources to this.

19 This screening tool is actually pretty
20 simple. But the fact that you've got this many
21 states reporting is a sign that people are
22 willing to do this on paper.

1 So I talk about not letting perfect be
2 the enemy of the good. Where we are right now is
3 okay. But you put this thing somewhere that
4 sends a message to states and EMR vendors; this
5 will be a required public report that will do a
6 favor for an entire generation of children and
7 pediatricians.

8 You've got this kind of performance
9 for pediatricians using a pencil and a piece of
10 paper, and they're dropping codes. So please
11 don't think about this is not a good measure
12 because it's not being adopted. It has way more
13 to do with the fact that this is pediatrics and a
14 subset of pediatrics is developmental medicine.
15 I mean, that's about as far down the feeding
16 chain as you can get.

17 CHAIR PINCUS: So let's call the
18 question. And is there a motion?

19 Second.

20 Okay. And the motion is for --
21 microphone.

22 MEMBER ANDERSON: 1448, Developmental

1 Screening to be added to the Scorecard.

2 CHAIR PINCUS: Okay. Any other
3 comments/discussion on this measure?

4 MS. GORHAM: I'm sorry, did we have a
5 second for full support?

6 CHAIR PINCUS: Yes, there were several
7 people seconded.

8 MS. GORHAM: Okay.

9 MS. LLANOS: Can I just clarify one
10 thing that I think Rich may have just said
11 inadvertently? So the Scorecard, there's no
12 requirements for reporting on that.

13 CHAIR ANTONELLI: Right. No, no, I
14 get that.

15 MS. LLANOS: Okay.

16 CHAIR ANTONELLI: But we talked about
17 before --

18 MS. LLANOS: It elevates it.

19 CHAIR ANTONELLI: Exactly.

20 MS. LLANOS: Yes.

21 CHAIR ANTONELLI: Exactly. And by

22 2024 --

1 MS. LLANOS: Yes.

2 CHAIR ANTONELLI: This is the way the
3 Fed sends signals to Wall Street.

4 MS. LLANOS: Potentially.

5 CHAIR ANTONELLI: Yes.

6 CHAIR PINCUS: But we have to be
7 careful about not going beyond what actually --

8 CHAIR ANTONELLI: Well-taken. It's
9 signaling the intention.

10 MS. LLANOS: I mean, I'll say it.
11 Let's use a concrete example. Irrespective of
12 the Scorecard, there's legislation making the
13 child core set mandatory, and this is one of
14 them, right, potentially? So that would be the
15 signal --

16 CHAIR ANTONELLI: Yes.

17 MS. LLANOS: -- versus the Scorecard.

18 CHAIR ANTONELLI: Yes. Point
19 well-taken.

20 CHAIR PINCUS: Okay. So let's move on
21 to, hopefully, the last -- or do you want to stop
22 and do that tomorrow morning?

1 Do people want to do the last one or
2 do they want to do it tomorrow? Amy?

3 MEMBER HOUTROW: So I have a question
4 about process. There seemed to be some concern
5 about feasibility of implementation of the
6 measure in an accurate sort of way. So then, do
7 we say, I want to conditionally support this
8 measure with the idea that CMS determines the
9 feasibility of an accurate reporting? And do we
10 need to do that? Do we need to ask? Is anyone
11 going to make a motion for that in order to have
12 such a vote later?

13 MS. LLANOS: Can I just point
14 something out? So there's reporting challenges
15 with everything that we get, right, that we
16 produce, that states produce for us. So
17 obviously, NQF, you guys guide. I would suggest
18 that you don't focus on the accuracy of the
19 reporting because I feel like there's challenges
20 and variations in how all of our state partners
21 collect and report. So I would just steer away
22 from that for the purposes of recommendations.

1 CHAIR PINCUS: Elizabeth?

2 MEMBER MATNEY: I would just echo what
3 Karen had noted. I know that earlier I had
4 recognized some of our data challenges, and we're
5 working, NAMD is working with CMS on adding all
6 the caveats and narrative around the Scorecard
7 measures, where we want to relay accurately,
8 where we are in the process of changing.

9 So agree, don't let that be the
10 impetus for supporting or not supporting.
11 Because a lot of us feel like this is a good
12 opportunity for quality improvement and to get
13 kind of our butts in gear to collect things in
14 better ways.

15 CHAIR PINCUS: So we will adjourn now,
16 and we will consider the last measure tomorrow,
17 the All-Cause Readmission Measure tomorrow. And
18 then we'll do all the voting on the additions
19 tomorrow.

20 So everybody have a good evening.

21 (Whereupon, the above-entitled matter
22 went off the record at 4:38 p.m.)

A			
a.m 1:8 5:2 99:8,9	75:10 76:14,17 80:10	114:20 115:22 124:21	251:9 253:13,20,22
108:15 112:10,11	80:11 81:13,16,20	135:14 137:7 166:18	256:4,10 259:12
AAP 191:10	82:2,9,19 83:14 85:22	177:5 180:22 204:7	265:7 279:6 283:10
abbreviated 107:5,7	86:4 97:2,10 101:21	217:21 229:5,9 234:8	283:12,18
ABCD 336:1	127:10 232:16,19	237:9 254:16 270:9	adherent 269:16 284:18
Abilify 155:16,17,19	233:1,4	270:16 272:22 275:6	adjourn 4:22 348:15
ability 42:10 63:12 64:5	accountable 71:6,18	288:6 290:17 294:17	Adjunct 22:14
65:4,7 96:16,20	86:12 87:9 88:14	296:13 300:13 333:21	adjusted 303:12
130:14 218:22 231:14	118:13 122:11 231:4	339:7	adjustment 286:7
268:20 269:5 335:1	268:19 269:12,18	added 26:11 89:9	296:16
able 36:15 45:15 47:6	337:10	149:19 159:19 174:4	admin 318:3
48:7 49:21 58:22 72:5	accounting 30:6	250:6 260:12 265:2	administer 57:16
73:12,16 76:12 88:3	accuracy 51:1 347:18	267:5 345:1	administration 2:17,18
93:22 95:4,18 96:1	accurate 45:16 78:4	addictive 196:17	23:18 57:1
97:13 122:12 129:20	86:9 248:5 328:7	adding 102:8 178:15	administrations 319:2
201:7 217:6 222:5,9	332:13 347:6,9	284:3,13 308:12	administrative 75:9,10
231:6 237:4,5,16	accurately 348:7	348:5	149:17,18 184:6,12
259:2 320:20 325:10	achieve 37:16 38:8	addition 22:22 26:12	186:16 251:20 337:18
325:20 336:4 339:1	179:18 243:20 284:16	27:11 29:4,11 30:3,6	administratively 329:6
341:11	acknowledge 55:17	30:15 49:5 91:6 96:18	341:10,12
above-entitled 99:7	57:18 59:22 60:3 65:1	96:22 100:5 104:10	administrator 57:1
112:9 172:12 249:6	102:17 103:5 142:13	107:22 125:20 126:5	admission 304:16,16
348:21	144:7 214:19 296:20	150:6 159:16,18	305:3,14
Abrams 25:10	acknowledged 179:15	160:10 174:6,18	adolescence 187:6
absent 147:12	266:10,20	196:13 204:16 240:1	192:12 327:3
absolute 103:20 267:10	Acknowledges 44:4	241:4,12 249:12	adolescent 186:9 187:9
279:1,7 280:12	acknowledging 287:10	250:22 265:19 268:18	187:19 188:1,3
absolutely 40:7 95:17	acknowledgment 51:9	273:15,15,18 274:3	189:15 190:10
134:1 145:15 203:22	ACO 16:17 71:2 230:5	277:12 286:12 291:17	adolescents 149:10
211:1 216:12 329:18	233:19	291:18 315:10,13	186:12 187:11 188:11
abuse 2:17 23:17	ACOG 113:12,16,20	318:11 320:3 321:21	191:13
162:21 201:8 253:8	114:13 116:22 120:21	339:17	adopted 344:12
abused 169:10	121:3 122:7 123:20	additional 36:12 62:19	adoption 48:19
abysmal 267:10	123:22 124:6,22	64:6,11 67:18 117:6	adult 27:5,10 28:2,15
Academy 21:8 314:8	128:3,4 130:19,22	147:20 212:10 215:5	28:21 39:14 40:19
Accelerated 55:9	131:8,11 134:4	252:21 336:12	47:3 49:16 58:4,7
Accelerator 23:10 44:9	136:14 137:5 138:6	additionally 174:11	59:4 60:5 62:12 91:12
accept 112:19 298:15	147:16	198:9,18	110:13,15 112:21
accepted 203:3	acquisition 51:1	additions 244:22 249:5	171:21 196:14 201:16
access 34:13 68:18	act 93:11	266:3 348:18	202:9,14,21 221:14
106:22 108:11 129:17	acting 16:11 24:12	address 74:20 77:22	221:21 228:18 251:10
130:2 131:3 132:12	action 50:12 123:17	111:16 117:21 121:20	254:6 265:12 301:18
168:4 189:7,22 190:1	219:15,17 325:10	139:14 150:14 202:13	343:11
190:5,9,13 194:3,6	actionable 109:17	202:18 203:14,19	adulthood 234:12,16
195:3 214:17 287:9	111:15	207:12 210:1 213:21	adults 6:12 19:2 90:5
access-to-care 193:2,8	active 315:22	214:13 215:3 233:16	222:19 229:18 260:1
194:10,12	actively 200:19	254:17 287:1 296:2	289:12
accessed 29:18	activities 14:17 40:9	330:5	advantage 62:8
accessing 194:5	65:12 79:1 96:8 167:1	addressed 122:9	advantages 342:22
accompanied 238:17	171:1 179:21 337:7	addresses 256:12	adverse 93:1,2
accompany 52:15	activity 79:20 81:15	315:14	advised 312:17
accompanying 52:10	actual 98:21 137:2,7	addressing 88:16,17	advisory 2:5 18:11 20:9
account 63:22 65:22	194:8 201:10 269:5,7	168:22 195:2 309:16	131:22
73:20 93:8 256:22	acute 210:8,19 308:7	adequately 150:14	advocate 3:13 116:16
accountability 57:4,7,8	308:11	222:5,9 226:1	118:15 121:11 179:14
60:22 66:16,20 70:21	adapted 251:12	adhere 258:21 259:2	183:8 184:1,2,8,18
71:2,5,11 72:10 75:9	adapting 263:18	adherence 208:16	194:12 200:14 220:8
	add 99:20 102:4 114:9		224:10 232:6 260:12

285:15
advocated 118:13
advocates 85:2
advocating 220:21
 267:3
Aetna 1:22 10:13,20,21
Affairs 2:8,10 15:14
 21:5
affect 235:5
affiliated 1:16 12:19
 19:22
affirmatively 335:4
afford 133:6 134:6
 330:15
age 164:16 182:11
 190:17 191:1 193:6
 193:19 194:4 225:21
 226:3,5,7 251:16
 281:5 313:7
agencies 47:5 48:15
 163:2 184:3 203:12
 337:9
agency 2:20 47:13
 68:17 85:16 160:19
 182:6
agenda 5:15 29:19 53:5
 107:5,6,7,20 108:15
 108:15 164:6 172:7
agendas 107:4
ages 149:6,10 186:9,12
 225:19 236:11 245:22
 246:4,8
aggregate 73:2 268:2
aggregated 79:13
Aging 2:4 18:15,18,22
agita 229:2
ago 56:21 132:9 156:22
 166:5 194:17 221:15
 260:19 301:15 305:2
 321:10
agonist 155:18
agonizing 326:15
agree 50:16 118:12
 120:14 122:7 134:3
 139:1 144:13 159:6
 161:16 162:2,5 166:3
 176:10 177:4 178:9
 200:8 209:19 211:1
 224:15 230:18 233:6
 256:16 257:4,9,16
 261:17 278:8 289:7
 299:4 307:16 315:18
 327:11 328:10 338:7
 348:9
agreement 201:4
agrees 151:8
ahead 31:18 55:8
 112:12 171:14 172:16

188:10 197:2 200:7
 211:14 218:3 221:9
 275:17 300:20
AHIP 313:19
AHRQ 328:17
aim 31:15 115:2
al 71:2
Alaska 337:2
alcohol 194:19 253:7
algorithm 102:3 104:8
 104:11,12 249:22
align 117:12 128:12
 163:1
aligned 37:5 233:20
 251:22 262:4,21
 263:10 336:15
aligning 214:3
alignment 59:6 65:9
 100:13 104:6 114:15
 139:6 147:16 173:19
 205:5 304:2 313:16
 338:9
aligns 58:3 204:6
 226:14 314:8,9
All-Cause 348:17
Allen 2:1 12:3,3 17:12
 17:12,16 138:14
 176:9 177:1 181:9
alleviate 83:5
alleviation 253:14
Alliance 3:6,7,8 171:13
allocate 55:4
allow 170:22 210:4
 275:15 279:19 315:10
 328:21
allowed 106:2 272:18
 272:20
alluded 116:18
alternative 111:20
 112:17,19 156:4
 162:11
ambiguity 65:17
ambiguous 55:18 65:16
AMCP 21:11
AMD 60:10
amendments 75:17
American 1:13,15,19
 9:9,18 10:8 22:20
 314:8
amount 51:8 52:14
 87:16 134:1 220:18
 325:5
amounts 244:9
ample 300:17
Amy 2:6 15:17 35:20
 145:19,22 146:5
 148:12 153:14 156:19
 164:9 167:19 178:11

179:12 182:3 197:12
 200:5 239:5 260:15
 278:15 293:9 308:21
 309:13 340:6,7 347:2
Amy's 38:22 94:18
 181:10
analogy 55:16
analyses 29:10 108:3
analysis 100:22 102:3
 104:8 116:13
Analyst 25:7
analytics 11:20 48:10
 204:8,8
and/or 94:16 100:5
 215:14 252:7
Anderson 1:13 9:17,17
 53:7 170:3,8 308:2,19
 308:22 309:5 344:22
anemia 267:9
angst 305:8
anguish 120:8
announce 26:19
announcements 5:14
annual 35:4 58:15 59:4
 67:12,13 96:5 111:14
 333:10
answer 35:21 45:16
 80:3,4 83:16 93:18
 105:8 124:16 159:14
 195:8 212:20 262:2
 268:5 280:8 309:8
 312:18 333:2
answered 260:17
answers 333:6
anti-psychotic 251:9,18
 255:13 265:7
anti-psychotics 197:16
 236:11 245:22 246:4
 246:8 265:2
anticipate 48:17,18
anticipatory 183:14
 185:12
antidepressant 258:9
 281:3,6,8 283:19
 295:17
antidepressants 283:6
 285:13 293:22
antipsychotic 149:11
 149:13 150:16 152:11
 154:1,8,15,16 156:12
 157:15 158:12 162:7
 162:16 163:4 171:18
 176:15,17
antipsychotics 149:6
 152:7,20 154:4
 157:14 163:11 164:15
 165:10,21 169:21
Antonelli 1:9,11 6:3,4

21:18,18 31:9 32:5
 33:11,14 35:19 36:18
 36:20 42:22 44:21
 47:11 49:4 52:22 54:5
 70:19 96:12 99:10,16
 115:1 117:9 118:16
 120:10 121:12 122:13
 123:6 124:18 125:5
 126:13 127:20 130:9
 132:17 134:10 135:13
 136:20 138:13,20
 140:21 141:20 145:7
 146:4,11,15,19 147:3
 147:11,22 148:2,9,13
 150:21 153:13 156:18
 159:5,22 161:3,14
 164:7 166:2 167:7,19
 168:14 170:2,7,9,11
 172:3,15 175:3,20
 176:8,22 177:2,14,20
 178:1,10,16 179:12
 180:7,11 181:8 182:2
 183:19 184:21 185:15
 185:22 186:3 188:5
 189:2,17 190:20
 191:18 193:15 194:14
 195:14 197:2,7,10
 200:2 201:12 203:20
 204:3 205:15 206:21
 208:4,22 209:4,8
 210:6 211:8 212:5,9
 212:12 215:7,11
 216:18 217:15,19
 220:5 221:4,8 222:13
 224:12 225:5,13
 227:1,22 229:21
 231:17 233:5 234:6
 235:7 236:19 239:9
 241:18 243:21 244:20
 245:11 247:7 248:7
 248:13,16,20 249:9
 252:16,19 254:19
 255:7,21 256:14
 257:2,8 258:3,14
 260:14 261:14 263:9
 263:21 264:15,21
 265:14 266:6 267:1
 268:14 270:10,14
 271:10,14 272:4,15
 272:19 274:9 276:4
 277:6 278:22 279:4
 279:22 282:6 283:1
 283:14 284:12 285:4
 285:18 286:2,18
 288:22 289:16 290:13
 290:19 293:1 294:9
 295:19 296:6,11
 297:2,11,18 298:5,21

300:3,8 301:8 302:12 304:8,11 305:21 306:5,10,15,19 307:1 307:13 308:13,20 309:4,10 310:5,17 311:13 312:12 314:1 314:11,18 315:17 316:20 317:17 318:13 319:3,21 320:7,11,14 321:14 322:2 326:2 342:21 345:13,16,19 345:21 346:2,5,8,16 346:18 anybody 130:15 135:15 136:21 139:16,21 145:20 148:4 185:15 186:4 195:16 211:12 215:14 225:6,9 235:10 245:14 272:16 277:21 297:6 303:4 307:21 311:22 312:14 321:20 328:19 anyway 205:21 apart 188:17 apologies 111:22 apologize 31:18 112:4 241:11 295:7 apologizes 113:6 282:1 Apparently 112:1 Applegate 11:21 252:12,21 Applegate's 252:17 applicability 232:15 233:1 applicable 101:14 176:16 application 76:13,22 77:10 applied 103:22 104:10 250:1 applies 234:9 apply 129:6 140:14 297:21 330:22 appointments 191:3,4 appreciate 66:9,13 67:3 74:18 213:22 216:13 216:16 237:18 291:2 309:16 appreciated 31:17 approach 24:9 41:6 51:18 72:10 160:18 214:14 223:10,11,11 280:15 approaches 51:15 83:14 approaching 39:9 appropriate 150:15 152:10 156:13 166:11	180:6 201:5 214:18 221:22 282:12,18 309:19 316:10 339:14 339:20 340:3 appropriately 55:5 156:14 202:4 214:16 225:2 331:14 340:3 appropriating 136:8 approval 128:9 294:15 approve 293:13 294:1,2 297:3,22 approved 72:20 128:19 129:1 140:11 239:4 Arabian 311:4 area 46:14 114:11,19 115:7 121:7 123:14 160:15 174:21 188:1 199:6,21 206:18 219:22 258:18 266:1 330:7 areas 26:3 44:4,11,19 47:16 60:2 69:1,12 75:22 76:2,6 100:16 258:6 304:18 339:4 arena 233:2 argue 231:21 261:9 argument 300:11 325:17 arguments 99:3 Arizona 20:15 arm 169:22 233:9 art 94:5 articulate 58:22 articulates 97:8 artifactual 209:9 as-is 145:4 Ashlie 25:10 asked 116:6 125:12 136:10 142:2 203:22 245:21 260:16 asking 55:17 205:22 230:17 257:1 273:22 298:14,16 aspect 44:1 95:16 180:3 314:21 aspects 167:12 257:5 269:8 270:20 284:5,6 284:7 assess 103:15 158:5 178:7 assesses 111:4 assessing 213:10 assessment 114:2 339:21 assigned 317:4 assimilate 94:1 assist 103:17 282:19 assistance 48:8 52:10	associated 145:6 296:15 association 1:13,14,15 1:16,17,19,21 2:3 9:9 9:19 10:9 12:12,18,20 13:5 14:4 18:15 22:21 47:14 49:13 61:7 62:5 234:18 256:9 321:11 assume 78:16 79:6 106:5 assuming 130:12 202:7 263:7 assured 215:8 331:16 assuring 336:2 atherosclerotic 233:14 attached 81:8 97:5 attention 89:3 133:18 134:2 148:21 149:7 176:5 180:12 243:5 260:10 343:11 attest 40:5 attractive 343:2 attributes 138:2 audience 50:11 57:13 84:11 audiences 57:18 audit 231:4 audited 321:9 Authority 2:15 18:9 authorization 209:15 223:21 authorize 177:8 automated 342:9 automatically 341:21 availability 129:17 available 29:16 35:13 35:16 75:6 105:8 109:20 113:7 140:9 221:18 258:7 296:2 average 187:18 227:9 261:2 awaiting 146:22 aware 86:7 214:2	192:8 198:12 199:17 200:17,18 209:1,11 217:17 238:4 243:6 249:9 254:21 269:19 272:9 275:8 278:12 284:8 286:19 289:1 293:2 295:8 312:18 319:11 321:13 341:8 back-door 223:10,11 261:7,8,10 backdrop 61:18 background 28:18 56:17 153:18 bad 170:1 189:16 190:16 209:18 220:2 bad's 169:18 balance 66:21 93:13,17 94:3 101:10 102:7 125:11 164:1 256:18 260:16,17,17 267:22 balancing 66:15 93:11 138:2 band 182:11 193:19 194:4 bang 210:10 211:6 bank 192:9 bar 119:16 barrier 305:10 bars 28:9 base 42:9 214:2 based 28:6 34:9 40:1 42:9 46:12 54:10 63:16 82:16 118:4,5 120:21 130:19 214:4 215:6 225:3 226:2 240:2 335:21 bases 171:3 basically 25:16,20 37:12 100:3 145:19 257:9 294:22 301:1 basics 341:4 basing 141:14 basis 35:5 bath 207:16 bathwater 115:21 Beacon 2:11 19:20 bear 56:18 238:6 beautiful 117:7 began 28:20 65:15 beginning 62:5 213:13 265:12 begs 190:11,15 behalf 7:7 15:3 47:12 behavior 194:18,19 207:19 253:7 behavioral 18:3,10 40:18 47:18 71:14 159:21 168:9 185:3
--	---	---	---

B

B 155:2

baby 115:21 207:16

back 7:15 13:15 58:7

61:15 65:5 83:5,11

97:8,22 105:22

107:15,20 108:11,14

108:20 116:6,10

124:19 125:22 130:11

130:18 136:11,14,19

139:10,15,20 140:6

148:3 160:9 162:18

164:9 169:15 172:10

180:7 182:3 184:18

254:3,6 258:7,19
 259:6,16 269:12,13
 284:2 289:10
belabor 178:4
belief 220:10
believe 24:7,11 48:12
 69:3 126:8 192:9
 203:5 205:3 237:12
 260:2 263:17 265:4
 278:19 287:9 295:14
 296:14 337:19
believed 153:3
beneficial 208:2
beneficiaries 60:17
 84:9 251:16
beneficiary 85:17
benefit 21:6 26:16
 181:21 253:19 290:7
 301:10
benefits 155:9,10,11
benzo 205:11
best 40:8 44:20 53:18
 56:2 60:13 65:9 84:1
 95:19 101:17 106:12
 121:8 138:1 153:3
 160:22 162:9 169:13
 178:6 211:7 257:13
 342:16
bet 217:18
better 10:15 60:13
 61:12 75:13 90:17
 96:3 116:3,15 117:4
 118:2 120:16 130:7
 132:15 135:7 144:20
 149:16 151:19 156:5
 156:11,16 158:3
 160:15 162:12 183:14
 197:22 200:16 206:4
 206:9 208:8,8 240:8
 245:16 267:21 284:20
 285:3 295:6 299:7,8
 300:1 301:4 312:21
 317:2 325:10 334:4
 339:3 348:14
beyond 229:19 230:12
 310:1 323:16 346:7
bias 37:20 77:12
biased 24:12
bidirectionally 97:13
big 63:15 65:8 154:3
 178:20 212:2 233:1
 298:8
bigger 61:13
biggest 56:3 61:17
 115:18 200:14 210:10
 211:6
billing 119:10,11
 340:12,16 342:11

binary 273:16 274:20
 276:19
Bind 22:16
binoculars 31:11
biological 171:1
biostatistician 52:17
birth 113:15 114:5
 174:16
birthday 318:17
births 110:22 120:12,13
bit 6:22 25:13,15 32:10
 33:3 34:20 36:14
 44:22 50:11 62:15
 73:3 83:17 97:10
 111:13 112:15 117:11
 117:14 129:7,10
 140:16 141:22 153:9
 162:19 163:15 172:8
 179:2 189:20 198:2
 203:22 205:17 216:6
 221:20 254:14 258:8
 267:18 271:15 286:5
 305:7 310:20 330:1
 332:10
block 88:1 154:10
 155:19
blocker 154:20 155:10
blood 225:19,22 226:3
 226:6,8 227:7,10,13
 230:9,13,17,18,20
 231:8,13 233:10
 235:2,4,8 237:17
bloodstream 303:9,14
blow 40:14
blowback 191:11
BMI 78:8,15
board 327:18
boat 64:15
bold 142:7
bolded 143:1,17
boost 36:12
Boston 1:11 6:6 21:19
 228:14 311:3
bother 33:9
bottles 11:12
bottom 323:17 337:3
bottoming 235:8
brake 311:20
Brandeis 19:22
bread 175:8
break 99:5 233:9 238:8
 249:1
breast 91:12,18
brief 104:18 105:4,14
 151:3 156:20 251:4
 269:11
briefly 99:19
Bright 336:13,15 337:8

337:10
bring 108:1 132:11
 133:18 136:19 139:10
 139:20 148:21 191:1
 211:11 241:1 242:9
 242:16 293:10 295:8
 307:3 320:1
bringing 166:10
broad 54:8 57:14 61:11
 61:11 97:20 101:15
 101:15 294:16
broader 39:16 40:9
 47:6 73:16 317:22
broadly 56:11 89:16
 343:4
Brooks 281:21
brought 147:20 148:22
 217:7 242:14 243:16
 268:22 340:21
BS 2:9
BSN 1:14
buck 210:10 211:6
buckets 47:10
bucks 298:8
build 48:10
building 55:19 56:1
 96:8 112:2 315:4
builds 38:22
built 87:8 343:7
bulk 26:8
bundle 121:21
buprenorphine 213:9
 213:15
buprenorphine-nalox...
 198:19 216:1
burden 60:15 68:13
 73:5 86:8 100:20,21
 194:22 329:22 330:2
 341:12
burdensome 252:8
burning 311:20
business 20:20
butter 175:8
butts 348:13
Byron 3:5 119:3 127:22
 131:11 137:10 138:7
 140:11 164:22 192:8
 192:19 193:1 255:1
 262:3

C

C 4:3 155:2
C-section 116:9
CAHPS 32:20,21 33:2,4
 33:8,16 34:3,9 35:14
 35:17 45:7,8 46:7
 68:18
calculated 303:14

calculates 313:8
calendars 140:14
California 174:11,22
 187:17 206:12,15
 315:6,7,16
call 5:17 90:3 145:20,22
 168:15,19,20 170:4
 183:20 185:1 188:7
 211:9 222:14 311:17
 319:4 344:17
called 57:19 129:5
 146:8 305:1
calling 193:16 209:5
calmer 169:17
Camille 2:3 18:13 178:3
 180:13 289:2,3
cancer 91:12,18 196:1
 196:2 200:11 216:22
 236:13 246:15,19
 247:5
candidate 30:7,11 31:2
candor 43:14 66:12
capacity 48:15 49:2
capital 72:6 97:9
 271:11,18
capitated 77:20
capture 7:17 52:7 68:21
 101:15 117:7 131:19
 143:8 145:9,16
 212:19 219:19 220:15
 222:5 227:12 263:18
 328:21
captured 135:7 143:13
 145:11 147:9,17
captures 219:20
card 115:2 221:6 228:5
 228:6 298:10
cardiovascular 233:14
cards 188:7
care 2:1,15 6:6 14:10
 17:18 19:14 21:9,19
 21:22 37:2 44:12
 45:20 51:20 53:9
 60:16 85:6 87:9 88:13
 90:2,3,11 92:18
 100:12,22 109:7,7,8
 110:6,6,15 111:5,6
 112:14,14 113:17,22
 114:3 120:14 124:3
 125:18 128:11 129:17
 129:19 130:2,8
 132:12 133:5 135:2
 156:6,10,16 157:17
 162:15 163:16 165:4
 165:6,21 167:4,10
 169:1 173:8 186:13
 187:9,11,18 189:22
 190:1,5,9,13,14 194:3

194:6 197:6 214:17 221:13 223:21 224:10 228:11 229:7,17 233:10 236:9 243:9 244:7,17 257:5 260:8 267:10 282:12,15,16 283:5,7 284:5,6,7,21 287:9 288:17 303:15 308:4,7,10,11 314:21 315:1,9 316:3,11 317:11,22 318:22 320:20 341:5 343:9 careful 88:6 346:7 caring 229:15 Carla 8:19 Carol 1:20 8:19 13:16 13:21 32:15 35:19 70:11 115:10,12 118:16 245:11 carrier 184:16 carry 247:10,11,18 carve 259:15 269:10 carved 268:20 case 31:22 38:14 59:12 63:7 153:10 155:14 181:15 198:5 241:14 274:7 307:4 332:1 case-by-case 222:10 cases 153:2 157:5,6,16 cash 211:18,22 casting 301:17 catch 189:4 catching 220:4 264:10 categories 238:10 240:14,22 241:2 categorized 27:14 30:19 38:3 107:18 catheters 305:15 caught 289:13 caused 109:8 causes 46:17 causing 305:7 caution 77:3 caveat 137:4 139:8 142:18 208:7 239:17 240:19 242:14 278:6 320:1 caveats 98:4 99:2 143:12 242:17 245:12 278:19 348:6 CCSQ 339:11 CDC 204:21 205:6 214:3 217:9 303:21 312:8 ceiling 151:21 cell 200:12 217:2,4,11 267:9 center 2:1,19 12:4 17:17 23:12 35:9 44:3 44:14 45:19 60:7 67:10 229:2 centered 100:12 Centers 2:21 3:6,9 central 15:14 104:3 303:9,13 304:20,21 305:4 308:5 cents 156:17 certain 98:1 143:11 167:6 225:3 certainly 44:11 46:1 50:18 57:15 59:8 60:18 62:7,10,11 65:3 65:10 67:20 68:4,22 69:10 74:9,10 80:17 84:12 85:16 96:1 153:7 201:2 205:3 287:2 330:4 cervix 118:7 cetera 49:18 53:21 54:2 85:8 184:14 308:5 309:9 343:13 CHA 229:10 chain 344:16 Chair 1:11,12 6:3,15 21:18 22:7,8 25:12 31:9 32:1,5 33:11,14 34:19 35:19 36:18,20 38:21 41:8 42:1,5,8 42:22 44:21 47:11 49:4 52:22 54:5 66:2 68:1,6,9 69:15,19,22 70:10,19 82:20 83:18 93:10 96:11,12 98:11 99:10,16 115:1 117:9 118:16 120:10 121:12 122:13,15 123:6 124:18 125:5 126:13 127:20 130:9 132:17 134:10 135:13 136:20 138:5,13,20 140:21 141:20 143:15 144:9 144:16 145:7 146:4 146:11,15,19 147:3 147:11,22 148:2,9,13 150:21 153:13 156:18 159:5,22 161:3,14 162:5 164:7 166:2 167:7,19 168:14 170:2,7,9,11 172:3,15 175:3,20 176:8,22 177:2,14,20 178:1,10 178:16 179:12 180:7 180:11 181:8 182:2 183:19 184:21 185:15 185:22 186:3 188:5 189:2,17 190:20 191:18 193:15 194:14 195:14 197:2,7,10 199:11 200:2 201:12 203:20 204:3 205:15 206:21 208:4,22 209:4,8 210:6 211:8 212:5,9,12 215:7,11 216:18 217:15,19 220:5 221:4,8 222:13 224:12 225:5,13 227:1,22 229:21 231:17 233:5 234:6 235:7 236:19 239:9 240:3 241:14,18 243:21 244:20 245:11 247:7 248:7,13,16,20 249:9 252:16,19 254:8,19 255:7,14,19 255:21 256:14 257:2 257:8,9 258:3,14 260:14 261:14 262:9 262:12,14 263:9,21 264:15,21 265:14 266:6 267:1 268:14 270:10,14 271:10,14 272:4,15,17,19,21 274:7,9 275:19 276:4 277:6 278:22 279:4 279:22 282:6 283:1 283:14 284:12 285:4 285:18 286:2,18 288:22 289:16 290:13 290:19 293:1 294:9 295:19 296:6,11 297:2,11,18 298:5,21 299:18 300:3,8,13 301:8 302:12 304:8 304:11 305:21 306:5 306:10,15,19 307:1 307:13 308:13,20 309:4,10 310:5,17 311:13 312:12 314:1 314:11,18 315:17 316:20 317:17 318:13 319:3,21 320:7,11,14 321:14 322:2 323:17 323:20 324:1,5 326:1 326:2 327:8 329:19 330:9 332:16,21 333:13 334:7 335:5 335:10,17 339:6 340:4 341:6 342:20 342:21 344:17 345:2 345:6,13,16,19,21 346:2,5,6,8,16,18,20 348:1,15 Chair's 125:7 294:11 chairs 5:19 6:1 21:14 32:6 105:15 291:7,14 challenge 76:15 77:4,5 100:17 131:5 312:4 322:8 challenges 318:2 320:18 328:9 347:14 347:19 348:4 challenging 36:1 chance 203:18 change 41:6 73:13,14 74:9 83:8 84:21 114:12 248:12 294:21 297:22 299:5 305:3 328:2 changed 62:14 82:4 116:22 120:21 132:7 216:15 240:16 296:9 changes 59:21 62:19 63:2,7,11,12,15 64:19 67:7,13 117:21 129:4 232:18 263:17 292:18 297:17 changing 136:9 348:8 characteristics 27:19 27:20 100:15 charge 44:16 56:22 charged 27:4 chart 28:7,14 182:20 183:5 184:7,19 194:6 231:4 235:3 303:20 318:8 charts 122:4 234:21 329:8 chat 102:20,22 262:17 check 102:16 132:2 170:13 218:10 330:20 331:12 checking 171:2 checkmarks 183:3 checks 131:18 Chief 10:4 11:16 15:9 15:12 16:11 17:5 18:8 23:16 child 16:8 17:17 27:4 27:10 28:2,9,21 39:13 40:20 47:3 58:4,7 59:4 60:5 62:12 86:19 87:1 93:3 110:13 149:19 153:7 158:15 163:13 174:4 189:22 190:1,5,9,13 193:7 195:7 301:18 314:22 317:6 318:1 328:12 336:2 346:13 child's 265:3 childhood 174:8,19 313:5 316:9 children 6:12 15:21
--

49:14,16 84:16 85:4 91:2 95:2 115:6 149:10 157:14,17 158:20 161:21 163:5 167:4 169:8 171:18 173:7 176:5,17,19 177:9 178:6 182:1 183:13,13 184:4 234:11,15 265:2 305:5 313:7 314:21 315:2 316:2,7,11 320:22 325:6 327:15 343:9 344:6 children's 1:11,21 2:4,6 2:9,12 6:6 10:1 11:4 13:4 15:19 16:6,7 17:11 21:20 49:12 159:3 162:22 228:10 228:14 229:11,17 234:18 308:3 310:22 311:3 316:2 321:11 337:5 342:5 CHIP 1:3 2:19 5:8 23:11 23:13 44:5 45:19 47:7 55:11,11 56:19 57:5 57:17 60:16 74:1 233:20 264:7 270:21 311:8 336:10,20 CHIPRA 341:18 choice 180:6 choices 67:1 257:12 choose 38:18 48:4 257:15 CHOP 342:4 chosen 272:2 Christmas 231:1 chronic 89:19 90:6,13 109:10 126:4 208:1,3 208:9,10 210:13,15 214:20 232:1 257:11 chronically-ill 234:11 circle 53:5 54:16 circumstances 172:8 Citizens 9:12 CLABSI 303:10,19 304:19 claim 211:18 claims 77:17 111:11 119:8 173:10 174:14 184:6 196:7 201:22 212:17,19,22 213:4 215:6 226:10 281:12 313:10 318:8 322:22 337:21 342:13 claims- 28:5 clarification 130:16 134:17 177:15 277:5 293:11 305:9,18,22 306:3,4 319:15 clarifications 306:22 307:9,17 clarified 305:12 306:17 clarify 69:20 74:21 137:1,11 138:18 141:1 213:17 240:4 262:9 320:6 345:9 clarifying 122:16 124:22 126:21 248:14 clarity 80:6 94:8 240:11 293:5 Clark 9:7 43:1,2 45:5 Clarke 1:19 8:16,18 9:8 35:20 258:14,15 260:14 class 292:21 classic 304:20 clear 93:18 104:16 135:11 137:17 238:18 247:11 257:19 273:10 273:13 274:21 275:2 276:2 298:18 300:11 clearly 65:8 click 108:1,7,15,17 clicking 108:12 client 153:4 clinic 177:16 clinical 2:10 11:17 16:14 17:5,21 20:16 22:11 58:5 76:7,21 85:6 88:14,16 101:15 102:9 114:12 141:4 152:5,6,9,18 153:22 154:17 156:1 157:2 229:14 253:3 342:6 clinically 157:3 230:10 clinician 153:19 222:20 287:22 289:8 341:22 clinicians 227:6 231:12 234:19 237:15 316:8 342:10 clinics 199:20 clock 53:2 302:20 close 118:7 218:16 228:16 231:14 closely 58:3 253:13 closer 195:2 club 87:12 CMCS 4:17 58:12 CMCS' 27:14 CMCS's 30:19 CMS 2:19 19:12 26:13 46:17 55:12 56:10 69:4 71:11 79:12 81:4 82:5,14 83:9 84:8 95:8 97:8 98:21 101:7 111:19 112:16,18 114:7 133:11 145:13 160:4 174:4 179:7 187:7 195:6 214:5 233:21 238:19 251:12 262:4,4,21 263:12 268:1 272:8 278:9 299:6,14 301:10 303:19 312:3 326:17 328:18 330:11,20 331:21 332:15,17 347:8 348:5 CMS's 263:5 272:9 Co- 21:13 co-chair 6:8 228:9 co-chaired 326:13 co-chairs 1:9 24:10 56:14 Co-Director 22:10 co-occurring 9:15 coaching 204:9 coalition 9:13 Coast 228:1 codes 78:12 119:10 328:1 329:7 331:4 344:10 codify 78:6 coding 77:18,21 79:6,7 102:1 coexisting 305:1 Cogan 2:2 19:7,8 76:10 125:9 126:6,11 160:1 189:20 196:21 197:3 197:9,12 199:13 206:11 215:16,19,22 216:10,13 231:18 254:13 256:1 263:12 283:15 297:16 328:8 cognitive 253:8 259:6 cognizant 37:19 colleague 255:1 325:13 334:9 colleagues 24:12 50:17 66:10 88:5 112:6 232:1 301:11 collect 68:14 78:4 79:5 93:22 211:17,19 334:18 347:21 348:13 collected 34:22 74:6 77:17 78:3 119:8 318:16 collectible 318:7 collecting 78:11 269:9 287:17 328:9 341:1 collection 79:11 194:21 252:10 329:15,21 330:6 331:18 332:6 342:19 collectively 45:2 Colleen 3:11 335:7,8,14 335:19 college 188:20 color 229:5 Colorado 179:6 285:10 Columbia 1:12 22:9,12 combination 155:16 combine 7:10 63:2 combined 259:18 combining 7:18 come 13:15 19:3 55:17 90:9 97:7 105:22 115:11 116:10 120:8 121:16 125:7,21 126:15 127:17 129:5 130:11 131:16 136:11 136:14 137:20 139:15 140:20 166:19 172:10 173:14 188:12,19 200:17 217:16 221:11 232:18 254:21 284:8 308:4,7 309:12 312:18 319:21 comes 35:9 53:22 54:1 67:19 73:22 79:8 137:15 188:18 224:4 246:6 319:19 343:11 comfortable 142:14,17 291:1 coming 34:14 77:6 90:22 125:21 144:22 190:12 198:12 233:2 234:14 239:20 241:21 245:3,17 269:4 326:3 340:22 comment 36:18,21 37:11 38:22,22 41:9 50:17 88:4 99:1 105:21 110:3 121:15 126:18,21 128:20 129:1 130:11 132:18 132:19 134:15 135:21 136:5 137:10 139:9 146:22 160:5 161:8 167:21 170:18 171:5 171:11 172:6 189:21 190:18 195:5,6 203:16 207:5 215:4 216:22 224:19 235:19 236:3 265:16 295:22 310:7,8 312:4,7 337:12 commenter 132:21 commenters 211:11 comments 37:3,8 39:6 49:9 56:17 66:4 70:11 88:8 98:17 125:9 126:1 127:15 132:19

138:15,16 144:3
 145:10,14 147:10,11
 147:13 171:7,9 172:2
 188:6 197:4 204:7
 206:12 209:3 212:10
 213:22 215:14 236:14
 238:3 252:20 254:20
 267:4 283:16 287:16
 310:11 319:8 328:8
comments/discussion 345:3
commercial 20:19
 84:17 85:7 119:21
 271:7 311:5
commitment 96:14
 97:12 115:5
committed 331:5
committee 1:3,7 3:5,8
 5:8 6:19 7:9,20 18:11
 21:10 23:3 24:12
 25:15 27:3,8,15 29:2
 29:5,14,22 45:8 69:16
 70:1 82:5,6,6 85:12
 85:14 105:15,16
 106:19 107:11 111:17
 113:16 118:21 123:3
 129:1 130:14 134:12
 136:7 139:9 142:20
 143:8,12 147:1
 150:10,11 153:16
 170:14 172:18 216:18
 225:7,8,10 235:14
 239:2 244:18 245:21
 246:1,2,5,7,10,11,17
 246:19 247:3 293:7
Committee's 82:17
committees 97:18
 128:9 136:6 291:5
common 78:20 152:22
 156:3 163:3 285:9,16
 314:2
communicate 325:11
communication 109:6
 125:17 126:7 283:8
community 1:16 2:13
 11:4,9 12:19 17:11
community- 46:11
community-based
 18:19 45:9
company 10:14,20 21:6
 21:11
compare 69:4 94:9
 198:1 304:3
comparison 95:12
comparisons 95:22
competency 100:13
compilation 28:21
compiled 35:12

complete 33:1,2 85:5
 105:17 188:15
completed 12:7
completely 55:16 118:8
 124:1,13,15 127:8
completeness 332:13
complex 49:14 89:19
 163:18 223:15 229:19
 230:5 234:10 317:14
complexities 85:4
complexity 66:8 84:16
 95:2 316:7,12
compliance 156:7
compliant 156:9
complicated 73:22 86:4
 254:15
complimentary 155:11
component 124:3
 340:18
components 183:7
composite 194:18
composition 125:10
comprehensive 29:2
 108:6 113:13 114:4
 119:11 128:15 131:4
 131:5,21 132:14
 181:22 186:13 194:6
 194:11 214:14 223:14
 223:15
comprehensiveness
 66:17
con 99:3
concept 147:15 288:11
concepts 318:11
concern 47:21 119:6
 131:17,21 151:15
 199:8,21 276:17
 283:9 295:13 330:1,3
 347:4
concerned 71:1 154:3
 268:19 277:19 327:19
concerning 162:17
concerns 99:2 116:8
 123:10 151:3,11
 152:15 153:11 192:13
 223:19 224:2 287:1
 293:5
conclude 24:5
concluding 114:4
conclusions 184:10
concrete 346:11
concur 302:21
concurrent 149:6,12
 152:6,9,13,19 165:18
 205:11 236:10 245:22
 246:4,8 265:2
condition 51:18,18 97:5
 139:8 229:19 239:1

261:1 267:7 268:3
 273:19,20 274:4,8
 275:9 276:2,3 278:1,2
 278:14,14 280:3
 284:8 287:4 291:20
 292:6,9 294:1,3,4,7,8
 297:7,10,12,17,21
 298:19 335:3
conditional 273:7 275:1
 291:19 292:5 328:4
conditionally 196:13,18
 238:12 275:16 276:22
 277:1 279:10 347:7
conditions 89:20 90:6
 90:13 145:9 200:13
 201:1 217:2 223:15
 239:11 240:2,10
 241:3 260:21 267:17
 273:7 274:18 276:16
 277:14 279:8,13,18
 279:19 280:9 293:16
 293:18,20 294:15
 297:3,7 302:17 305:1
 305:19 312:1,19
 321:22 322:5
conducted 29:9
Conference 1:8
confident 82:10
confirm 199:17 255:17
confirmation 331:2
confirmed 337:13
confirming 126:11
conflating 177:17
conflict 14:22 19:10
 24:7
conflicting 133:3
conflicts 13:6 20:7 22:5
confused 124:14
confusing 311:11
confusion 118:14
 124:11 240:22
congenital 228:12
 229:7
Congress 295:4
consecutive 149:14
 196:5 202:2
consensus 170:5
 291:16 292:10,11
 294:12,16
consequence 82:1
consequences 81:3,7
 84:12,19 93:1,2 101:5
 214:9 231:13 325:2
 327:1
conservative 207:11
consider 26:5 36:16
 37:18 49:1 73:19 78:8
 82:7 101:9 120:1

123:5 142:12 146:18
 148:18 164:13 252:9
 276:1,9 304:18
 308:17 313:2 330:20
 339:16 348:16
consideration 22:1
 56:9 64:8 69:9 129:12
 136:19 151:10 158:7
 160:10 170:12 171:20
 172:5 225:16 235:22
 249:12 258:12 274:15
 288:15 294:14 326:5
considerations 4:17
 217:1 278:8
considered 69:14 74:10
 76:3 150:8 165:11
 230:8 251:8 312:1
considering 69:2
 110:18 120:7 195:21
consistency 184:8
consistent 239:22
consistently 51:19
 245:5
Consortium 9:11
constantly 125:14
constrain 254:20
consultants 25:11
consulted 22:15
consumers 18:20
consuming 92:16
contact 113:21 132:5
 138:9
contacts 123:13
content 32:9 62:18 63:2
 63:8,18 64:19 130:8
 135:7 280:13
context 36:22 37:9
 46:20 82:8 135:14
 161:9 301:12 302:9
 320:10
contexts 161:13
continual 304:5
continually 186:16
 217:13
continuation 141:22
 282:21 285:13
continue 59:5 67:15
 68:1 70:8 96:16
 115:22 118:15 122:12
 124:8 172:20 234:18
 288:20 290:8
continued 226:19
 281:17
continues 59:18 67:21
 180:19
continuing 69:11 237:1
 329:14
continuity 187:10

221:12
continuous 313:15
continuously 173:12,16
contraception 86:18
 122:8
contraceptive 19:13
contractor 333:9
contradict 124:13,15
contrary 176:14
control 95:14 172:8
 210:3 227:9,14,15
 230:13,17 231:14
 232:1
controlled 226:1 231:9
Controlling 225:19
controversial 314:5,6
controversy 237:12
convene 6:8
convened 25:16
conversation 60:9
 102:21 151:7 218:5
 220:9 276:14 277:9
 280:10 291:9,14
 302:7,11
conversations 40:4
 47:15 61:2 63:22 64:6
 64:11 72:2,7,12
 110:18 301:15 323:12
 330:1
convinced 124:12
coordinate 337:14
Coordinating 21:9 45:8
coordination 109:6
 125:18 126:8 259:2
 282:12,16 283:7
 284:21
copy 27:16
core 18:22 27:5,9,10
 28:9,15,21 35:10
 39:13,14 40:19,20
 41:11,16 42:18 43:9
 43:11,20 44:15 45:10
 46:9,21,22 47:3,3,16
 48:1,19 49:1 50:2,5
 52:9 53:19 54:18 56:4
 58:4,7,13 59:4 60:5
 62:12 67:5 68:3 69:10
 78:20 85:14 101:3
 110:14,15 111:14
 112:21 126:19 127:3
 127:6,9,17 129:9,14
 133:9 140:16,18
 141:9,15,16 149:19
 161:22 163:13 165:3
 165:8 171:21 193:8
 195:7,12 196:14
 201:16 202:9,14,21
 221:15,21 226:16

227:19 239:19 251:10
 251:14 258:2 262:16
 262:18,19 263:2,4
 264:3,12,13,19 265:3
 265:11,12 266:6,7,8,9
 266:12,17 267:5,19
 272:22 301:11,17,18
 302:10 309:3 310:1
 311:18 313:20 316:16
 323:9,14,18 328:12
 332:11,20 346:13
Corporate 19:19
Corporation 22:15
correct 75:3 126:22
 141:13 146:14 203:6
 219:16 247:12 248:6
 263:2 278:21 296:8
 307:12
correctly 80:8 81:10
 192:14 330:3
correlate 286:1
correlated 168:9
cost 91:4 253:11 260:4
 261:2 268:2 315:5
 327:3
cost-effective 314:22
cost-high 257:10
costly 270:2,6
costs 233:16
Council 22:20
counseling 78:14
counted 342:13
country 120:4 205:14
 218:9
counts 111:18 233:10
 292:22
couple 14:20 39:8 54:7
 56:16 62:15 64:7 66:5
 80:1 123:9 153:21
 159:15 198:21 213:12
 223:17 301:15 305:2
 306:3 307:8 338:16
 338:17
course 52:19 104:4
 108:22 110:18 119:9
 149:20 153:3 187:3
 201:3 262:7 292:10
court 7:14
coverage 125:2 128:14
 128:17 131:1
covered 198:6 284:5
 337:11
covers 317:22
CPHQ 2:5
CPT 77:18 329:6
cracks 258:1
create 65:10 93:21 98:1
 307:6 337:22

creates 48:3 114:19
creating 124:11
credit 117:17
criminal 327:5
crisis 120:4 133:6
 200:15 202:13 206:5
 207:13 214:13
criteria 27:2 49:20
 72:20 99:20 100:4
 102:3 103:11,13
 226:2 249:20 267:7
 267:18 268:7 326:7
 336:13
critical 36:6 100:8,15
 104:5 189:8 191:3
 254:1 314:20 315:14
crucial 118:19 144:5
culmination 96:8
cultural 100:12
curate 97:13
curation 59:3
curious 140:4 192:1,2,5
 192:22 261:19,22
current 88:18,20 131:9
 159:17 300:9
currently 15:12 18:2
 26:1 28:12 40:12 46:7
 118:13 202:19 243:7
 251:13 284:2 315:8
cutoff 207:10
cuts 257:17
CVS 10:13,20
cycle 217:12

D

D 155:2
D.C 1:8 9:13
Dahan 1:14 12:11,11
 77:14 79:22 168:21
 180:9,17 188:11
 211:16 234:20 288:10
 318:14
daily 196:3
Dan 115:10
danger 169:4
dangerous 182:13
dashboard 88:19,20
 89:1 224:11 230:4
 260:13
data 27:9 28:8,15 29:8
 34:9,10,13,22 35:1,12
 35:13 47:4,4 48:2,10
 51:1 52:7 59:9 63:17
 63:17,18 64:11 68:13
 68:15,16,16,18,21
 69:4 74:8 76:13 77:16
 78:3,5 93:22 95:15
 100:20 101:22,22

104:19 111:10 116:7
 145:6 149:16,17,18
 157:13 166:7 173:10
 173:10 183:11 184:6
 184:13 186:15 194:21
 196:6 204:8,8 211:17
 212:18 215:6 222:2,3
 222:5 226:10 251:20
 252:7,10 268:21
 269:8,9,15 281:12
 303:16,17,19,21
 305:17 313:10,12
 318:3,4,7,15 320:18
 321:9,10 322:22
 329:15,21 330:6
 331:18,22 332:5,11
 332:13 334:19 348:4
data-holders 321:7
dataset 305:14
date 131:6,6 141:3,6
Dave 10:4 120:15
 132:17 164:9 166:2
 167:7 258:15 261:15
 268:22 285:18 288:22
 289:1,3,16 297:9
 298:14 300:5,10,22
 340:6,7 341:6
David 2:4,7 9:22 16:3
 32:13,16 115:8,9,13
 117:10 121:19 150:18
 151:1 153:13 156:21
 164:9 166:2 182:3,4
 183:21 191:19 193:15
 216:20 218:3 220:6
 221:5 222:14 228:5
 231:18 232:8 258:14
 258:15 324:3,5
 326:21 334:9
David's 118:2
day 4:22 5:9,10 22:2
 65:20,20 96:19
 107:21 109:3 158:1
 158:12 181:7 207:8
 223:17 275:4
days 5:16 22:1 111:8
 115:19 116:1 117:6,8
 128:5 149:14 196:5
 202:2 208:12,13
 210:19 219:8,14,15
 219:17,18 220:4
 221:13 225:3
deal 83:10 129:13 199:6
 210:14 328:12
dealing 89:15
deals 44:14 49:13
dearth 100:11 153:7
 264:6
deaths 205:13 221:3

224:1
debate 205:3
debates 60:6
debating 59:13
Debjani 3:3 5:6 24:15
 24:18 99:13 102:14
 103:7
decade 223:2
decent 121:9
decide 239:14
decided 129:3 287:22
 319:20 323:13
decision 63:2 76:18
 238:9,10 240:17,22
 241:2 275:17 288:20
 319:12,17,17
decisions 29:8 35:4
 80:9,22 82:4,12,13
 84:4 85:20 172:22
 241:9
deck 108:21
declaration 9:16 228:8
decrease 163:4 256:5,5
deep 277:8
deeper 74:12
deers 154:1
defer 43:5 229:14
 325:12
define 65:7
defined 254:12 343:2
defining 72:1
definite 90:11
definitely 102:21
 103:22 162:13 184:8
 249:17 263:1 291:7,8
 309:15
definition 60:22 255:10
definitions 160:20
definitive 123:9 331:20
definitively 157:3
degree 272:3
degrees 154:11,12
delay 316:6
delays 324:14 325:3
 327:2 333:22 334:2
deliberate 90:7,16
 262:18
deliberating 89:12
delighted 6:16 7:2 16:2
deliver 18:18
delivered 267:10
deliveries 110:22 111:7
delivery 71:4 90:2
 109:8 111:9 169:1
demanding 203:13
demonstration 329:13
demonstrations 75:18
denominator 201:22

230:7 231:15 234:3
 254:10,11 255:10,11
Department 1:18 2:2,7
 2:8,13 15:13 19:9,16
 20:5
dependence 253:8
depending 6:12 71:1
 227:8 229:19 295:1
depression 121:5 122:8
 129:22 259:5 281:7
 283:20 284:15,22
 285:2,2,8 286:6,7,8
 287:12 288:7 296:15
 296:17
Deputy 15:12 18:14
deriving 141:15
describe 42:3
described 130:20
describing 258:5
description 110:21
 149:9 173:6 186:11
 225:20 248:8 251:15
 281:4 303:11 322:21
descriptive 27:19
desirability 311:16
despite 287:9
detail 212:10
detailed 107:5
details 236:1
detect 49:22 51:20
 94:19
detected 325:4
Deter 23:19
determination 41:11
 98:2
determinations 26:2
determined 57:22
 81:10
determines 347:8
detrimental 93:4 94:21
 158:14
develop 208:11 225:1
developed 21:21 132:8
 137:14 205:12
developer 105:12
 127:21 137:13 164:12
 215:14 216:19 275:8
 278:9 322:17 330:14
 331:13 332:4
developers 105:7,11
 137:22
developing 43:8 129:21
 163:1
development 19:13
 20:7 143:6 165:11
 264:9 336:2
developmental 43:7,18
 44:1 176:4 179:22

181:13 185:3,11
 322:15 324:14 325:3
 327:2,22 338:11,14
 338:18 340:14 344:14
 344:22
developments 264:3
devil's 179:13
devoting 343:17
diabetes 226:5,8
 256:11
diagnosed 231:21
diagnoses 289:6
diagnosis 223:1 225:22
 226:5,8 235:6 255:12
 260:2 270:3 281:6
 287:12
dicing 302:2
died 234:16
diet 78:9,11,15
difference 34:22 56:3
 279:17 298:16 300:14
 329:3,5,9 330:18
 339:9
differences 6:20 49:22
 51:21 94:20 286:14
different 25:13,15
 44:17 52:6,7 54:17
 56:8 57:9,9 58:21,22
 60:8 65:11 71:7 79:14
 87:3 91:3,16 96:10
 106:13 121:14 131:8
 155:5 185:14 189:21
 198:4 220:12 230:6
 248:8 257:12 266:18
 271:4,6,7 282:13
 292:21 298:18 299:13
 299:15,15 302:1
 310:20 311:8 331:9
 338:16,17 340:11
differentiate 194:7
differentiation 220:1
differently 6:22
differing 134:5
difficult 40:22 76:19
 83:10 129:18 144:4
 174:17,22 286:17
dig 73:16 74:11 172:10
 198:13
diligently 158:9
dire 132:9
direct 94:8 149:7
directing 199:6
directional 95:8
directionally 331:20,20
directly 29:18,20 70:20
 84:8,22 111:16 168:8
 198:22
Director 5:7 6:5 11:4,22

14:10 17:11,17,22
 18:3,14 20:4 21:19
 23:9 24:18 55:9
 335:14,20
directors 1:17 14:5
 18:18 47:14 61:8
 219:1 342:15
disabilities 2:4 9:12,15
 15:21 18:16 19:2
 46:15 89:19 289:13
 317:13
disability 1:19 9:10,13
 18:18,22 334:3
disabling 260:21,22
 261:11 269:22
disagree 117:11
disappointed 328:16
disclose 9:6,20 10:22
 12:1,5,14,22 13:7,11
 14:1,6,12,21 15:15
 16:9,21 17:8,19 18:4
 20:1 21:12,17 22:6
disclosed 19:4
disclosure 8:8 19:11
 24:5 306:21
disclosures 4:12 7:10
 7:19 10:1,6,10 11:6
 12:8 21:2
discomfort 195:1
discount 317:19
discouraging 165:17
discuss 31:1 33:6
 107:22 110:2 151:5
 171:19 191:14 242:12
 251:3
discussant 106:4 113:4
 196:21 226:21 251:6
 252:12 281:17 282:8
 304:6 305:22 306:6
 306:11 313:21 314:14
 320:18 324:4
discussant/advocate
 307:22
discussants 105:3,6,14
 106:1 150:17 315:19
discussed 31:4 64:3
 100:5 101:3,6 105:20
 143:10 187:3 192:1,3
 192:4 202:11 221:14
 238:13 323:7
discussing 26:9 78:9
 112:13 178:16 240:5
 258:9 275:2 302:4
discussion 19:3 29:11
 30:17 31:8 33:21
 42:14 54:6 66:3 81:18
 83:21 99:4 102:6
 103:9 105:17 106:8,9

106:11,18 107:1,15
 108:14,20 115:4,17
 134:22 143:1,4 149:8
 153:17 173:15 176:15
 201:16,17 221:11
 222:21 229:21 239:14
 241:15,19 242:6
 251:7 252:5,11
 254:22 255:22 258:13
 261:7 271:12 275:3
 276:8 277:15 295:9
 300:17 307:6 311:15
 320:2,4 321:16 322:5
 323:8 342:1
discussions 46:20
 47:22 98:18 104:22
 138:6 162:20 265:19
 267:3 331:1
disease 200:12 228:12
 229:7 232:1 233:14
 269:22 270:1
diseases 109:10,10
 126:4
disincentive 77:13
disincentivize 199:22
disincentivizes 199:3,9
disorder 181:19 199:10
 214:16 286:7 296:16
disparities 100:13
dispensed 177:19
 251:17
displaying 73:13
disrupting 163:21
distinction 275:4 278:6
 298:20
distinguish 143:18
distributed 29:14
ditto 189:5,10
diver 74:12
diversion 220:16
divert 50:20
Division 17:22 19:8
 58:12,19 67:10,16
divorcing 319:16
Dobson 2:3 18:13,14
 178:4 179:1 289:4
 290:17
docked 237:16
doctor 17:7 183:16
 205:9
doctors 206:16 218:10
 220:19
document 238:20 290:7
documentation 205:22
documented 297:13,14
documenting 206:3
 237:14,15
dog 343:10

doing 34:12 39:18
 44:17 54:4 60:1 86:8
 89:5 94:5 96:4 117:16
 121:4 131:15 155:4
 166:1 168:12 169:13
 178:21 182:18 184:19
 206:13 209:18,22
 219:11,12,13,20
 220:1,2,3 222:11
 237:19 240:15 259:1
 272:1 309:21 314:8
dollar 52:4,14
dollars 8:6 91:4 92:16
 331:7
domain 109:7,8,10
 125:21 126:7 160:4,6
 160:7,11,12,13,16,20
 161:5,10,12 166:13
 167:1
domains 27:14 30:19
 30:21 107:17 108:8
 109:5 160:18 161:1
 250:9,15,17,17 325:8
door 331:15
dopamine 154:8,11,12
 154:20 155:10,18,19
dosage 160:6 195:22
 196:3 214:3 236:13
 246:14,19 247:5
dose 87:2 155:7,8,15
 196:5 222:21
doses 154:15 155:13
 222:19
double 216:5
doubt 166:21
dovetailing 72:14
downstream 84:14
 325:1,2,15 326:22
DPA 1:19
Dr 10:12,19 11:15,21
 139:13 195:14 208:4
 229:22 252:17,21
 307:7 312:3,12 326:3
draft 26:1
dragging 224:21
dramatic 337:6
draw 163:1
drawn 68:2
drive 152:1 204:18,21
 207:18 288:20 321:5
driven 56:5 58:14 67:21
 97:16 318:19 338:19
driver 233:15 253:11
drop 61:17 131:9,13
 210:22
dropping 344:10
DRPH 1:21
drug 253:7 295:16

drugs 177:19 191:15
 194:20 209:15 220:20
 223:4,6
DSRIP 22:3
duals 226:16
due 37:3 110:10 254:3
 316:6 337:20
dug 198:20 199:17
dynamic 54:17 86:1
dysfunction 168:8

E

E 4:3
earlier 53:11 103:9,22
 127:11 131:15 210:8
 249:18 266:1 299:3
 315:12 334:5,5
 340:21 348:3
early 63:19 71:22 128:4
 131:16 162:20 165:11
 185:11 196:15 202:20
 203:4 229:18 325:7
 325:17,19,20
earned 8:4
ears 57:20
easier 64:14 342:10
easily 85:3
easy 57:7 119:9
echo 65:15 77:3 193:4
 231:20 286:21 310:10
 348:2
echoing 38:12
economic 268:2
ED 253:5
edits 220:12,17
education 187:15 223:3
effect 151:21 158:10,13
effective 109:6,9
 125:17 126:3,7 206:9
 208:2 223:8 285:15
 289:21,21
effectiveness 129:19
effects 154:21,22
 157:22 253:18 290:1
 290:3 295:13
efficacy 220:11
efficiencies 75:17,21
 98:1
efficiency 273:3
efficient 61:15
effort 114:9 122:10
 334:20 336:2,3,3
 338:5
efforts 39:21 114:19
 187:15,22 204:21
 206:17 268:1 338:15
EHR 328:20 339:3
EHRs 339:1 340:9

eight 96:6
Einzig 2:4 9:22,22 16:3
 16:3 150:18,19,19
 153:15 167:8 261:17
 285:19 289:17 297:10
 297:12 298:3
either 16:20 22:1 43:8
 82:5 83:12 85:5 95:5
 96:13 130:13 143:4
 154:11 180:13 184:2
 219:6 238:11 241:13
 241:14 256:8 268:21
 269:5 273:17 274:22
electronic 111:11
 173:10 226:10 303:17
 303:17 313:10 323:1
 328:18 333:19 338:7
 341:20
elegant 327:7
elevate 269:20
elevated 215:9 266:16
elevates 345:18
elevating 92:8 227:18
elevators 5:19,20
eligible 254:10 263:13
eliminated 213:15
eliminating 36:10
Elisa 3:3 7:4
Elisabeth 2:11 189:3
 190:20 283:2
Elissa 136:3
Elizabeth 1:17 8:20
 14:2 19:19 31:19 43:2
 45:5 282:3 348:1
Elliott 2:5 20:8,8 21:1
 35:21 36:19 161:16
 162:18 175:22 257:4
 317:18 327:10
elopement 157:19
email 29:15 106:18
 243:12
embed 341:20
emergency 113:7 221:1
 233:11
emergent 290:1
emerging 123:18
empathetic 321:2
emphasis 51:4 77:22
 122:2 176:6
emphasize 97:16 264:2
 301:20,22
emphasized 111:15
emphasizes 92:11
empirical 110:10
employer 234:2
EMR 343:15 344:4
EMRs 338:13 343:8
enacted 220:17

encounter 113:19
encourage 36:12 40:22
 85:11 156:6 167:17
encouragement 234:9
encouraging 315:1
end-user 214:6
ended 165:13
endorse 115:22 156:22
 308:12 314:4
endorsed 110:8 149:17
 150:10 151:14 152:17
 153:17 186:10 251:14
 261:22 263:13,15
 264:12 339:10
endorsement 104:19
 110:9 114:18 115:18
 118:21 150:7,9
 152:16 192:2,3
 195:10 196:19,20
 264:8 322:16 326:7,8
 326:16,19 330:16,19
 331:8
enemy 289:15 344:2
energy 159:20
enforcement 218:12
engage 79:2
engaged 233:7 336:3
engagement 11:9 78:19
 158:21
engaging 84:8
enhancements 64:20
enhances 155:20
enhancing 283:7
Enrique 1:16 8:20
 12:17 31:18 264:16
 265:15 268:14,15
 270:10 319:4,10
enrollees 263:14
ensure 77:9 82:14
 105:7 214:12 282:11
 282:17 339:13
ensuring 337:10
enter 243:15
entertain 215:2 297:8
 341:7
entire 91:16 92:12
 116:4 120:5 256:19
 344:6
entities 133:19
entry 318:19
environments 77:20
envy 66:6 76:15
EPSDT 178:5,7 183:4
equal 51:8 239:2
equality 100:15
equivalence 210:12
 213:10
equivalent 196:4

equivalents 207:8
ER 222:3 256:6
error 245:2
especially 31:12 47:17
 49:11 51:13 90:5,11
 100:18 217:20 230:19
 230:21 242:10 267:15
 289:12 304:15
established 214:2
 215:1
estate 256:21 258:7
 266:13 310:16
et 49:18 53:21 54:2 85:8
 184:14 308:5 309:9
 343:13
ether 46:17 47:9
evacuate 112:3
evaluate 94:12 324:13
evaluated 38:2 49:21
evaluates 212:18
evaluating 27:4 91:10
evaluation 17:22 23:16
 91:22 261:21
evening 348:20
event 151:16
events 255:17
everybody 5:3,11 6:16
 56:17 86:7 215:8,12
 224:22 243:22 249:10
 273:13 287:4,5 295:2
 319:5 348:20
everybody's 235:8
 293:4
evidence 110:10
 114:12 116:21 118:11
 119:1 154:13,14
 158:11 192:14 215:1
 225:4 227:15
evidence-based 253:12
 327:7
evolution 41:2 65:1
 74:17
evolve 41:6 42:21
evolved 132:5
evolving 54:9 62:1
exact 198:21
exactly 32:6 41:21
 57:12 117:16 138:15
 140:20 146:19 167:21
 206:17 264:5 298:5,5
 298:7 299:19 345:19
 345:21
example 75:16 78:7
 91:11,12 154:17
 155:15 159:8 181:18
 187:17 240:5 242:2
 274:2 291:11 292:20
 300:22 337:2 346:11

examples 96:2 156:2
Excel 29:1 108:11
exception 8:14 12:8
 217:9
exceptionally 168:3
excess 8:5
exchange 237:6
excited 55:13 86:13
exciting 6:10
exclude 217:6 264:10
excludes 303:19
excluding 28:22
exclusion 228:21
exclusions 234:14
exclusive 27:21
excuse 258:15 278:1
executive 18:14 319:11
exercise 78:9,12,15
exist 26:3
existing 27:4 117:20
 131:10
expand 34:20
expect 118:7 287:11
expectation 287:2
 317:3
expectations 293:4
expected 32:12
expenditures 76:5
expensive 261:12
 343:12
experience 21:22 45:10
 45:20 46:7 207:19
 258:17 269:1 329:1
experienced 204:11
experiences 56:9 59:10
experiencing 204:12
 205:14 290:2
expert 11:3,16 15:5
 116:18,19,21 117:1
 118:4 120:22 133:12
 134:4 138:8 217:8,10
 255:3 316:8 336:1
expertise 59:9 90:14
 229:15
experts 2:1 7:22 9:3
 14:15 21:14 23:2
 217:8,9
experts' 72:8
explain 193:12
explaining 254:20
exploring 47:4 68:20
 214:9
exposure 191:14
express 283:13
expressing 298:6
extensive 47:15 336:21
extent 67:18 69:12 79:5
 84:7 97:21

external 20:9 217:8
extremely 54:6 65:19
eyes 57:20 154:2

F

FAAP 2:9,21
face 82:18,20 261:12
 307:17 308:18
faces 32:3 242:21
facets 111:4
facilitate 31:8 251:7
 287:9
facilities 69:7 308:11
FACS 2:8
fact 44:13 64:17 93:21
 96:18 116:5 117:21
 119:16 151:13,15
 180:18 218:18 228:9
 228:16 233:9,12
 276:4 288:12 294:15
 296:20 306:5 316:6
 318:16 339:2 343:20
 344:13
factor 140:17 233:14
factors 41:4 61:21 74:2
fair 163:15 230:19
 325:5
fairly 116:21 166:15
 260:4,6 314:2
fall 30:20 62:22 63:3,19
 63:19 64:18 75:1
 160:6 220:14 250:17
 257:22 324:19
false 184:10
familiar 58:10 291:5
families 1:20 6:12
 13:22 334:6
family 100:12 113:7
 169:12 226:16
far 32:2 50:17 154:13
 168:22 177:5 250:2
 277:19 319:8 344:15
farther 157:10
father 9:14
favor 188:2 306:18
 344:6
FCCM 2:9
FDA-approved 213:7
feasibility 100:17,20
 104:13 138:3 250:2
 347:5,9
feasible 92:9 130:5
February 128:20
Fed 346:3
federal 2:16 22:19 23:2
 27:8 28:8,10,14 29:7
 57:4,15 75:10 76:9,18
 80:18 133:19 163:2

fee 78:1
fee-for-service 282:16
feedback 60:12 61:13
62:3,9 65:18 73:10
214:4,6 216:16
249:20 252:2 313:17
feeder 43:11,19 47:2
264:14
feeding 55:2 272:9
344:15
feel 48:2 82:10 83:6
95:9 99:1 121:6
123:16 158:9 175:9
212:9 219:1 227:4,17
242:8,13 276:16
280:19 300:4,8
309:21 321:3 322:6
325:13 329:15 334:14
342:21 343:5 347:19
348:11
feeling 127:7
feels 38:13 207:16
232:10
felt 111:17 150:11
316:8
fewer 30:8
fidelity 279:22
field 33:15 48:4 54:4
122:4
Fifteen 249:1,2 260:19
Fifty-two 247:12
fight 329:14
figure 61:4 68:12 74:13
87:5 95:6 329:17
332:5 340:19
figured 70:21
figuring 57:11 93:13
328:13
file 29:1 108:11
files 29:7
fill 43:9 104:5 250:11
252:17 283:12
filled 211:20 269:17
filling 161:10
fills 285:13
final 129:2
finally 28:5 61:5
financial 20:7 71:3 77:1
81:6 82:8,18 84:12,20
85:6 229:3 327:17
financially 71:18
find 143:22 242:2,18
299:22 327:4 328:19
343:2
finding 57:6 164:1
271:17
findings 337:13,19
fine 145:15 227:19

fine-tuned 233:7
finish 63:5
finished 172:4
finishes 146:1
fire 112:2
firm 96:20 191:12
first 5:9 8:17 13:17
21:15 28:1 31:10
32:13 38:3 49:8 56:20
66:6 73:6,12 80:7
108:13 110:5 113:14
114:1 115:9,19 117:6
128:1 138:18 149:19
150:22 151:4 165:16
171:8 172:16 173:4
174:13 182:15 185:14
194:1 196:8 201:15
201:15 207:5 210:14
218:4 219:14,15
236:8,15 240:5
241:20 242:11 250:21
251:8 265:13 280:1
280:20,20 284:14
322:16 324:17 336:6
Fiscal 27:9 28:8,11,14
29:7
fit 40:6 47:9 77:2 160:7
160:13,15 268:11
fits 44:15,20
five 59:16 115:13 116:1
143:21 164:16 165:10
171:18 175:17 207:21
337:5
fix 116:3 199:12 204:15
204:15
flagged 235:6
flagging 302:3
flags 232:19
flawed 134:3 135:3
flea 343:9
flexibilities 97:18
flip 178:12
floating 155:19
floor 1:8 121:16 185:17
280:7 319:9 320:2
flow 91:4 136:15
flu 188:12
focus 25:20 40:10
42:17 50:21 58:2
63:14 75:16 84:2
102:11 104:3 109:3
133:20 156:6 159:20
167:12,17 221:20
289:10 347:18
focused 45:21 63:8
64:20 67:16 202:21
256:4 259:19,21
260:8

focuses 102:6 111:18
focusing 39:22 53:20
60:20 82:3 83:7
202:20
folks 44:12 60:10 68:20
90:15 96:2 130:12
326:17 342:11
follow 17:16,16 42:22
46:5 106:16 124:5,14
131:8,11 141:18
151:1 289:3 295:5
298:13
follow- 125:15
follow-up 156:13,15
221:2 280:8 295:11
followed 114:3 228:14
314:3
following 123:20
126:16 141:8 174:16
226:2
food 168:7 170:19
172:10
foot 130:5 311:20
foray 75:20
force 326:14
foreign 103:12
foremost 29:18
forever 285:7
forget 31:11
forgot 295:10
forgotten 89:18
form 8:3,9 14:16 19:11
81:15
format 328:19
former 17:22 18:7
formula 199:15
formulary 216:2
formulas 198:22
formulate 145:16
267:18 279:2
formulated 139:13
formulations 199:18
forth 83:5 320:9,9,12
330:6
fortunately 166:15
326:18
Forty-four 313:13
Forty-nine 173:18
186:18
forum 1:1,8 7:6,8 62:7
100:5
forward 26:6 48:16
50:10 97:7 101:9
102:1 126:15 130:6
135:21 203:2 239:15
258:13 274:15 275:16
280:5 307:3 312:15
313:2,5 319:7 321:5

329:16 330:7 332:2
341:4
forward-looking 220:22
foster 161:21 162:15,22
163:4,16 314:22
found 198:21 203:14
256:8
foundation 58:7 66:1
68:11 69:11
foundational 88:1
foundations 22:19
four 115:13 163:12
272:3 290:2 339:4
Fourteen 196:9
Fox 3:6 195:6,14 312:3
312:12 332:21 333:3
fraction 92:15
frame 75:13 273:11
307:5 321:19
framed 299:20
framework 54:3 82:19
97:1
frameworks 100:9
framing 39:6 49:9 50:3
frankly 336:18
free 99:1 212:9
frequent 260:5
frequently 183:16
fresh 275:3
front 8:5 14:18 77:19
224:17 254:9 281:10
front-door 223:10
fruit 224:16
frustrating 55:22 338:8
frustration 46:18
118:14
FSMB 2:9
full 181:3 274:2 278:16
278:20 279:14 291:16
291:17 292:3,8 293:4
302:15 306:21 345:5
fully 76:12 276:20
291:12 308:11
function 102:22 103:5
334:4
functional 253:9
functionality 63:12,16
64:20
functions 76:8
functions/coordination
317:10
fundamentally 300:4
300:10
funding 15:22 19:15
48:9 133:20 326:11
336:16,18
further 50:4,14 240:13
267:18

furthermore 316:1
future 38:16 47:19 51:6
 61:22 82:4 83:8,22
 86:12 88:2 96:14
 98:10 130:7 171:20
 177:10
Futures 336:14,15
 337:8,10
FY 149:20 150:2 226:14
 281:13
FY26 196:8

G

gain 75:21 154:21
gap 44:4,19 47:16
 100:16 114:19 115:18
 117:6 178:20 182:7
 182:10 193:18 194:2
 202:22 231:7,9,15
 250:11 285:17 317:15
gaps 26:2 43:7,9 44:13
 90:11 104:5
garden-variety 228:15
garner 225:4
gate 312:22
gather 279:18
gathered 249:19
gauge 224:8
gavel 148:3
gear 348:13
gelled 80:12
general 6:5 32:10 152:1
 158:8 160:19 166:17
 253:17 265:17 324:8
generation 344:6
generic 260:18 271:10
 271:16
germane 289:11
getting 40:1 84:2 93:3
 130:18 131:14 167:4
 167:5,14 180:4 181:7
 183:1,17 194:5
 205:19 209:21 210:12
 210:13,19 218:16
 269:16 275:19 276:12
 278:21 285:1 316:4
 325:6 342:12 343:3
giant 56:13
Gigi 264:17,22 265:6
give 28:18 53:1 71:10
 105:14 106:4 113:1
 119:4,12 151:3
 158:11 161:9 181:21
 211:7 251:4 272:10
 319:9
given 56:22 117:13
 151:22 152:22 248:17
 266:12 268:12 269:15

276:15 287:6 294:15
 331:10 336:18
gives 64:5 97:2,10,17
 179:4 182:20 185:10
 229:2
giving 154:3 158:12
 169:21 189:7 211:6
glad 55:15 237:10
glide 71:5,19 307:6
global 183:2
go 6:20 8:7,22 13:16
 14:14 17:1 25:21
 35:15 41:6,16 54:14
 55:8 56:1,18 74:3
 86:8 88:2 89:16 99:13
 99:16 106:22 108:14
 108:18 112:12 115:13
 122:3 126:20 128:20
 129:2 130:6,10
 134:19 136:18 137:18
 143:20 148:14,15,16
 150:22 168:13 169:8
 169:15,15 170:20
 171:14 172:16 175:5
 184:18 188:10 197:2
 200:7 210:9,10
 211:14 218:3,3 220:6
 220:19 221:4,9
 222:17 227:8 233:9
 233:11 236:1 238:8
 245:9 249:13,15
 250:1,4 251:2 261:20
 269:19 275:16 280:6
 280:22 293:16 294:4
 299:9 301:17 303:4
 305:15 306:2 307:10
 309:11 319:13 328:8
 341:8,15 342:2
goal 151:22 163:3
 297:1
goals' 100:9
goes 10:18 89:9,10,13
 89:13 127:8 146:21
 154:13 157:19 170:11
 216:6 230:21 275:8
 302:2
going 5:4,13,22 7:11,18
 8:1,19 17:13,13 21:15
 24:20 26:8,9,12 33:5
 39:5 41:5 43:4 44:6
 50:3 54:7 55:8,21
 58:21 61:11 65:19
 66:2,18,22 68:11
 71:13,17 72:18,22
 75:5 77:7 80:2 83:20
 86:14 87:18 88:12
 90:10,10 91:11 93:8
 94:3 95:6 99:14,17

100:1 101:9 102:12
 112:6,15 115:3
 116:19 117:1,11
 121:13,18 122:11
 125:6,22 126:15
 128:18 129:7,11
 131:2 135:18,20
 137:20,21 138:16
 140:5,9 141:21 142:9
 144:6 145:18,19,22
 146:2 148:3,14,15
 149:3 156:1 158:14
 160:1,9 165:13,20
 167:13,21 169:18
 170:3,13,17,19,19
 172:20,21 178:15
 179:8 181:21 183:15
 183:20,22 184:2,13
 185:1,8,13 186:6
 188:13 190:4 194:15
 195:18 197:13,14
 199:2 200:3,4,8 202:8
 202:19 203:1 204:6,7
 205:1 210:9 211:7
 217:16 219:19 220:8
 220:11,14 222:9
 224:5 225:15 231:19
 238:7 240:19 254:8
 258:8 271:14 273:8
 275:20 276:1,5,12,16
 277:2,20 279:19,19
 280:5 289:20 291:3,6
 294:5 295:8,10 297:5
 301:6 302:14 304:14
 307:5 311:11 312:2
 319:3,9 321:18,19
 322:6,20 323:20
 324:2 326:18 329:20
 330:6 331:21 334:2
 339:7 346:7 347:11
gold 283:19
good 6:3 7:3 9:18 10:3
 10:12,19 11:2 13:3,20
 15:8 17:20 18:13 23:8
 24:22 25:3 37:15
 52:14 54:19 66:22,22
 72:16 82:16 83:3,12
 103:7,8,10 108:18
 130:15 143:22 156:5
 175:5 183:4 185:12
 189:14,14 203:16
 204:8 211:14 219:19
 219:22 220:2,3
 229:12 230:10 248:22
 257:7 266:15 270:18
 279:15 283:6 288:6
 288:12 289:15,18
 295:2,3 300:12 301:1

308:14,20 314:18
 320:6 323:11,16
 344:2,11 348:11,20
Gorham 3:1 24:22 25:1
 70:3,14,18 102:14
 108:19 112:12 126:2
 126:10 137:1 148:20
 173:3 186:8 195:5,20
 206:19 225:18 238:6
 240:20 241:17 242:20
 249:13 262:11,13,15
 265:6 273:14 274:20
 281:2,22 282:7
 290:21 303:8 313:4
 314:13,19 322:14
 323:19,22 324:3
 345:4,8
gotten 66:11 73:10 85:9
 210:3 227:22
government 10:21
 22:19 57:16 76:9
 80:18 203:12
grab 133:16 148:3
grade 32:19
grading 191:5
granddaughter 245:16
grant 19:12 341:18
grants 11:9 22:18
granularize 91:21
grapple 128:18
grateful 6:7 43:14 70:22
great 13:14 14:13 23:21
 70:16,16 85:16 93:21
 94:15 95:5 136:4
 150:22 159:7 197:3,9
 199:6 210:1 218:21
 227:15,21 237:20
 255:8 261:8 295:4
 318:15 324:9 328:12
 338:21
greater 93:5 196:4
 202:1 239:1
ground 56:17
grounded 65:12
group 2:5 6:8 20:9 21:7
 45:19 54:12,14 75:12
 96:16 130:11 136:17
 139:15,21 140:4,6
 142:2,4,8 144:2
 161:17 190:17 191:1
 193:6 202:10,10,21
 251:5 292:11 323:9
 323:13
groups 54:19 62:9
 136:18
growing 304:19
growth 181:3
guaranteed 158:20

guess 26:1 31:10 35:22
36:14 77:18 87:20
100:1 124:12 144:10
170:13
guidance 71:10 90:20
91:19 93:6 117:13
183:14 185:12
guide 29:12 106:8,9,12
106:18 107:1,16
108:20 149:8 320:4
321:17 322:5 338:4
347:17
guideline 124:10 125:2
137:12,13,15,20,22
138:12 141:5
guidelines 120:21
121:3 123:18,20,22
124:6 125:1 128:3,12
130:22 131:8,12
132:4 136:17 138:10
141:4 152:5,9 204:22
205:6 214:4
guides 30:17
guys 115:11 136:14
161:8 235:21 273:11
289:1 298:8,21
335:16 347:17

H

habits 288:14
half 91:13,14 147:4
hallmark 270:22
hallway 5:18,21
Hammel 1:15 10:7,7
Hampshire 311:4
hand 7:15 103:1,4
104:15 105:13 240:17
243:1 255:4 293:7
298:10
hand-raising 130:14
handed-down 118:6
handle 298:22 331:22
336:8
handles 45:20
hands 134:11 170:15
225:8 235:14 243:22
293:5 313:1
happen 31:18 43:19
81:19 117:8 134:17
134:18,21 147:5
169:18 181:4,13,18
182:14 185:13 188:22
228:19 242:14 291:22
332:9
happened 143:2 146:7
185:14 282:1
happening 122:3 178:8
179:21 200:22 302:7

329:1
happens 86:2 94:13
130:7 155:6 180:21
happy 6:4 52:19 171:19
171:21 211:11 215:2
316:17 319:10
hard 27:16 37:16 38:6,8
38:14 189:8 207:3
232:9 268:8 332:3
harder 179:17
hardest 61:2
harm 109:7 124:11
159:17 169:1
Harold 1:9,12 6:2,9
21:16 22:7 31:16 43:1
118:17 121:12 122:13
156:19 161:15 204:14
256:15 257:3,8
260:17 272:19 274:1
277:18 278:16 291:11
291:12
Harold's 133:2
hat 49:5,6 332:5
hate 141:4 166:12
218:16 227:6
HCBS 45:20 46:7
head 94:10,10
headlight 154:2
health 1:19 2:1,3,5,9,11
2:12,13,15,17,18 3:11
9:9 10:13,20 11:5
12:20 15:20 17:18
18:2,3,11 19:9,16,20
19:21 20:9,19 21:7
22:4,16 23:17 27:7
47:18 71:14 86:15
89:2 111:11 114:10
114:20 116:5 118:21
120:3 133:4 134:5,9
159:21 165:12 173:10
182:21 183:15 191:15
212:18 219:12 226:11
226:15 231:3 250:8
253:16,17 254:4,6
258:8,19 259:15,16
260:19 261:3 269:2
269:12,12,13 284:2
287:8 289:11 303:17
303:17 313:10 314:22
315:1 323:1 326:10
328:18 335:22 337:5
338:17 339:18 341:21
342:7
healthcare 1:18 2:20
11:18 12:4 14:11 17:6
18:9 68:17 84:18
132:6 183:13 207:2
233:16 303:22

healthcare-associated
303:13
healthy 92:22 93:3
hear 7:13 51:11 55:13
70:13,14 72:8 80:7
84:22 104:21 119:2
123:16 145:2 168:18
171:15 212:11 231:22
236:18 255:6 265:21
276:7 296:5,6 332:15
333:13 335:16
heard 101:8 146:8
152:15 154:5 191:22
204:20 242:9 273:6
325:17 329:22 339:5
hearing 72:11 87:16
141:7 192:17 196:14
304:15
heart 65:14 228:12
229:7
heartburn 153:10
heated 60:6
heavy 329:7
HEDIS 129:10 165:2,8
193:5 262:4,6,8
HEDIS-2020 129:5
held 231:3 268:19
Hello 5:3 25:6 236:18
help 50:4 52:19 83:17
126:19 127:18 138:11
155:12,21 243:2,3
259:2 268:7 298:20
321:5 333:3
helped 208:11 342:2,8
helpful 41:9 49:11
52:21 54:3,7 65:19
72:8 74:16 83:19 93:9
98:5 104:20 215:16
215:20 216:17 267:17
292:13 331:19
helping 53:20 56:14
66:1 290:12
helps 267:19 268:4
275:5 318:22
heresy 185:4
heroin 196:17
hesitant 288:10
heterogeneity 286:6,12
286:14
heterogeneous 287:4
hey 73:6
Hi 9:8 10:7 12:3,16 14:2
15:16 19:18 20:3
23:14 127:22 171:12
171:17 212:13 236:21
255:5 296:4 335:13
hiding 207:21
high 45:3 52:3 71:14

87:2 90:1,1 91:4
104:4 114:11 118:19
119:14 160:5 190:9
195:22 214:20 222:19
222:21 225:19 230:9
230:13,16,20 231:11
235:2,4 236:13
246:14,18 247:4
259:8 260:4,6 324:21
325:14 331:2
high-cost 256:2,6,12,17
267:17
high-dose 208:1
high-need 256:2,12,17
259:8
high-priority 282:10
high-risk 253:10
high-value 256:11
higher 48:19 119:20
154:11 157:21 159:10
166:8 179:18 190:10
193:13 207:10 232:18
253:7 324:20
highest 77:8 198:11,11
224:2
highlight 30:10 69:13
109:14
highlighting 105:3
highlights 104:12
340:13
highly 117:2 260:4
Hines 3:7 171:12,12,15
171:17 203:17 212:8
212:8,11,13,13
215:10,18,21 216:9
216:12,15 217:3,18
hinting 62:14
Hirsch 3:2 25:6,7 26:19
243:7 244:5,15
245:20 247:14 312:6
312:13
historical 118:6
Historically 304:4
history 104:19 111:13
112:15 113:1 150:5
162:19 196:12 226:18
251:5 252:4 281:16
313:14 323:6
hit 231:18
hits 256:2 258:6
hitting 35:18 49:17
124:1 283:21
HIV 191:10
hold 11:9 83:11 88:12
146:4 152:17 187:1
264:14 269:17 321:12
holding 71:18 118:12
holidays 230:21

home 18:19 45:9 46:11
69:4,6,6 169:17 171:2
226:16 227:11 259:20
homelessness 43:17
homes 159:4
honestly 87:11 153:3
Honorary 334:11,12
hood 79:16
hop 39:7
hope 102:1 218:13
237:4 273:2 299:22
303:1 330:5
hopefully 52:5 64:13
80:4 124:16 202:22
245:17 332:9 346:21
hoping 237:2
hospital 1:11,21 2:6 6:6
13:5 15:19 49:12,17
51:22 228:10,14
229:11 234:18 304:3
310:22 321:11
hospital-based 309:20
hospitalization 125:16
hospitalizations 253:5
256:5,6,10
hospitalized 309:18
310:4
hospitals 229:17 308:3
310:13,22 316:3,8
320:19
host 167:1
hour 99:12 147:4,4
House 295:5
household 168:8
housekeeping 31:10,21
housing 168:6
Houtrow 2:6 15:16,17
37:11 90:18 146:6,13
146:16,20 147:7,18
148:1,11 156:20
162:13 167:20 170:10
179:13 183:10 200:19
225:12 239:6,10
240:13 244:11 247:20
248:17 274:10 275:12
276:17 279:5 293:10
309:15 322:1 340:8
347:3
HPV 187:13,16
HRSA 26:20
huge 133:5,5 154:6
159:9 182:7 193:18
194:2 211:2 231:7,9
231:10,14 232:4
252:17 258:20 259:13
325:22 330:3 341:11
Human 2:7,14 20:5
hundred 8:5 331:6

hurting 290:12
hybrid 186:16 337:20
338:2 341:15
hypertension 225:22
227:10 228:16 231:21
231:22 232:5 233:13
234:22 235:2 237:10
hypothetical 83:6

I

i.e 334:2
IAP 44:16
IBM 2:12 18:2
ICD-10 77:18 78:12
234:22 235:1
iceberg 232:2,4
ICU 17:7
idea 98:3 133:2 134:7
141:2,2 143:22
279:15 299:20 301:1
347:8
ideal 103:18
identical 263:10
identification 40:8
56:11 174:15
identified 62:19 76:1
214:15
identify 44:19 57:2 60:2
95:4,19 103:17
209:14 212:7 270:22
328:1 334:1,4
identifying 43:7,8 61:6
94:15 235:17 333:22
illegal 196:17
illness 125:16 296:22
illnesses 200:12 254:4
image 248:9
imaginary 42:5
imagine 50:20 51:3
57:8 81:14 219:5
341:3
immediate 71:2 169:14
immediately 71:17
89:10 126:16 268:6
immensity 66:7
imminently 245:17
immunity 315:4,5
immunization 33:10,12
174:4,8,19 176:11
177:11 187:6,12,16
187:19 188:1,3,22
313:6 316:10 317:20
immunizations 11:10
175:10,12 176:3
177:6,9,21 179:22
181:12 184:14 189:9
189:12,14 313:8
314:6 315:6 318:6,12

immunize 177:8
impact 52:5 73:2 84:20
93:5 102:9 134:1
268:21 269:5 311:1
325:22 327:15 337:6
impacted 181:5
impactful 93:14,16
impacts 64:9 161:19
257:5
impairment 253:9
imperfections 287:10
impetus 348:10
implement 22:2
implementation 26:15
124:9 173:14 186:18
226:20 269:7 297:19
298:19 347:5
implemented 173:20
implementers 249:21
implication 71:3
implications 229:3
implied 51:12
importance 38:3 50:13
91:7 92:1,11 95:17
111:15 122:22 123:1
191:4 317:19 326:20
important 11:7 36:7
38:7,8,10 41:15 44:18
49:21 50:14 52:3
53:13,19 63:6 84:13
86:1 92:19,20 98:17
98:17,22 104:14
118:20 120:14 121:10
123:13,15 127:1,12
132:6 134:8 142:15
151:9 159:4,19
160:12 161:18 175:14
175:19 176:1,12
179:3,19 180:3,18
182:12 185:5 191:9
192:22 193:3 196:16
198:7 199:5 201:19
207:6,14 211:5
223:19 230:7,14
233:13,16,17 237:8
254:1 265:18 266:2
266:11,13,20 267:13
268:11 272:2 287:13
288:3,9 289:10
305:19 307:9 308:9
309:17 310:12 315:4
316:14 318:15 321:4
325:14 326:21 327:13
328:11 330:7 332:6
340:1,17 341:17
343:7
importantly 87:7
324:22

impossible 119:7
improve 76:1 123:21
167:10 187:16 315:22
improved 232:10
253:16
improvement 20:17
36:11 38:6 39:17,18
39:20 40:6 49:2 50:6
60:3 87:8 94:16 95:3
95:20 122:19 152:3
153:5 157:9 179:11
187:15 194:2 231:10
231:15 253:13 309:20
315:6,7,15 325:8
335:21 338:5 348:12
improving 11:10 71:7
167:16 188:1
in-depth 276:15
IN-PERSON 1:3
inaccurate 341:13
inadvertently 345:11
inappropriate 165:17
inappropriately 223:13
inbox 243:17
incarnation 25:14
incentive 38:20 259:18
incentives 37:14 47:21
60:1 81:7
incentivize 52:8
incentivized 338:11
incidence 49:16 230:15
231:11 260:5
inclined 211:9 322:4
include 64:12 85:17
160:21 254:5 277:14
281:19 294:6,7
303:16
included 28:12,17
29:11 30:16 31:1
33:20 45:10 47:16
75:16 145:11 191:10
213:6,11 279:12
305:6,11,12,19 309:9
includes 28:14 43:22
187:13 251:11 320:19
including 20:16 130:12
163:16 226:15 278:7
286:22 305:3,5 334:9
inclusion 151:11
221:14 268:17 274:15
274:17,18,19 279:14
293:15 306:20 309:22
inconsistencies 79:10
incorporate 339:1
incorrectly 131:7
increase 104:5
increased 150:4 214:22
253:4,8

increasingly 177:6 224:17	inserted 338:6	intolerable 154:22	151:2
incredibly 6:10 76:18 118:5 199:5	inside 228:10	introduce 13:9 21:16 23:4 24:1 105:3 335:11	Janice 3:13 236:21 237:21
indented 143:17	insight 45:12 336:11	introduced 16:4 17:3 17:10 104:17 240:21 299:18	January 1:5 128:10 140:6
independent 128:22	insignificant 216:2,11	introducing 9:3	jazz 86:9
indicate 28:9,11,16	instability 168:6	introduction 105:15	JD 2:18
indicated 157:4	instances 181:14	introductions 4:8,11 7:11 24:17	Jeff 2:13 20:3 92:6 118:16 121:12,17 124:19 140:21,22 141:20 189:3 190:20 204:4 205:16 210:8 298:12 333:14 334:7
indicates 149:15	Institute 22:11,13	invest 336:19	Jeff's 88:9
indication 119:12	institution 308:7	invested 328:12	Jill 2:10 16:10 115:10 117:9 134:12 183:20 184:22 209:10 256:15 258:15 270:14 283:16 286:2 310:6,18 314:15 333:14
indicator 158:18 187:10 206:10 214:21	institutions 311:2	investing 329:7	job 22:3 89:21 209:18 220:2,2,3 248:22
indicators 18:22 156:5 338:9	insult 218:14	invoke 125:7 297:5	joining 6:14 107:12
individual 2:1 91:22 105:22 113:20 150:12 152:18 155:6 233:3	insurance 184:15 211:18,21	involve 84:10 138:6 328:15	Jordan 3:2 25:7 170:14 235:14 243:3 293:6
individually 251:3	insurers 53:9 340:11	involved 16:16 136:18 272:14 329:12	Josh 1:18 8:20 14:8,8,9 140:21,22 141:22 201:13 204:4 205:16 206:21 209:20 231:17 233:5 283:2 284:12 286:13 321:15
individuals 90:5 171:10 196:2 251:10 253:11 257:6 260:3,7 265:8 270:1,3 315:3	integrated 6:6 21:19 328:20	involves 324:15	Josh's 142:18
industry 223:4	integration 21:22 71:14	lowa 14:3	journey 53:12,13 54:3 55:16,18,21 65:17
inevitable 93:11	integrity 76:3	Irrespective 346:11	Joy 1:15 8:20 10:7
infants 183:12	intellectual 334:3	Irving 22:10	judgment 96:21 152:18
infection 303:10,12 305:16	intended 37:5 50:11 84:11 100:22 103:17	island 115:17 302:10 311:5	Judy 2:15 18:6 115:10 118:16 120:10 121:19 128:13 156:19 159:5 162:6 175:5,5,6 188:6 189:3 226:21 227:2 285:4 286:18,19 289:7 295:7,11 306:10
infections 303:14 304:19,20 305:6,11 308:8 312:9	intending 92:13 277:3	isolated 235:4	Judy's 286:21
influence 41:4 71:8 279:20 288:13,15	intensive 79:5,20	issue 35:11 40:16 44:14 79:17 86:1 115:18 121:21 128:14 131:1 133:3 134:8 136:7 151:4,9 161:12 187:4 198:7 199:17 201:7,9 210:1 211:2 228:8 231:20 268:11 279:8 300:2 315:20 331:18 340:20	Julia 113:4,5 120:3 174:12 186:22 187:2 197:4 206:11 281:18 314:15,16,20
influences 36:8	intent 50:4 114:15 323:11	issues 26:14 48:7 79:6 79:7,10 102:1 110:11 122:9 134:2 135:1 136:9 154:21 155:17 155:22 158:22 161:13 173:14 186:18 195:3 204:11 222:4 226:20 232:14 289:11 302:4 306:3 329:15,21 330:6 331:22 332:6	Julia's 135:17 139:2 173:22
influencing 61:20 74:2	intention 94:9 323:16 346:9	it'd 133:9	Julie 8:20
inform 27:5 29:8 338:4	intentionally 158:14	it'll 118:14 128:20	July 140:12,13
information 54:2 67:19 75:2 84:3 94:1 98:4 109:17 140:19 171:22 184:17 216:17 243:16 304:1 320:21 341:2	interaction 175:11 182:17	item 108:15	jump 107:20 211:15
infrastructure 48:6	interactivity 63:13	items 53:5	junction 273:4
infrastructures 332:11	interest 4:12 7:11,19 8:8 13:6 14:22,22 19:11 22:6 24:6,8 187:21 277:21 327:10	iteration 27:6 28:1 283:4	June 56:20
infuse 71:20	interested 37:4 264:20 264:22 321:20 332:12	iterations 38:16 239:18	Junqing 3:8 255:2,5 296:4
initial 75:19 114:2 214:10 225:2 264:3 305:14	interesting 182:19 218:6 318:21	IUN 49:6	
initially 48:13 169:5 278:11 312:1 321:22	interference 335:15		
initiated 295:18	interim 64:14		
initiative 23:12 43:22 46:22 56:20 57:2 59:7 95:16,21 301:21	Intermountain 1:18 14:11 207:2,19		
Innovation 23:10 44:9 55:9	internal 47:4 62:10 166:7		
inpatient 304:3	internally 61:3 68:14 82:5 341:14		
input 30:1 102:20 104:22 263:6 336:11	internist 182:12 324:8 326:3		
insecurity 168:7	interpret 119:7 138:11		
	interpretable 120:1		
	interpreting 224:3		
	interrupt 244:12		
	interrupting 112:5		
	intervention 196:15 224:9 325:7,17,19,21		
	interventions 224:5 282:18		

J

Jacobus-Kantor 2:17
23:14,15 150:18

justice 327:5
justified 201:2
justify 209:16

K

Kamala 2:1 12:3 17:12
 136:3 138:13 175:20
 176:8 180:15,16
 181:8 327:9 330:9
Kamila 2:20 23:5,21,22
 70:4,12,14
Karen 2:19 23:5,6,9
 33:14 34:19 35:21
 37:8 45:7 47:14 48:17
 49:8 53:2,3 54:10
 55:8 70:19 72:15
 74:15 76:15 80:8 84:3
 94:7 98:12 101:7
 122:16 145:13 179:8
 263:1,22 301:8 348:3
Karen's 66:4
keep 17:13 54:22 73:20
 90:7 101:9 102:2
 108:19 117:3 125:22
 144:19 145:3 161:13
 162:4 176:1 180:19
 183:8 194:13 202:3
 208:6 217:11 232:6
 239:21 245:7 265:18
 266:3,19 287:14
 288:15 291:2 323:10
 326:18 327:11 332:10
keeping 121:11 135:5
 157:18 159:3 178:21
 194:16 282:19 285:16
 300:18
Kelley 2:7 10:3,4 32:17
 33:12,19 34:2,7,18
 88:8 115:14 166:3
 182:5 193:17 216:21
 222:17 229:22 230:1
 259:11 269:10 324:3
 324:7 326:3 334:10
 334:11 341:8
Ken 11:3 17:9 145:18
 146:1 164:7 175:21
 177:3 185:19 188:6
 189:3 221:5 222:14
 224:13 256:14 286:18
 286:19 288:22 309:14
 310:5,9 319:10
Kendig 2:18 70:6
 102:18
Kenneth 2:12 140:22
 140:22
kept 163:6
key 4:14,17 44:4,11
 57:17 88:12 122:9

187:10 308:6 340:18
kick 99:15 324:6
kicks 268:6
kid 169:14,16 181:6
 185:7 188:18
kids 90:3,4,4,6 92:16,18
 92:21 153:18,20
 154:4 159:15 162:8
 162:15 163:10,17
 164:2,15 165:9,22
 167:10,11 169:9
 180:20 185:10 194:4
 310:4 311:3,5 317:12
 324:18 325:16,22
 333:22 334:1 343:11
 343:13
kids' 159:20 168:9
 317:7
Kim 2:5 20:8 32:14
 35:19 38:13 156:19
 161:14 175:20 257:2
 317:17 327:8
kind 37:20 38:12 41:5
 41:17 42:2,19 51:8
 56:14 66:22 77:19
 78:5 83:22 84:3 86:4
 93:11 112:22 117:20
 122:18 144:9,12
 154:1 183:2 192:6,17
 192:22 210:1,5
 229:14 231:12 240:6
 258:10 259:7 272:9
 272:10 283:15 285:7
 288:12 289:9,14
 295:16 300:16 302:7
 305:18 331:12 336:17
 337:22 340:13 344:8
 348:13
kinds 51:6 66:14 93:12
 327:5
knew 18:7 338:1
know 6:19 8:3 9:4,5
 13:10 21:16 25:20
 26:3 34:20 37:7 38:12
 41:10 45:1 48:17
 53:22 56:3 57:15
 58:14 59:2 62:11 63:9
 65:16,21 66:11,16,18
 66:19,20,20 67:1,7,20
 73:20 74:22 76:20
 79:4,9 82:1 83:6,12
 83:13 85:9 86:3,16,20
 88:4 90:18 92:5,10,14
 92:15 93:6,13,20,21
 94:6,11 95:14 96:18
 97:12 99:2 100:11
 116:1,10,20 118:5,9
 122:5,17 123:8 124:1

125:12,12 128:5,15
 128:22 129:8,14,16
 130:5 131:2,4,14,22
 132:11 133:4,8
 134:18 137:17 139:12
 140:4,9 142:5,17
 143:16,19 144:12
 152:3 153:6,8 154:1,6
 155:21 156:6 160:4
 162:6,8 163:11
 164:16,22 165:4
 166:6 168:5 169:16
 171:1 176:18 177:7
 178:5 179:9 181:6,16
 182:14 184:19 185:7
 189:11 192:6,15,17
 195:11 197:6 201:9
 202:17,18 203:15
 206:5 207:9 209:5
 214:13 217:3 219:7
 222:7 229:4,16
 230:22 231:12 235:21
 237:7,14,16 252:13
 257:18 258:8,10,11
 259:4 263:2 264:18
 265:21 266:1,13,13
 269:15,19 285:11
 288:4 289:20 290:5
 291:15 292:14,18
 302:5 309:8 310:14
 312:17 319:5 321:8
 325:19 327:22 329:10
 340:21 342:1,2 348:3
knowing 38:7 202:5
 220:3 290:11
knowledge 95:5 118:6
 325:9
known 240:18 277:22
Kuwahara 3:2 25:3,4
 26:22 106:14 171:6
 171:14,16 172:1
 236:5,20 237:20
 238:1 243:12 281:20
Kuy 2:8 15:8,9 133:1
 200:8 210:7

L

la 71:2
label 145:5
labels 11:12
lack 110:10 326:20
 340:13
lag 129:8,11
lands 71:16
lane 121:4
language 58:16 185:6
lap 166:20
large 44:3 53:15 81:14

93:14 95:21 245:2
 256:20 270:4 285:17
 286:10 324:15 329:12
 342:4,6
larger 59:19 102:11
 140:3 231:15 341:19
laser-focused 310:13
latest 151:17 231:7
Laughter 17:15 32:4
 41:22 180:10 188:9
 228:2 235:9 263:11
 298:9 299:1 306:8,14
 322:11 333:5
Laura 2:17 23:5,15
 150:18,21
Laura's 157:7
law 206:15 207:1
 218:12
Lawless 2:9 11:15,16
 17:2,2 72:13 136:4
 139:13 164:11 178:12
 178:18 205:17 304:7
 304:9,13 306:4,9,12
 306:16,20 307:8,12
 313:22 314:2
lay 133:15,16
layers 282:13
lead 16:14 67:9 77:12
 105:2,6,14 106:1,4
 112:6 113:4 150:17
 181:4 184:9 196:21
 226:21 243:3 251:6
 252:12 282:8 295:5
 304:6 305:22 306:6
 307:22 313:21 314:14
 320:17 324:4
lead-in 176:2,3
leaders 136:17
leadership 81:18 90:20
 93:7
leading 58:20
leads 58:12 62:12
learned 223:6
leave 142:16 191:17
leaves 51:19
led 20:16 57:2 256:4
 323:12
left 15:6 30:9 145:17
 290:14 295:10
legislation 220:17
 346:12
length 152:12
lengthier 8:9 14:16
lengthy 80:3
lens 90:21 91:3 101:20
 102:5
let's 32:8 115:21,22
 117:3 173:3 213:20

221:4 240:20 283:1
 303:7 308:17 313:4
 332:7,10 344:17
 346:11,20
letting 319:1 344:1
level 51:21 52:1,2 54:20
 55:2 69:7 71:3 76:16
 76:18 77:8,13,15
 80:11,14,16 81:4
 101:11 116:20 157:8
 165:12 166:11 197:21
 197:22 201:6 209:13
 212:19 230:5 232:16
 232:18,22 256:20
 269:3 271:17,21,22
 282:14,15,16 286:16
 309:22 328:14
level-setting 112:22
levels 79:7 93:7 100:22
 156:10 157:21 209:15
 210:2
leverage 42:10 58:6
 68:13 97:20
liaised 105:6
liaison 9:11
liaisons 2:16 23:2
license 20:11
life 19:1 189:9 322:16
 324:17
lifesaving 267:11,12
light 123:2 128:2
liked 133:1 134:14
 141:2 210:7
likelihood 228:13
Likewise 24:11
limit 225:2
limitations 74:20
limiting 224:18
limits 220:18
Lindsay 2:2 19:7
 122:14 124:18 125:6
 156:19 159:22 189:3
 189:19 196:21 197:1
 197:2 215:15 229:22
 231:17 255:22 257:17
 264:5 283:2,14 327:8
 343:5
Lindsay's 193:7
Lindsey 70:11
line 13:9 20:21 70:5,5
 78:16 102:18 103:2
 105:13 160:2 171:4
 212:6 255:2 295:21
 304:20 305:4,15
 312:5 323:17 335:9
line-associated 303:9
 303:13
lines 70:1 77:19 107:13

107:13 130:13 171:8
 172:19 236:16 304:21
 304:21 305:4,13,19
 308:5,5
link 29:18 108:1,9
 243:13
linkage 252:7
linked 100:16 253:3,15
 276:14
links 206:8
Lisa 2:12 3:7 17:21
 139:22 171:12 193:16
 194:14 200:6 201:13
 203:17 204:3 205:4
 212:8,13 215:17,17
 215:19,19 217:15
 218:3 221:4,9 257:8
 258:3 296:1 327:9
 329:19
list 29:2 108:6 109:22
 122:2 135:4 149:1
 198:20 228:21 230:3
 270:8
listed 250:17
listening 61:9 62:6
 119:17 267:2 291:7,8
 291:14 293:6 301:12
 302:6
literally 145:20 148:2
literature 183:12 325:6
 325:12
little 25:13,15 32:10
 33:3 34:20 36:14,15
 44:22 50:11 62:15
 72:14 73:3 97:10
 110:2 111:13 112:15
 112:22 117:11 119:4
 129:7,10 134:16
 140:16 141:22 142:1
 150:5 153:9 155:20
 159:11 162:19 169:17
 172:8 179:5 182:13
 195:2 203:22 205:17
 226:18 252:4 254:14
 267:18 271:15 281:16
 286:5 305:7 310:20
 323:6 332:10 343:17
Liu 3:8 255:2,5,5,8,16
 255:20 296:4,8
live 54:14 110:22
 234:11
lived 56:4
lives 157:18 159:3
 163:21 327:15
living 90:6 270:3
 309:19
Liz 40:5 47:11 182:3
 183:20 220:6 282:5,6

282:7 295:21
Liz's 79:19
Llanos 2:19 23:8,9
 33:16 34:1,5,8 35:2
 39:5 41:21 42:3,6,9
 43:21 45:14 46:19
 55:15 67:9 68:4,7,10
 69:18,21 71:22 73:9
 75:4 78:18 80:17,21
 81:12 83:1 85:15
 95:10 97:15 122:21
 141:14 160:16 161:7
 264:1 301:9 345:9,15
 345:18,20 346:1,4,10
 346:17 347:13
load 106:15
located 106:18,20
locations 303:15
 308:10
Logan 113:5 281:18
 314:15,20
Logan's 314:16
logical 158:16
long 16:15 36:3 46:10
 56:5,21 87:2 90:11
 132:8 166:6 203:20
 232:8 282:20 287:17
 321:1
long- 164:3
long-term 140:3 253:19
 258:17 308:4,10
longer 26:14 114:15
 152:20 168:12 196:5
 202:2 234:11 284:16
 284:19 322:18
longer-term 231:13
look 35:15 38:11 44:8
 50:10 69:5 73:1,6
 99:22 100:7,14
 101:21 108:5 116:7
 122:4 125:11 127:8
 130:8 139:11 140:7
 142:6,7 143:15 149:2
 166:18 173:3 182:21
 183:7 185:8 197:7
 198:1 203:10 208:16
 215:4 219:13 230:9
 230:19 234:19,21
 249:22 270:20 272:13
 278:14 310:20 341:15
looked 44:12 82:15
 88:18 123:19 144:6
 164:5 194:17,19
 222:7 235:3 309:6
 314:14 326:16 342:3
looking 66:22 72:18
 74:19 76:4 80:14
 90:14 94:16 95:3

101:13 110:4,14
 125:14 128:7,11
 129:20 130:2 132:13
 139:3 140:8 164:14
 165:5 166:7 167:18
 168:6 169:12,12
 186:1 190:2 210:8,11
 216:22 220:22 223:12
 224:3,20 225:1 230:3
 247:18 254:9 256:18
 265:6 283:10 284:6
 284:18 295:20 307:20
 307:21 311:12 316:11
 317:6 318:17 324:14
 327:13 329:6 339:19
looks 32:14 61:21
 116:20 165:8 175:4
 193:9 208:11 235:7
 285:6 325:6 341:9
lose 125:1 128:16
 160:11 161:22 212:1
 326:19
lost 46:17 47:8 114:17
 326:6,9,15
lot 6:11,11 15:20 31:10
 36:7 41:4,9 48:22
 49:13,17 56:7 57:8,9
 57:20,21 59:8 60:21
 61:20 63:10 65:11
 72:17 73:9 90:4,12
 100:18 115:6 116:8
 120:18 121:6 133:18
 133:18 152:3 153:5
 153:18,20 162:21
 166:8 168:10 170:12
 175:17 191:11 193:5
 201:17 203:8 204:8
 204:16,20 205:21
 218:20 227:14,15
 228:11 237:11 256:3
 256:8 259:5 267:12
 283:4 289:5 296:18
 312:19 318:5,18
 348:11
lots 66:20 72:2 74:2,7
 314:3 318:4
loud 56:15
Louisiana 15:11 210:16
love 134:7 141:2 228:17
 287:16
low 49:15,17 52:15
 109:15 116:21 119:16
 154:15 155:7,8,15
 157:8 184:18 187:16
 193:22 234:2 285:14
low-lying 224:16
lower 119:21 149:15
 151:18 154:11 155:13

158:3 182:9 187:14
197:22 227:10 237:17
lower-dose 208:2
lowering 228:5
LTSS 44:12 47:17
258:20 260:2 270:5
272:2 289:5,6
LTSS/HCBS 261:5,10
lukewarm 306:7,12
lunch 170:20,22

M

MA 1:21
MAAP 104:21 111:14
111:19
MAC 5:8 27:3,6,13,19
28:22 29:3 236:7
237:2 241:7,8 243:9
243:10,17 244:7,18
244:19 246:3,5,9,15
246:16,20,22 247:1
magic 243:19
magnitude 245:1
main 35:7 47:2 199:7
maintain 122:18 146:9
224:11,15 326:8
327:20 333:8
maintained 256:9
330:21 331:14 339:13
339:22
maintaining 178:19
328:6 330:14,18
331:3
maintenance 213:2
253:20 326:12 331:9
336:17 339:3
major 151:14 233:15
253:1,3 281:7 286:6
287:12 289:6 296:17
majority 8:13 144:1
188:13 338:2
making 41:10 67:7 71:6
153:8 172:22 179:19
274:14 277:10 300:11
319:6,11 328:6
346:12
Maloney 26:20 70:7
102:18
manage 336:9
managed 21:8 37:2
44:12,12 88:13
187:18 223:21 260:8
282:15 315:9
management 21:6
214:17 223:8,16
258:9 281:3 319:9
Manager 11:20 23:11
25:2,5 55:10

managing 241:19
mandatorily 50:22
mandatory 40:13 41:18
41:20 54:13,17 59:21
61:18 346:13
manner 24:13 216:4
map 21:9 45:7 112:16
150:6 173:12,15
179:16 186:16 195:7
195:12 196:18 201:16
221:13 226:19 252:9
304:4 306:11 307:3
313:14
Mara 70:7 102:18
Marissa 2:14 21:3
122:14 125:6 126:13
126:16 189:4 190:21
191:19 200:2,5
201:12 209:1,11
211:8 218:2 261:16
264:16 265:14 268:15
301:15 322:9
Marissa's 204:6
mark 1:18 8:20 11:19
135:18 252:13,16
markers 168:7
Marsha 2:21 23:5,20
299:20 339:6
Martinez-Vidal 1:16
12:16,17 268:16
270:12 319:14
Mary 11:21 252:12,14
Mass 22:4
Massachusetts 209:13
228:22
Massachusetts' 16:13
MassHealth 2:10 16:12
MAT 198:17 203:15
match 160:18
materials 106:9
maternal 114:10,20
120:3 121:4 122:7
133:4,4 134:5,9 135:1
Mathematica 22:16
198:12 337:14
mathematics 325:11
Matney 1:17 14:2,3
47:12 183:22 220:7
282:5,9 296:13 348:2
matter 2:1 7:22 8:7 9:3
11:3,16 14:15 15:5
21:14 23:2 59:8 99:7
112:9 133:12 138:8
172:12 233:12 249:6
348:21
matters 123:13 146:17
279:10 341:3
Maura 26:20

maximizing 26:15
MBA 1:22 2:9,10,13
MBIs 305:10
MCO 88:21 89:6
MCOs 87:9 115:16
183:6
MD 1:11,12,18,22 2:4,6
2:7,8,9,10,12,13,15
2:21
MDS 68:16
mean 14:21 58:11 68:4
72:4 80:17 87:6 98:9
122:21,21 124:5
127:5,16 130:21
134:16 140:8 144:9
144:10 161:3 168:10
177:15,16,18 190:13
190:17 192:19 193:1
194:21 199:13 227:19
239:7 263:10 267:22
269:3 271:2,20 272:3
286:9 296:19 299:11
300:21 309:2 314:3
344:15 346:10
meaning 174:7
meaningful 100:8
160:18 183:17 222:6
329:10
meaningfulness
101:16
means 34:10 50:1 57:8
57:12,13 63:20 72:3
78:17 129:4 201:21
271:3 277:1 340:15
meant 80:20 299:10
336:14 337:1
measure 18:21 19:14
20:6,12 21:21 27:2,5
27:11 28:10,19,20
29:4,10 30:2,4,5,15
36:5 37:15 38:9,17
39:2,16 40:1 43:16
45:7,21 46:4,9,10,11
52:6 56:12 58:20 74:4
76:21,22 77:10 79:5
79:21 80:15 82:15
86:9,11,22 87:15 91:8
92:1,4 96:3,22 97:7
99:20 100:1,3 101:14
102:2,11 103:10,15
104:5,9,17,18 105:3,5
105:7,8,18,19,19
106:2,6 108:2,10,12
108:14,17 109:1,4,19
110:5,7,8,9,13,14,19
110:21 111:4,10,17
111:20,21 112:17,20
113:2,10 114:6,10,13

114:16,17,18,20
116:4,16 117:3,5,12
117:18,20 118:4
119:6,22 120:5,15,17
121:10,20 123:2,19
124:4,8 125:10,15
126:18 127:3,7,14,21
128:2 129:15,16,22
130:1,20,21 131:12
131:16,20 132:8,12
132:14 134:3 135:3
136:8,12,19 137:5,13
137:16 138:1,18,22
139:17 140:6 141:6,8
143:2,2,3,14 144:19
144:20,22 145:3,21
148:8,16,19 149:5,9
149:18,21,22 150:2,5
150:6,8,11,17 151:4,6
151:8,14,16 152:4
153:12 156:16 157:11
157:12 158:17 159:7
160:3,14 161:4,11,17
161:18,22 162:3,11
162:20 163:7,13,14
164:13,22 165:2,5,19
166:4 167:17 168:2
168:11,22 171:19
172:21,21 173:4,5,6,9
173:13,14,17,18,19
173:20 174:2,6,7,9,20
174:20 175:10,19
176:11,12,15,16,18
179:3,16 180:18
181:5 183:9 185:10
186:7,9,10,11,17,19
186:20,20 187:2,6,7
187:20 189:1,21,22
190:1,8,9,13,15 193:2
193:8 194:11,12,17
194:18 195:4,7,8,9,12
195:17,19,21 196:1,6
196:7,9,10,11,12,13
196:18,20,22 197:5
197:18,18 198:3,10
198:16 199:3,8,14
200:10,16,18 201:19
201:20 202:7,12,18
205:5,12 206:2 208:9
208:10,14,14,20,20
209:19 211:3,4,17
212:4,17 213:12
214:12 215:5,13
216:19 217:4,14
219:4,9,10,18 220:10
220:11 221:13,18
222:6 223:9,19
225:10,16,20 226:10

226:14,14,18,19
 227:6,7,20 229:8,14
 231:3 232:6,12,14,16
 233:6,8,18 234:4,10
 235:5 237:5 238:11
 238:14,15 239:18
 240:6,17 242:8,12
 244:15,16 245:3,16
 247:16,17 249:19
 250:14,18 251:3,4,8
 251:11,12,13,15,21
 252:4,6,6,10,21
 253:10 254:6,17,21
 255:3,11,11 256:4,11
 257:13,15,18 258:5
 258:21 259:10,13,17
 259:17 260:11 261:8
 262:3,4,5,6,10,15,17
 262:20,21 263:12,15
 263:18 264:19 265:11
 265:17,22 266:22
 267:4,20 268:10
 269:6,8,13,18,20
 273:1 275:7 276:9,15
 277:15 278:9 279:11
 279:12 280:20 281:1
 281:2,4,11,12,13,14
 281:17 282:10 283:3
 283:4 284:10,14,21
 284:22 285:2,5,8
 287:13,18,19 288:5
 289:8,18 290:4,5
 291:11,12,13 292:4
 292:15,16 293:2
 295:15 296:14 297:17
 297:20,22 298:1,1,4
 298:17 299:5,6,13,15
 299:21,22 300:4,12
 302:15 303:10,11,16
 303:19 304:2,3,5,7,10
 304:14 306:1 307:7
 307:18,19 309:11
 311:9,17,22 312:7,15
 312:20 313:5,8,9,14
 313:15,16 314:5,7
 315:2,8,10,14 316:9
 317:1,9 318:9,15,21
 321:1 322:15,18,19
 322:22 323:4,4,6,7,10
 323:11,16 324:9,11
 325:2,14 326:5,12
 327:7,20,21 328:6,10
 328:11 330:12,15,16
 330:19,21,22 331:3
 331:13 332:4 333:8,9
 334:22 335:6,12
 336:7,9,14,21 337:15
 337:18 338:2,19,20

339:8,9,20,22 340:18
 342:17,19 343:6
 344:11 345:3 347:6,8
 348:16,17
measure's 143:6
measure-specific 4:19
 99:19
measured 87:17 129:19
 191:2 266:5,14,15,16
 266:21 269:2 282:12
 340:9
measurement 3:4 7:5
 19:8 40:9 44:5 51:16
 100:9 111:1,2 115:7
 116:2 125:4 131:22
 140:15 142:10 149:14
 151:10 167:2 173:9
 175:17 186:15 203:13
 212:14 226:2 251:20
 264:9 268:22 336:1,5
 336:11
measurements 336:20
measures 16:19,20
 18:11 22:2 25:19 26:6
 26:10 27:5,22 28:2,5
 28:5,6,9,12,15,16,22
 28:22 29:3 30:7,8,9
 30:11,11,18,20,22
 31:2,3,5 32:18 34:17
 35:16 36:8 37:21 38:2
 39:11 40:15,19 43:8
 44:7 45:3 47:20 48:2
 48:11,20,22 49:22
 50:5,21 53:19 54:13
 54:19 58:6,10 59:16
 59:17 62:20 63:13
 64:2 69:5,6,8 71:12
 72:17,18 73:2,10
 75:14,15 76:12 77:8
 77:16,17 78:20 79:12
 79:21 82:7 83:11
 84:20 85:20 87:6,7,17
 88:12,19 89:4,16,17
 91:22 92:8 93:9,14,15
 93:22 96:17,18 100:4
 100:10,11 101:2,10
 101:12 103:18 104:1
 104:2,4,11 105:1,20
 105:22 107:2,8,10,16
 107:22 108:6,7 109:5
 109:16,22 111:16
 113:9 120:19 125:20
 126:4,9 129:9,20
 130:8 131:10 132:16
 133:9 135:12,18
 141:3 142:13,22,22
 143:10,16 144:5
 147:6 148:17 149:1,2

153:7 156:4,7,11,16
 159:16,18 160:10,12
 160:14,18 165:2
 168:6 176:1 180:1
 184:4 188:3 193:6
 197:20 203:1 204:10
 205:8,11 208:6,8,8
 210:4 214:10 219:5
 220:22 224:20 225:1
 226:17 227:5,11,20
 232:7,17,21 234:12
 235:17,22 236:4,6
 239:13 240:15 250:1
 250:3,6,7,15,16,21
 256:2 258:8 261:6
 262:19 263:3,6 264:4
 264:7,11 266:12
 270:18 271:3 272:1
 277:12 280:6 283:10
 284:2 287:20,21
 288:13,16 289:14
 302:4 311:10 321:9
 326:8 331:11 339:10
 339:11,16,18 348:7
measuring 121:10
 132:13 145:10 166:6
 168:1 180:5 190:4
 194:1 198:17,18
 207:15 232:3 311:9
 317:2 338:10
mechanism 49:10
mechanisms 68:19
med 202:1 204:19
 210:19 258:9
median 151:17 152:22
Medicaid 1:3,17,18,22
 2:19,21 3:6,10 5:7
 10:5,21 11:20,22
 12:21 14:3,4 15:10
 16:13 18:19 20:15,20
 23:10,11,12 25:18
 36:3 37:2 44:5,9
 45:19 46:13 47:7,13
 47:14 48:15 52:4
 53:10 55:9,10,11
 56:19 57:5,17 60:16
 61:7 74:1 84:8,13,18
 85:5 88:10 89:22 91:2
 91:4 100:19 109:17
 115:6 116:10 119:21
 120:12 125:1 161:20
 163:2 166:21 178:6
 182:5 184:3,16 198:2
 198:5 203:9,10
 210:17 218:7,17,21
 219:1 230:4,15
 233:20 234:4 254:2,4
 256:13 259:9 260:6

261:13 264:7 268:3
 270:4,5,21 271:5
 285:9 288:9 289:11
 296:18 309:22 311:2
 311:6,8 312:11 315:8
 315:21 324:9,21
 327:14 337:9,11
Medicaid's 175:7
medical 6:5 10:4 11:4
 11:22 14:10 15:10,13
 16:11 17:11 18:8 20:4
 21:19 84:16 85:4 95:2
 111:12 173:11 223:2
 223:5 226:11 252:6
 259:20 303:18 313:11
 315:4 316:7,12
 317:14 323:1 328:15
 329:8 338:7 342:15
medically 49:14
Medicare 2:21 3:6,9
 20:20 214:6 251:22
 263:14,16 271:8
 343:16,16,17
Medicare-only 263:19
medication 155:1 156:7
 156:9,10 157:3
 163:18,19 202:4
 230:12 251:18 255:13
 255:18 258:22 259:7
 281:3,6,8 282:20
 283:11,17 284:19
 285:7,22,22 287:5,6
 287:22 289:19 290:2
 290:6,11 292:17,18
 292:21 296:9,10
 297:14
medication-assisted
 198:15 199:4 207:13
 208:15 213:7,14
medications 149:11,13
 154:7,10 155:11,13
 156:13 158:1,10
 162:16 163:10 164:4
 166:16 167:6,13
 169:5 196:16 213:11
 230:11 251:9 253:22
 265:7 285:14
medicine 15:18 157:21
 288:20 344:14
mediums 338:16
meds 11:13 269:14
 287:12
meet 30:12 31:5 33:21
 46:1 118:22 124:2
 135:18 248:4 300:5
 325:10 336:13,17
meeting 1:3 4:9 5:10
 26:21 27:17 29:19

34:15 53:14 64:3
 99:11 103:14 106:9
 107:9 112:5 116:6
 120:8 130:22 242:3
meetings 93:12 142:6
meets 60:14 293:3
meh 227:17,21
mellow 228:1
member 9:8,17,22 10:3
 10:7,12,16 11:2,15,19
 12:3,11,16 13:3,18,20
 14:2,9 15:8,16 16:3
 16:10 17:2,9,12,16,20
 18:6,13 19:7,18 20:3
 20:8 21:1,3 23:14
 32:17 33:12,19 34:2,7
 34:18 35:21 36:19,21
 37:11 45:6 46:5 47:12
 49:8 53:7 70:12,16
 72:13 74:15 76:10
 77:14 79:22 80:1,19
 81:1,21 82:22 83:4
 84:6 85:18 88:8 90:18
 94:7 115:14 117:10
 118:1,18 120:11
 121:18 123:7 124:21
 125:9 126:6,11,17
 130:18 133:1 134:13
 136:4 138:14 140:1
 141:1,19,21 143:19
 144:15,18 146:2,6,13
 146:16,20 147:7,18
 148:1,7,11 151:2
 153:15 156:20 159:6
 160:1 161:16 162:13
 162:18 163:8 164:11
 166:3 167:8,20
 168:21 170:3,8,10
 175:7,22 176:9 177:1
 177:4,18,21 178:4,12
 178:18 179:1,13
 180:9,17 181:9 182:5
 183:10,22 185:2,20
 186:2 188:11 189:5
 189:10,20 190:22
 191:7,20 192:16,21
 193:17 194:15 197:3
 197:9,12 199:13
 200:8,19 201:14
 204:2,5 205:17
 206:11,22 208:5
 209:2,7,12 210:7
 211:16,22 215:16,19
 215:22 216:10,13,21
 218:4 220:7 221:7,10
 222:17 224:14 225:12
 227:3 229:13 230:1
 231:18 233:6,22

234:8,20 239:6,10
 240:13 244:11,21
 246:5 247:9,15,20
 248:6,10,14,17
 252:18,20 254:13
 256:1,16 257:4 258:4
 258:16 259:11 260:15
 261:17 263:12 265:16
 266:7 267:2 268:16
 269:10 270:12,15
 271:13,19 272:5
 274:10 275:5,12,22
 276:17 277:4 278:4
 279:3,5 282:5,9 283:3
 283:15 284:13 285:5
 285:19 286:4,21
 287:15 288:10 289:4
 289:17 290:17,20
 292:13 293:10 295:12
 296:13 297:10,12,16
 298:3,13 299:2 300:6
 304:9,13 306:4,9,12
 306:16,20 307:12
 308:2,19,22 309:5,15
 310:10,19 314:2
 315:18 316:21 317:18
 318:14 319:14 320:4
 320:8,12,15 322:1
 324:7 327:10 328:8
 329:20 330:10 332:19
 333:1,15 334:8,11,12
 339:7 340:8 341:8
 344:22 347:3 348:2
members 1:13 4:11
 23:3 27:8,15 29:2,6
 29:15 70:2,9 102:16
 105:16 106:15,19,21
 107:11 130:14 170:14
 171:6 172:3,18
 173:12 225:8 238:2
 243:18 244:6,6,8
 246:1,2,17,20,21
 247:1 281:5
membership 18:17
memory 192:9
meningitis 188:20
mental 2:17 23:17
 125:16 191:15 253:16
 254:4 261:2 296:22
mention 37:10 39:5
 69:3 149:4 201:15
 205:7 320:5
mentioned 29:6,14 61:1
 62:3 64:9 103:9,21
 106:17 237:3 291:6
merit 38:3 301:20
 320:13
merits 276:9

mess 86:22
message 344:4
messy 301:6
met 1:7 80:10
meta-group 92:4
meta-issues 93:8
metabolic 165:9 166:1
methadone 198:20
 199:18,18,20 201:8
 212:21,22 213:1,2,5
methadone-assisted
 213:1
methodology 252:11
 341:15
meticulous 280:14
metric 158:18 177:11
 204:10 303:12 337:17
 337:17 338:3
metrics 45:22 63:6
 68:22 75:11
MHS 2:1,8
mic 7:16 244:20 247:7
 275:21
Michael 25:10
microphone 15:7 125:8
 222:16 344:21
mics 304:11
mid-February 128:21
mid-March 128:21
middle 32:7
mil 210:12
military 85:8
milligram 213:10
 222:20
milligrams 154:19,19
 196:4 202:1
million 90:4 169:21
 181:4 260:1
Milwaukee 11:5
mind 55:1 76:11 90:8
 101:9 102:2 107:12
 160:7 161:13 163:6
 208:18 265:18 266:3
 266:19 270:7 275:3
 306:17
mindful 54:15 115:4
mine 122:15 191:20
minimal 51:8
minimize 158:10
minimum 31:5 250:7
 282:21
Minnesota 2:4,13 10:1
 16:6,7 20:4 85:20
 87:4 121:22 334:18
minority 202:7 207:14
minute 238:7
minutes 142:6 171:1
 172:10 249:2,2

322:10
minutiae 230:6
MIPS 281:15 313:17
 323:5
Miranda 3:2 25:4
 106:10 110:4 212:6
 235:20
mirror 248:9
misalignment 204:13
misinformation 213:17
misleading 177:13
missed 13:17 64:16
 116:14
missing 92:22 101:22
Missouri 218:14
mistake 42:17
Mistry 2:20 70:4,12,16
mix 100:10
mixes 198:5
modalities 283:20
 286:15 289:9
model 54:9
models 338:21
moderate 323:21
modification 311:15
Modifier 252:2 313:19
modify 156:10
modulators 154:9,12
mom 169:15 182:17,17
moment 30:13
momentarily 235:19
Monday 37:3
money 8:4 16:19
 338:12
monitor 156:8 181:3
monitoring 40:9 165:9
 166:1,22 205:19
 206:8,14 214:8 257:7
 315:21
month 269:14
months 155:3 173:5,7
 174:13,15 182:15
 185:8 188:17 221:15
 285:6 287:13 290:2
 292:17
moot 280:2
morbidity/mortality
 222:4
morning 6:3 7:3 9:18
 10:3,12,19 11:2 13:3
 13:20 15:8 17:20
 18:13 23:8 24:22 25:3
 106:19 155:8 243:13
 260:15 261:5 319:20
 346:22
morphine 196:4 207:8
 213:10
Morrow-Gorton 2:10

16:10,11 117:10
 134:13 185:2 209:12
 258:16 270:15 271:13
 271:19 272:5 286:4
 310:19 316:21 333:15
mortality 133:5
mother 119:18 171:2
mother's 174:15
motion 105:17 106:3,3
 134:12 135:10,11,16
 135:16,19 136:5,16
 136:21,22 137:2,8
 138:22 139:1,13,16
 139:21 142:4,19
 145:21 146:3,8,17,18
 147:12,12 148:4
 168:16 173:1 185:16
 185:16,20 186:1,4
 195:17 218:1 225:6,9
 225:12 235:10,11
 247:11,15,18 272:16
 272:20,22 273:4,5,6
 273:21 274:6,11,13
 274:14 275:14,15
 276:2,11,20 277:11
 277:18 278:1,13
 280:7,21 290:16
 291:10 293:13,19
 294:1,2,7,13 297:3,8
 297:10,20 302:15
 307:20 311:22 312:14
 319:6 321:18,20
 324:2 344:18,20
 347:11
motioned 278:17
motioning 235:17
 273:22 274:2,4,8
motions 146:14 148:17
 276:10,20 277:10
 291:12 341:7
motor 185:7
move 32:9 45:2 52:5
 86:14,18 98:14 99:3
 102:1 132:20 135:21
 148:7 161:4 170:5
 172:7 192:7 225:15
 231:6 232:11 250:20
 274:14 290:17 292:21
 300:20 308:20 312:15
 313:4 319:6,7 327:3
 332:2 342:8 346:20
moved 142:8 163:8
 177:6 191:8 228:1
 239:15 322:1
moves 258:13
moving 48:16 66:19
 71:12 131:5 195:16
 227:14 234:15 274:11

313:2
MPA 2:3,7
MPH 2:6,11,12,20,21
MPP 1:16
MSIS 68:16
MSN 1:14
MSP 2:11
MSPH 1:20
mucosal 305:10
mucosal-acquired
 305:5
Mukherjee 3:3 5:3,6
 24:16 25:9 99:14,17
 134:20 142:21 239:12
multi-stakeholder
 128:22
multimodal 284:15
multiple 30:21 62:9
 109:14 149:6 157:1
 158:21 162:16 163:4
 163:9,11 165:18
 167:13 169:5 197:15
 205:9,10 210:2
 236:10 245:21 246:3
 246:8 250:17 265:1
 283:10,20
Munthali 3:3 7:3,4 9:21
 10:2,11,15 11:1 12:2
 12:6,15 13:1,8,19
 14:7,13 16:22 18:5
 19:6,17 20:2,22 21:13
 22:22 23:19 111:22
mute 5:14 13:12 24:2
 333:4
muted 107:14
muting 107:12
mutually 27:21

N

n 4:3,3 101:13 102:11
 102:11
N.W 1:8
Nair 26:20
naive 208:12
NAJI 76:3
NAMD 49:5 72:2 75:12
 184:3 220:9 282:3,4
 348:5
name 5:6 7:4 15:16
 19:7,18 23:9,15 25:4
 25:6 31:16 115:2,9
 157:5 243:14 335:13
names 32:2
narrative 348:6
narrow 221:20 310:2,3
 310:14
narrower 268:12
narrowly-focused

267:20
national 1:1,7,14,17,20
 2:3 3:5,8 7:6,7 12:12
 13:21 14:4 18:15,22
 34:9,12,13 35:14
 47:13 61:7 62:4,7
 303:22 337:4
nationally 120:11 315:5
 315:15
natural 95:12,22
naturally 94:13 220:14
 220:16
nature 119:9 123:12
 240:11
navigate 158:22
navigation 107:20
 108:5
navigational 63:11
nay 147:19
NCQA 18:10 20:12
 114:6,16 115:22
 116:2 119:3 121:16
 122:18 123:19 125:7
 126:15 127:20 130:15
 132:20 136:13 140:2
 141:7 147:16 194:17
 208:11 233:8 251:11
 251:13 254:14,17
 255:6 292:14 293:8
 295:20 296:1 332:5
 336:21
NCQA's 137:11,20
 138:19
NCQS 137:5
necessarily 47:8 51:12
 131:19 181:15 219:2
 256:7 297:13 299:4
 311:1 340:1
necessary 89:18 164:3
need 5:17 36:10,11
 44:19 48:8,9,11
 51:15 73:20 81:18
 90:7 92:3,14 98:1
 130:16 138:21 139:15
 145:8 147:17 157:6
 158:4,9 159:15 161:5
 163:17,19 165:22
 166:21,22 167:4,11
 167:15 168:13,18
 176:5 182:14 188:16
 200:13,17 202:6
 207:12,18 208:7,9,14
 208:16 211:5 214:15
 219:16 223:13,15
 240:4,11 241:21
 243:22 244:3 255:16
 265:22 266:14,19,21
 271:2,4 275:18,20

279:6 284:17,19
 293:18,20,21 304:11
 305:21 306:16,21
 307:1 316:5,6 317:8
 323:10 324:19 328:5
 342:15 347:10,10
needed 51:10 114:3
 187:16,22 214:14
 217:6 308:16 315:5
 315:15 323:15
needle 86:15 231:6
needs 55:2 60:14
 113:20 146:20 169:15
 176:6 183:13 211:2
 223:9 230:7 242:14
 260:18 287:4,5 288:4
 300:5 317:14 325:10
negative 84:19 101:4
 212:2 253:18 289:17
neglect 134:9
Nemours 2:9 11:17
 17:6
network 265:13 303:22
 342:15
networks 316:11
never 122:5 192:4,5
 202:7 213:6 235:1
new 2:2 6:4,18 19:9,15
 22:13 114:5 124:5,22
 125:2 131:11 132:18
 143:6 198:9 204:11
 206:15 208:9,10,12
 210:22 217:21 242:16
 289:2 292:1 311:4
 328:22 340:5
newborn 174:14
nice 38:15
nicely 136:13
NICU 312:10
night 155:9 157:22
 158:13
nine 88:19
Nineteen 30:2
nodded 295:15
nominate 221:22 275:9
nominating 328:5
nominations 303:1
non-adherence 253:1,2
 253:11
non-compliance 253:5
non-NQF 151:14 192:3
non-NQF-endorsed
 331:11
non-perfect 121:19
non-voting 2:16 23:3
nonprofit 12:20
nosocomial 312:9
not-NQF 149:17

not-too-distant 177:10
note 10:18 27:20 30:20
 42:12 58:19 64:22
 69:1 129:17 149:15
 152:4,9 153:6 171:17
 190:8 234:17 250:16
 275:20 302:8 330:12
noted 68:11 225:14
 348:3
notes 187:4 197:8
 281:18,19,20
notice 37:1 107:19,21
 108:4
noting 144:19 151:8
 173:13 186:17 226:20
 302:5
notion 144:13 147:14
 147:15 240:4 241:20
 299:19 300:15
novel 51:15
November 108:11
 111:1,2
NQF 3:1 24:10 29:3
 30:1 56:10,13 58:2,9
 60:11 61:6 83:2 110:8
 114:17 115:16,17
 116:6,20 118:22
 136:6 150:7 152:16
 152:17 153:17 164:13
 174:3,19 186:10
 187:8 192:1 195:21
 225:18 236:8 243:8
 246:13 261:21,22
 262:2 265:5 273:3
 291:4 303:2,8 312:17
 326:7,8,16 330:16,19
 331:8,14,16 336:17
 347:17
NQF's 278:11
NQF-endorsed 28:4
 173:5 221:12,18
 251:13 262:5,10,16
 262:22 263:3,7 264:5
 275:10 326:9 339:12
 340:2
NQF0-endorsed 275:7
nth 272:3
nuance 147:8
nuanced 102:6
nuances 99:21 103:8
 103:21 133:13,15
null 139:3,14,18 142:15
 142:17 146:11,13
 185:22 186:3 195:15
 235:12
number 22:18 34:2
 35:17 39:11 41:16
 93:15 166:10 174:15

176:21 201:22 204:20
 204:22 205:2 225:3
 226:15 243:19 258:6
 279:20 304:1,19
 313:7 336:22
number's 159:13
numbers 49:18 51:20
 52:2,16 109:15
 165:12 216:1,7 217:6
 220:13 234:2 267:16
 270:3 312:8 333:16
numerator 201:21
numerous 217:5
Nurse 1:14 12:12
Nurses 1:13 9:19
nursing 69:4,6,6

O

O 4:3
o'clock 99:6
OB/GYN 113:22 186:14
objective 100:16 254:2
 315:14
objectives 4:9 100:8
observation 46:16
 280:11
observations 54:8 55:6
 181:11
obsolete 114:7,13
obstetric 113:22
obtained 303:21
obvious 43:6
obviously 112:18
 200:20 302:5 309:6
 347:17
occasion 232:14
occasions 217:5
Occupational 1:15 10:8
occur 63:19 64:6 98:18
 152:14 173:2 220:17
 293:19,20,21 325:3
occurred 119:13
 184:15
occurrence 152:22
occurring 204:13
 220:16 329:11
occurs 98:13
October 110:10
offer 146:3 171:7,10
 172:6 238:2 259:5
 339:2
office 2:10 16:15
 317:10
Officer 10:4 11:17
 15:10,13 16:12 17:5
 18:8
officials 88:13
oftentimes 145:14

oh 10:14 13:15 14:8
 15:7 17:1 50:7 70:16
 113:4 158:2 180:9
 186:22 230:17 262:12
 265:9 270:17 279:11
 301:8 330:9
Ohio 1:18 11:20,22
OHSU 326:11
Ok 122:13
okay 7:13 14:7,13 26:18
 34:18 36:20 42:1 43:2
 44:21 45:4 49:6 55:15
 69:19,22 70:8,10 84:6
 100:2 102:19 103:7
 109:11 113:5 115:11
 124:20 125:5 126:11
 126:14,16 130:15
 132:19,21 134:11
 136:20,21 139:22
 140:21,22 141:19,20
 144:17 146:4,16
 147:7 148:9,13,14
 149:5 150:22 151:1
 153:14 164:8,10
 170:11,16,19 173:3
 176:22 177:20 178:10
 182:18 186:22 188:5
 189:18 190:3,6
 193:15 201:12 204:2
 212:5,6 215:10
 216:20 217:15 221:8
 225:9,14 228:6
 229:21 235:15 236:4
 236:16 238:4 239:16
 242:3,10,15,19,22
 244:2 247:14 248:1
 249:1 252:16 254:22
 255:19 257:8 264:15
 265:1 268:15 272:15
 273:1 274:9,12
 275:19 277:6,15
 280:3,17,18,18 282:1
 283:1 286:19 290:13
 290:14,19 295:7,22
 296:11 297:2,11
 301:8 302:14,18
 303:6 306:5,15,19
 307:1,3,4,13 308:13
 309:14 310:8 311:13
 312:16 313:3 314:1
 314:18 319:3 320:7
 322:2,3,12,12 326:15
 330:9 332:19 333:13
 334:7 335:5,10,19
 339:6 340:6,7 341:6
 344:3,20 345:2,8,15
 346:20
Okrant 2:11 19:18,19

190:22 283:3
old 9:13,15 118:5 173:7
older 19:2 118:15 281:5
 289:12
on-deck 53:4 54:16
once 57:18 65:7 82:13
 97:8 104:8 105:16,20
 137:14 146:21 195:18
 220:7 243:15 288:1
 295:17 318:7 336:8
 337:1,3
oncology 304:22 305:5
ones 33:18 192:11
 272:12
ongoing 72:22 113:18
 114:3 206:17 326:12
 336:17
online 57:19 243:19
 335:6,7
oomph 179:5
open 32:8 66:2 70:1,5
 72:11 102:18 103:2
 105:21 106:8 108:20
 115:4 130:13 135:20
 142:9 170:18 171:4
 172:19 188:5 212:6
 215:11 229:22 235:18
 236:2,16 255:21
 278:12 294:13 295:21
 307:14 311:14 312:5
 314:11
operational 269:8
 328:9
operationalize 137:16
 138:1
operations 12:18 75:20
 76:8 212:15
Operator 171:5
opiate 224:18 261:7
opinion 113:17 116:18
 116:19,21 117:1
 118:2,4 120:22 122:7
 144:2 202:15 298:6
opinions 72:9 134:5
 207:4 217:8
opioid 196:16 199:1,9
 200:13,15 201:8,22
 202:3,13,19 203:11
 204:10 205:8,12
 206:5 207:13 210:22
 211:1 212:3 214:10
 214:15,22
opioid-related 224:1
opioids 87:2 160:5,17
 195:22 196:3 198:6
 198:15 199:5 200:1
 201:2,21 202:4 207:7
 208:1,3 213:18

236:12 246:14,18
247:4
opportunities 74:19
116:14
opportunity 5:11 6:7
38:16 63:21 80:4
102:19 103:4 124:7
142:13 151:5 157:9
161:4 172:6 181:2
182:16,21 183:5,17
185:12 212:16 231:10
292:8 294:4 324:12
348:12
opposed 176:17 224:21
285:19 298:4 319:1
opposite 146:10,12
169:2
optics 153:22
optimal 242:7 257:19
optimizing 254:1
option 243:9,10,17
292:7 295:1 298:6
options 2:11 19:20 56:8
68:13 97:3 240:19
241:10,13 274:13,17
338:1
OptumRx 2:14 21:5
order 17:10 47:5 51:16
189:2 222:15 239:3
244:1 250:6 263:4
347:11
Oregon 3:11 326:10
335:20,21
organically 280:10
organization 9:5 15:4
18:17 20:10 137:12
207:9 260:20
organizational 1:13
7:21 8:2,12,17 9:1
12:7 15:2 23:1 282:2
282:3
organizations 9:14
20:11 37:2 87:9
203:14
organize 160:22
original 34:5 118:4
ought 118:12 224:20
301:3
outcome 82:1 100:11
167:16 211:7 226:9
232:12 248:7,20
273:2 279:20 280:13
280:16 286:1 287:18
303:16
outcome-based 232:7
outcomes 38:10 53:14
71:7 73:4 100:16
111:16 120:19 164:4

168:9 232:9 237:7
253:4,16,17 254:1
outlining 53:12
outpatient 199:20
253:6
output 42:6
outside 51:19 137:14
167:2 170:20 181:13
263:16,19 317:6
331:15
outweighed 253:19
over-utilization 167:5
overall 119:20 125:11
258:10
overdose 214:22
overdoses 205:13
221:2 222:3
overlapping 160:21
overlaps 189:22
overnight 163:21,22
oversimplifies 200:10
200:16
overview 4:14 27:1
151:3
overzealous 224:3
owe 279:22

P

P-R-O-C-E-E-D-I-N-G-S
5:1
p.m 172:13,14 249:7,8
348:22
pace 232:10
packed 5:15
packs 303:20
page 4:6 242:22
paid 14:19 261:12
pain 75:22 210:9,19,20
213:3,19 214:17
223:8,15 343:6
pane 107:20 108:5
panel 217:5 225:16
panels 132:1 217:10
paper 57:11 111:12
173:11 303:18 313:11
323:1 343:22 344:10
papillomas 188:15,16
parallel 272:7 302:7
parameter 35:8
parameters 36:17 51:7
308:9 309:5,6
paraphrase 306:10
parents 84:16 85:3
169:10,11 175:12
342:1
parking 170:12
parse 194:7
parsimonious 45:3

parsimony 55:3 60:7
66:17 100:13 187:22
272:3
part 21:6 22:2 25:11
35:21 37:8 44:7 45:14
46:20,21 60:5 69:13
72:12 78:10,22 87:10
87:12,12,17,19 94:4
96:5 115:16 121:10
205:8 231:5 237:2
263:14 272:12 301:20
302:10 304:16 305:13
316:13 336:10
partial 155:17
participating 8:14 24:3
particular 26:3 34:16
35:16 89:3 91:8 96:3
97:1 118:11 123:18
155:5 158:15 160:4
162:19 163:7,14
179:21 185:9 198:4
255:3 267:6 269:18
301:20 342:17
particularly 56:1 98:5
130:1 159:16 162:17
176:20 316:3 337:7
partly 202:20 271:6
partners 42:11 75:12
79:17 337:14 347:20
partnership 1:20 13:21
57:17 335:21
parts 7:12
pass 132:1
passed 164:16
passes 247:2
pat 186:4
path 41:3,7 44:6 71:5
71:19 307:6
pathway 196:17
patient 3:13 21:21 73:8
102:10 158:4 189:1
206:4 235:1 303:15
Patient-Centered
259:20
patients 169:3 188:13
202:5 206:6 213:16
214:15,21 225:21
226:3,4,7 228:11,17
229:15 255:12 288:19
303:15 304:22 309:18
318:18 327:1
Patton 2:12 17:20,21
140:1 194:15 204:5
221:10 258:4 329:20
pause 139:22 170:18
172:9
pausing 32:10
pay 77:1 89:1,3,6 90:1

115:15 176:5 182:6
210:18 211:18,22
231:5 243:5 269:14
340:14
payer 226:11 312:10
payers 224:17 340:14
paying 180:11 260:10
payment 88:21 210:17
210:18 234:1 252:2
313:19
pays 120:12
PCP 193:10 194:5
PDC 257:21
PDMP 218:5,7,8,11,12
218:15,19,22
pedal 311:21
pediatric 1:14 11:17
12:12 15:17 44:7
49:22 90:12 150:9
161:12 229:1 303:9
310:12 313:19 325:13
334:9 335:21 340:19
341:5,19
pediatric-serving
324:12 342:7
pediatrician 6:5 16:8
182:16 185:3
Pediatrician/Pediatric
17:7
pediatricians 121:2
333:18 344:7,9
pediatrics 51:13 267:15
314:9 344:13,14
pen 57:11
pencil 344:9
pending 150:7 196:19
pendulum 200:20
Pennsylvania 2:7 10:5
90:4 115:15 116:10
193:17 224:1 259:11
270:8 324:16,18
342:7
people 11:12 12:9 19:2
26:13 46:14 54:22
57:9 71:18 83:20
93:15,16 115:2
119:10 126:20 127:12
127:18 133:12,14
144:6,13 147:20
154:2,5 170:22
175:17 188:7 196:15
200:9,11 201:1,11,20
207:15 208:11 209:21
210:18,20 211:20
219:8,14,17,19 220:4
222:6 227:10 234:21
235:2 237:13 247:17
257:22 265:21 271:5

276:9,15 277:12
 280:19 284:16,18,22
 287:11 288:7 289:5
 289:12 293:6 302:19
 309:7 311:11 314:4
 316:22 319:22 321:20
 322:7 337:16 341:1,1
 343:21 345:7 347:1
people's 292:19
percent 90:1,1 119:20
 151:18 153:1,1 182:8
 182:8 187:19 193:20
 193:22 194:4 202:8
 222:18 231:8 239:2
 244:13,14 245:3,6
 246:7,9,22 247:10,11
 247:12 248:2,3
 251:19 259:13,14,14
 278:18 287:3,11
 292:4 316:13 343:13
percentage 110:22
 111:7 149:10 157:14
 166:15 173:6 186:11
 213:3 225:20 244:12
 251:16 257:20 281:4
 313:6
percentages 159:10
Percentage-wise 246:6
percolating 312:5
perfect 90:10 197:12
 202:17 209:20 257:18
 260:11 265:22 289:15
 324:11 344:1
perform 130:22
performance 11:20
 20:12 23:16 27:7
 71:20 74:3 77:1 81:8
 89:2,6,9 94:9 95:5
 115:16 123:21,21
 131:9,13 149:16
 151:19 152:2 182:6
 184:11 193:18 212:14
 231:5 250:9 253:14
 271:1 272:11 311:7
 339:18 344:8
performances 94:22
performers 94:15,16
performing 95:6 130:20
 219:21
perinatal 118:20 129:22
 135:2 237:5
period 41:14 118:19
 125:3 152:20 215:4
 251:19 277:20 287:6
 288:3
persist 44:13
persistent 296:22
person 5:10 8:14,15,17

100:11 147:19 156:8
 261:3 273:22 285:21
 289:19 290:10 293:8
 295:20 296:9
person's 154:18
personal 327:17
personally 54:6 163:16
Persons 195:22 236:13
 246:14,19 247:5
perspective 38:1 49:12
 62:10 74:8 77:7 84:15
 85:17 90:21 101:22
 102:5 153:22 179:2
 184:3 216:8 220:22
 229:11 233:3 282:10
 316:2 321:4 327:17
 327:17 328:3
perverse 37:13 38:19
 47:21 60:1
perversely 223:3
pharmaceutical 223:4
pharmacies 11:11
 177:7,18,20 205:9
 318:5
pharmacist 21:4 177:22
pharmacists 189:11
pharmacological
 253:20
pharmacy 3:7 21:9
 171:13 177:15,16
 269:15
phase 135:22 249:4
 282:22
PhD 1:15,20 2:2,5,6,11
 2:12,17,20
Philly 342:4
phone 5:12 8:22 23:22
 70:2,9 102:16 103:3
 105:11,12 107:12
 112:7 130:12 172:18
 203:17 215:15 244:3
 332:17,22
phones 5:15
PHQ-9 285:1 287:16
phrase 247:21
phrased 241:6 247:22
 248:1
physical 181:7 253:17
 259:15 269:11
physician 15:18 156:14
 173:8 190:14 194:22
 201:1 207:18 230:22
 252:1,2 313:17,18
physicians 219:12
 237:14 283:5
PI 19:12
PICC 304:21 305:13
pick 209:17 211:3,4,5

314:10
picked 327:2
picking 185:10 199:19
 205:20
picture 51:16 52:13
 60:15 149:3 258:11
 272:11
piece 44:18 54:1 62:1
 74:4 82:9 117:19
 304:16 343:2 344:9
pieces 60:8 68:20 343:1
piggybacks 37:12
pill 223:16
pillar 4:15,20 27:7
 42:12 47:1 58:2 60:5
 63:5,13 68:8,9,10
 71:16 74:21 109:2
 250:9,10
pillars 42:13 58:1 59:15
 62:20 64:10 69:17
 74:19,22 75:4,8,8
 88:17
pills 211:19 220:20
Pincus 1:9,12 6:15 22:7
 22:7 25:12 32:1 34:19
 38:21 41:8 42:1,5,8
 66:2 68:1,6,9 69:15
 69:19,22 70:10 82:20
 83:18 93:10 96:11
 98:11 122:15 138:5
 143:15 144:9,16
 162:5 199:11 240:3
 241:14 254:8 255:14
 255:19 257:9 262:9
 262:12,14 272:17,21
 274:7 275:19 299:18
 300:13 323:17,20
 324:1,5 326:1 327:8
 329:19 330:9 332:16
 332:21 333:13 334:7
 335:5,10,17 339:6
 340:4 341:6 342:20
 344:17 345:2,6 346:6
 346:20 348:1,15
Pittsburgh 2:6,6 15:19
 15:19 342:5
place 38:2 54:20 86:21
 113:14 122:18 149:1
 163:20 168:11,13
 210:14 224:6 274:11
 279:9 282:18 295:6
 312:22
placed 95:18
placeholder 123:4
 129:13 133:2 134:7
 134:15,16 135:6
 141:2 143:5,5,20
 144:1,14,18,21 145:3

147:9,14 153:11
 208:20,21 241:20
 242:18 245:15 298:15
 300:3,9 330:4
placeholders 142:14
places 121:22 159:20
plan 2:13 11:5 16:13
 22:16 73:13 75:17
 165:12 170:17 187:18
 212:19 256:20 259:13
 269:2 287:8
planning 140:3 203:21
plans 1:16 12:19,20
 20:19 88:13 89:2
 116:5,7,12 182:8,9,21
 223:22 231:3 259:16
 259:18,19 260:8
 268:18 269:4,12,13
 315:9
platform 13:13
play 39:15 40:12,15
 60:18 61:19 64:4
 67:19 179:13 220:13
playing 48:4 203:21
please 5:14 15:7 27:17
 27:20 30:20 32:16
 132:21 148:6 171:5
 172:17 180:15 197:11
 217:16 222:16 242:9
 244:20 247:8 250:15
 281:1 295:11 296:3
 298:12 304:12 322:13
 329:1 344:10
plenty 179:11 200:11
 287:19 288:5
plow 302:22
plug 317:11
plus 182:15 221:2
pockets 95:7
point 19:3 39:3 41:1
 43:18,21 45:22 49:20
 68:5 79:19 96:1,15
 97:15 106:4 142:18
 147:1 157:1,7 162:14
 177:14 178:5 179:15
 179:19 180:14 183:11
 185:6 198:7 201:19
 210:2 211:10 217:19
 222:8 224:16 234:15
 242:8 280:2 293:11
 308:14 331:4 346:18
 347:13
pointed 128:13 204:14
 210:4 307:8
points 4:14 75:22 98:12
 113:6,9 143:7,11
 153:21 179:14 181:9
policy 9:13 18:4 21:5

22:17
policymakers 133:14
poll 243:13
poor 94:15 95:4,6 168:3
 218:22 231:13 253:3
poorly 130:22
popped 198:16
population 86:15 89:15
 91:2,9,13,16 92:2,12
 93:5 101:11 102:10
 120:5 123:1,2 161:20
 161:21 164:20 166:16
 189:1,7 201:11 216:4
 223:12 230:5,16
 231:16 232:4 234:4
 254:5,7,11 256:3,12
 256:17,21 257:11,11
 257:14 258:19 259:9
 259:21 260:6,18
 261:12 263:13,20
 267:6 270:5 285:9
 288:4,9 296:21 310:3
 310:15 315:1 317:16
 324:16 327:14 328:14
population-based
 328:22
population-level
 309:22
populations 28:3 52:3
 53:10,21 89:17,19
 90:8 91:21 101:1,11
 158:4 198:2,5 254:2
 260:19 263:16,19
 264:8 267:9 270:6
 271:5 272:14 296:18
portfolio 205:8
ports 309:9
POS 220:12
position 76:16
positive 337:16
possibilities 222:7
possibility 217:22
 237:13
possible 11:6 61:12
 74:13 240:18 276:14
 277:9 342:14
possibly 36:9 74:20
 103:14 237:10
post 308:4
poster 86:19 87:1
postpartum 86:18 90:2
 110:6,6,15 111:5,6,8
 112:14,14 113:13,17
 114:1,4,6,16 116:14
 118:8,19 119:12,15
 119:19 120:14 122:8
 124:3 128:11 135:2
 144:22 236:9 243:8

244:17 245:4
potent 154:20 155:10
potential 74:17 79:10
 92:8 109:12 139:1
 140:5 155:9 161:4
 214:9 221:14 249:5
 293:16 311:15
potentially 71:13 76:4
 143:10 168:1 174:17
 175:16 346:4,14
pour 133:19,20
power 133:10 220:18
PQA 171:19 196:1,19
 202:19 203:13,17
 205:4,12 211:11,13
 211:15 212:5,15
 219:6
practical 102:5
practice 41:18 52:1
 117:14,22 121:8
 124:10 152:7 153:4
 181:6 340:19
practices 40:8 95:19
 101:18 157:13 197:19
 200:21 339:2 340:10
 342:16
practitioner 186:14,14
practitioner's 150:13
practitioners 1:14
 12:13 117:13,15
 118:12 317:3
pre 111:6 308:3
pre-NQF 265:13
preceded 241:16
predicated 280:12
predict 96:13
preface 151:7
preference 276:7
pregnancy 121:11
pregnant 89:22 115:5
preliminary 29:9 104:7
 108:3
prenatal 90:2 110:6
 111:5 112:13 124:3
 133:5 144:21 236:8
 243:8 244:17
Prenatal/Postpartum
 244:7
preparation 98:18
prepare 121:17
prepared 53:7 252:17
preparing 217:22
prerogative 294:11
 297:6
preschool 318:19
prescient 183:21
prescribe 150:15
 206:17 283:5

prescribed 156:8
 196:16 211:20 255:13
prescriber 288:14
prescribers 205:10
 209:18
prescribing 150:13
 157:12 162:8 165:6
 197:18 200:20,22
 204:18 207:1,7,7
 209:14 214:10 220:18
 288:14
prescription 11:11 21:6
 152:13 205:19 206:8
 206:13 212:17,22
 220:20 255:15,17
 269:17 283:12 288:2
 295:17
prescriptions 152:10
 196:3 210:21,22
 224:18 225:3
presence 129:14
present 1:10 3:5,20
 299:21
presentation 43:5 66:4
 72:15 101:7
presented 27:18 30:14
 31:3 107:4 143:13
preserve 53:2
President 3:3 7:5 12:17
 19:20 21:4 212:14
presiding 1:9
press 133:16
pressure 48:13 133:19
 225:19 226:1,4,6,8
 227:8,11,13 230:9,13
 230:17,18,20 231:9
 231:13 233:10 235:4
 237:17 252:19 287:8
pressures 235:3
presumably 138:5
 178:8
pretty 70:20 86:17
 144:5 161:20 273:13
 314:9 334:17 337:16
 340:10 343:19
prevalence 230:15
 231:11 254:3 260:5
 269:21 324:21 325:15
 329:11
prevalent 231:20
prevent 196:17 210:13
preventative 51:19
 92:18
prevention 109:9 126:3
 210:11 253:15
preventive 181:19
 314:21
previous 25:14 28:13

42:10 101:7 105:1
 176:14 187:14 315:19
previously 15:9 29:6
 106:17 152:16 234:16
primarily 151:15 174:13
primary 173:8 184:15
 186:13 187:11 190:14
 283:5 288:17 318:22
printed 11:12
prior 20:14,18 56:22
 111:1 113:12 165:4
 209:15 223:20
priorities 49:1 343:16
prioritize 43:9,16
priority 114:11 174:21
 315:7
private 318:5
privilege 125:7
pro 99:3
probably 26:7 47:9 61:1
 71:8 116:9 132:9
 140:19 151:21 153:19
 161:8 162:2,3 166:5
 177:10 189:12 193:12
 193:22 204:14 223:7
 230:6 233:13 234:10
 254:13,15 257:15,16
 324:16,18 327:12
 328:3,11
probe 271:15
problem 52:18 77:21
 117:15 120:7 125:3
 150:13 162:7,10,14
 163:9 167:22 168:1
 245:8 253:1,3 275:12
 321:8,10
problematic 184:5
problems 185:11
 219:21 300:17
proceed 172:7 277:11
proceeded 338:1
process 6:21 8:8 24:6
 28:4,19,20 32:11,18
 33:8 36:1 45:15,21
 56:2,10 57:6,11 58:17
 58:20 60:11 61:5,15
 62:3 67:4,11,14,21
 72:1,18 75:21 82:14
 86:21 87:3 97:21
 98:16 101:3 104:16
 111:10 113:18 128:2
 128:8 141:9,13 144:8
 146:22 148:15 173:2
 173:9 187:5 196:6
 217:13 232:9 235:16
 236:1,2 243:3 249:18
 261:18,21 262:1,2
 264:8,9,12 271:16

272:8 278:5 279:2,6
280:1,15 281:11
291:1 293:14 294:10
301:19 313:9 317:20
322:21 325:1 330:17
330:20 331:8 334:14
337:15 347:4 348:8
processes 7:1 56:10
65:9 291:4
processing 75:16 76:4
produce 347:16,16
produced 69:7
productive 307:6
products 213:6,9
professional 191:14
Professor 22:8
profile 158:10,13
profoundly 326:21
program 16:16 20:15
23:10,11 44:7,10 47:7
55:10,10 57:5 74:1,7
76:3 88:10 89:2 100:8
100:9 113:3 162:22
173:21 205:19 206:8
206:14 214:6 218:11
218:16,17,21,22
230:4 252:1,2 254:2
259:18,20 281:14
311:2 339:14
programs 16:17 20:16
57:17 84:13 88:21
89:22 103:19 109:18
166:22 203:9,11
218:5,8,9,11 226:15
233:19,21 256:13
270:21 271:6 315:21
319:2 339:11
Progress 4:22
project 24:19 25:1,2,4,7
25:8 329:13
projects 16:1
prolactin 154:21 155:17
155:21
promise 128:7
promote 57:3 96:18
97:6 109:6,9 125:17
126:3,7 327:6
promoting 111:15
306:6 307:19
promotion 183:15
326:5
prompted 243:14
properties 50:13 52:15
proportion 196:1
proposal 278:12
propose 273:4
proposed 33:5 37:1
110:2 174:18 280:3

protects 315:3
protocol 273:12
provide 27:1 45:15 55:3
59:8 102:20 109:16
109:16 171:21 243:14
270:21 343:9
provided 29:1,22 50:17
108:10 125:13 187:4
provider 77:15 89:6
124:4 207:1 228:10
233:3 282:14
providers 53:8 78:5,13
78:19 79:14 89:3
113:22 124:13 141:4
166:9 167:3 169:6,19
169:20 180:19 198:22
207:22 209:14 272:1
288:17 315:2 318:22
320:20 324:13 325:19
325:21 341:19 342:3
342:4
provides 60:13,15
331:15 336:11
providing 53:9 105:4
158:6 318:6
proximal 294:18
proximate 276:8,13
277:9
proxy 174:7,9 175:13
176:12 177:12 178:6
183:3,4 187:8 189:15
Psychiatric 22:13,21
psychiatrist 16:8 22:12
152:19 153:2 156:15
psychiatrists 288:18
Psychiatry 22:8
Psychologist 17:21
psychosocial 165:4,6
165:20 167:12 253:6
psychotropic 163:10
public 29:16,17 35:9
39:10 49:10 50:1,8
53:15 57:3,19 60:12
61:9 66:19 71:19 81:5
81:14,15 82:2,11,16
83:7,12 84:10 86:22
94:13 95:14 103:18
103:19 105:21 106:15
106:20,21 110:3
123:12 128:20 129:1
133:16 135:20 146:22
152:1 170:18 171:5,7
171:10 172:4,6
235:19 236:3,15
238:2 316:17 318:20
319:1 343:3 344:5
public.qualityforum....
29:21 106:22

publically 45:12 50:19
75:6
publicly 250:10
publish 67:12
published 140:12
260:20
pull 164:7 333:20
334:17 340:15
pulling 190:17 194:22
216:3 329:8
pulse 242:20
pumpkin 322:9
punishment 71:21
purely 245:8
purpose 153:12 339:21
purposes 60:19 103:16
110:17 111:5 140:3
218:12 221:19 328:7
347:22
push 157:10 267:14
288:21 319:10
pushback 194:21
pushed 78:5
pushing 321:4
put 19:11 26:6 31:13,19
42:20 46:19 48:2,3,11
48:13 78:14 81:19
96:12 99:1 122:2
133:22 144:21 159:8
169:7 172:16 174:14
179:8 188:7 200:4
206:11,14 210:17
224:5 229:5,10
234:22 240:17 245:1
262:6 311:20 316:17
317:11 320:9,9,12
329:16 330:16 331:7
332:4 333:18 335:2
341:4 344:3
puts 133:18 287:8
putting 54:19 57:11
88:22 89:1 95:11 96:9
123:2 156:6 169:3
202:3 204:22 286:16
305:4 318:21 332:8
341:2

Q

Q1 191:8
Q2 191:8
QI 159:8 187:22
QRS 113:3 173:20
186:21 226:15 281:14
313:17
QRSP 226:15
qualification 290:9,9
qualifications 244:22
qualified 234:3

quality 1:1,7 2:20 3:3,5
3:7,8 7:5,6,7 12:18
16:16,17,19,20 17:17
18:1 19:1,8 20:6,10
20:17,21 22:3,20
23:16 25:19 36:11
37:4 38:6 39:17,18,20
40:6 44:7 49:1 50:6
51:16 52:13 58:5,12
58:20 60:2,16 62:7
67:10,16 68:18 76:7
76:21 87:8 88:14,16
89:3 95:20 100:17
104:4 118:19 141:3,5
156:5,16 157:11
158:5,18 167:2,10
171:13 182:10 187:15
197:17 208:14 209:22
210:5 214:5 224:10
232:20 233:18 252:3
267:10 268:11 272:10
285:17 304:4 309:20
313:17 315:7,14,15
315:19 338:4,9
348:12
quarter 46:13
query 206:16
question 32:18 34:3
35:22 37:22 39:1 43:6
45:6 57:13 67:4 69:15
72:10 73:4 80:7 83:16
84:7 85:10,14 86:5
116:19 122:16 124:17
125:22 130:16,19
132:18,21 134:14
140:2 145:20,22
160:16 162:6,9
164:12 168:15,19,20
170:4 183:21 185:1
185:17 190:12,15
191:21 193:7,16
195:9 199:11 203:15
203:19 211:16 212:20
216:21 221:11 222:14
228:3,7 234:20 239:5
240:6 255:9 256:18
257:1 266:14,18,22
273:9 294:17 296:2
309:1,8 311:17
321:19 330:11 331:17
333:16 334:14 336:6
344:18 347:3
questions 26:17 32:20
32:22 33:4,9,17 34:4
50:18 59:12,19 60:21
65:8 66:3 80:2 81:18
105:8 123:10,17
132:20 147:14 154:13

213:21 215:3,13
 336:8 339:5
queue 31:14 43:3
 124:19 153:14 164:8
 180:8 182:4 200:4
 203:19 209:1 215:9
 289:1
quick 5:4,14 24:17
 106:11 124:21 132:1
 134:14 140:2 164:11
 167:8 171:17 181:9
 194:8 199:11 216:21
 270:16
quickly 99:15 249:14
 314:16 320:17
quite 36:10 83:17 87:11
 101:1 166:13 179:2
 197:15 198:2 204:17
 216:6 221:16 227:12
 242:7 285:11,14,16
 288:8 324:10 330:1
quorum 243:20
quote 157:9

R

race 110:12
raise 60:2 91:7 95:18
 103:1,4 105:13
 240:17 294:17 329:21
raised 134:11 170:15
 255:3 306:3
raises 232:19
raising 7:15 228:8
ramping 48:14
RAND 22:15
RANEY 3:9 264:17
 265:1,9
range 245:5
ranking 303:12
rapidly 299:22
rare 151:16 156:1
rate 48:19 74:3 79:12
 111:6 149:15 152:22
 204:18,19 216:3,6
 259:12 313:8
rates 119:14 179:7,8,9
 187:13,17 188:2
 193:12 198:11 216:5
 281:8 285:3 287:3
 305:6,17 317:7
 341:15 342:2,8
rating 37:4
Ratings 214:5
ratio 303:12
rationale 105:5 106:5
 113:12 137:3 174:1
 238:17 314:19
re-emphasize 301:14

re-evaluating 128:2
reach 158:17 293:15
 311:21 336:13
reaching 192:8
read 76:11 104:18
 109:13 111:6 174:1
 228:20 281:9 314:13
 314:16 322:21
readdress 217:12
reading 302:19 312:6
 319:8 325:11
Readmission 348:17
ready 99:12 168:19
 211:15 280:22 307:10
 343:3
real 24:9 94:11 124:7
 124:10 131:1 167:8
 219:20 245:8 256:21
 258:7 266:13 310:16
 316:18 317:15
real-estate-wise 284:1
reality 154:8 333:17
realize 83:20 135:3
realizing 316:12 320:18
really 36:6,10,11 41:8
 41:14 50:7 51:15
 52:10,12,13 53:13,20
 61:11 63:6 65:13 66:7
 66:9,11,13 67:3 74:16
 84:21 85:11 86:6,18
 88:6,15,16 91:13,14
 92:7 93:4,15 94:5,15
 94:20 95:4 97:1,2
 98:5 104:16 116:13
 116:15 117:12 119:7
 120:19 122:3 123:13
 123:15 127:12 132:2
 133:1,3,17 134:14,14
 137:19 138:17 139:9
 152:2 154:2 158:11
 162:22 165:5,15
 166:9 175:22 176:5,6
 177:13 180:2,18
 189:6,6,16 190:9,12
 190:16,18 191:2,13
 193:9 194:11 197:20
 198:7,13 199:2,7
 201:18 202:11 203:9
 203:16 207:3,14
 209:18 210:7 211:5
 214:2 219:16,22
 222:8,11 223:7,18
 224:4 229:8,8 230:3
 232:5 240:14 248:3
 248:15 257:6,22
 258:1 260:7,9 266:2
 268:19 275:10 276:19
 277:3 278:4 283:11

283:18,21 285:5
 287:21 289:18 296:17
 301:5,6 306:6 308:6
 310:12 316:15 317:20
 318:20 324:10,22
 325:13,21 327:11
 329:12 331:19 332:14
 337:6 342:8,18 343:3
 343:17
realm 164:14 316:18
reason 35:6 169:4
 193:4 219:1 242:6
 264:2 267:13 276:5
 300:15 311:20 326:20
 337:22
reasonable 156:2
reasons 38:20 109:12
 109:20 112:19 117:21
 123:4 135:4 258:5
 284:14 327:6
reassuring 74:16
recall 192:14
recap 64:18
receive 104:9
received 8:2 14:16 27:8
 30:1 106:8 303:21
receiving 196:2
recipients 282:19
recognize 32:3
recognized 36:4 348:4
recognizing 123:1
recommend 123:4
 128:4 187:5 188:2
 246:12 247:4 270:9
 274:18 278:7,9
recommendation 29:10
 82:17 112:20 114:6
 115:20 116:22 127:13
 129:2 139:7 153:9
 161:6 164:19 174:5
 191:10 206:20 248:11
 273:15,17 288:11
 291:17,18,19 302:22
 328:4 334:16
recommendations 4:19
 25:17,22 27:6,11 29:4
 30:3,4,6,15 54:11
 72:9 99:19 104:9
 109:4 114:14 117:18
 117:22 120:6 152:6,8
 179:17 181:10 215:5
 249:19 250:14,19
 328:17 347:22
recommended 30:18
 45:8 105:5 106:1
 107:8,16,22 109:1,2
 110:1 111:19 112:16
 113:10,11,13 126:5

128:16 150:6 152:7
 185:18 187:2 217:11
 250:16,22 320:3
 321:21 323:8 337:8
recommending 127:17
 174:2 238:19 244:19
 247:20 248:11 299:13
 299:14
recommends 113:21
 114:13 174:3 207:9
 252:9
reconcile 136:11,18
reconciled 137:5
reconciliation 164:18
reconsider 217:7
reconvene 99:6
record 99:8 112:10
 142:4,19 172:13
 233:22 242:15,19
 245:1,9 249:7 252:7
 328:18 333:19 338:7
 341:2,21 348:22
records 111:12,12
 173:11 226:11,11
 303:18,18 313:11,11
 323:1,2 328:15
 340:16
recount 241:22
red 10:14 232:19
reduce 123:20
reduces 60:15
reducing 109:7 169:1
 315:4
reevaluate 217:13
reevaluated 217:4
refer 27:16 336:10,20
referenced 181:12
referring 33:17 46:20
refine 215:5 217:13
refined 200:18 210:5
refining 252:9
reflect 97:22 117:18
 227:9 271:4 311:1
Reflected 27:13
reflecting 63:21
reflection 144:3 158:3
reflective 39:11 161:2
reflects 28:7
reform 210:17,17,18
reforming 11:11
refresh 63:17,18
refusal 200:22
refusing 218:15
regard 26:10
regarding 117:22 237:3
regardless 38:17
 102:10 223:1
regards 67:5

regimens 283:11
registries 318:4
registry 313:11
regular 156:14
Regulatory 21:5
rehab 308:5
Rehabilitation 15:17
reimburse 340:11
reinforce 167:9
reins 223:20,22
reiterate 151:13
rejiggering 117:20
rejoin 112:7
relapse 253:15
relate 11:10 125:10
related 8:4 14:18 15:22
 15:22 16:20 47:17
 49:1 69:6 105:8 188:1
 220:9 221:1,2 256:7
 258:19
relates 46:4 59:9 75:8
 141:17
relation 101:16 102:8
 309:1
relationship 179:20
relationships 325:9
relative 49:16
relatively 92:21 140:2
 151:16 176:21 280:14
 310:14
relay 348:7
release 34:14 60:19
 61:22 62:5,18,21 63:3
 63:15 64:14,19 69:3
 73:11 75:1,5
released 56:20 113:16
 129:6
releases 62:13
relevance 91:13
relevant 176:20 191:21
reliability 72:19 73:1
reliable 76:21
rely 85:4
relying 177:11 188:14
remain 230:2 244:17
 323:14
remained 251:17 281:7
remains 112:20
remarks 6:1
remediable 327:1
 333:22 334:2
remember 121:14
 127:2,12 148:22
 157:7 195:15 198:12
 207:6 233:17 235:11
 276:10 311:18 326:14
 343:8
remembering 330:2

remembrance 292:15
remind 24:6 115:2
 172:21 302:19
reminder 5:5 7:16
 40:18 75:7 108:22
 238:9
reminders 14:20
remiss 81:22
remission 284:16 285:3
 285:21 296:20 297:1
 297:13
removal 27:12 29:5
 30:4,19 100:6 107:8
 107:17 109:4,12,21
 113:11 114:18 118:1
 135:11 139:17 143:11
 145:21 146:18 147:13
 148:5 172:4 174:3
 178:17 184:1 185:18
 187:3,5 188:2 190:19
 206:20 213:15 216:11
 225:17 236:6 237:11
 238:15,19 239:8,11
 239:15,17 240:18
 241:7 246:12 249:11
 315:11 323:9,12
removals 109:1 238:14
 241:5
remove 96:17 111:19
 112:16 118:21 120:15
 125:15 127:16 137:2
 137:8 138:17,22
 148:8 170:5 185:21
 186:1,5 195:17 208:7
 216:5 232:11 235:11
 241:13 243:9 244:8
 244:10 246:2,7,11,15
 246:20 247:12,16,17
 248:4
removed 26:7,11 110:9
 110:19 114:7 122:5
 127:14 135:17 139:2
 143:12 213:8 225:10
 244:13 322:17 323:15
removing 123:8,8 159:7
 161:16 166:4 184:1
 217:1
Renee 3:6 195:6 262:17
 312:5 332:21 339:8
Renee's 312:6
reorient 28:19
rep 8:17 9:1 282:2,4
repeat 211:10 242:4
 316:22
repeatedly 89:8
repetition 168:18
replace 117:4 145:5
replaced 144:20

replacement 317:21
 320:5,16
report 33:1 36:4,8,13
 37:17 38:18 39:4,12
 40:2 48:1,5,7 85:21
 86:3 87:15 96:5 137:4
 137:7 145:12 174:12
 198:10 238:21 252:3
 252:8 260:20 309:7
 313:18 315:9 316:19
 337:2 341:11 344:5
 347:21
reported 28:10 32:20
 34:10 35:1 50:19 81:4
 112:2 113:2 149:21
 149:22 150:2,3
 173:18 186:19,20
 187:13,17 196:9,10
 226:13 250:10,10
 251:21 281:9,13
 313:13 323:3 337:16
 337:17 341:10
reporting 25:18 27:9
 28:8,15 29:8 30:8,12
 31:5 34:3,16 35:3,7,9
 36:1 38:4,19 39:10
 40:14,16 41:18,20
 42:10 46:2,4 48:15,19
 49:10 50:2,8,22 54:13
 54:17 58:15 59:10,21
 61:18 68:12 71:19
 79:1,8,11 80:15 81:6
 81:14,15 82:2,11,16
 83:7,12 84:11 86:11
 88:6,7 94:13 95:14
 101:16,17,17 102:7,8
 103:19,19 104:18
 109:15 119:22 123:12
 124:4,8 149:20 150:4
 152:1 174:16,22
 178:14 196:8 257:7
 304:2,4 316:18 328:7
 328:10 332:1 337:4
 338:19 343:3,21
 345:12 347:9,14,19
reports 94:17
repository 108:10,12
 195:11
represent 21:8,10
 39:20 109:5 153:2
 160:20 161:11 250:14
 256:19
representation 100:19
representative 10:8
 12:7
representatives 7:20
 7:21 8:2,13 23:1
represented 229:12

representing 11:21
 14:4 16:7 26:20
 151:18
represents 151:9,16
reps 15:2
require 52:7 209:15,16
 231:4 255:14 292:16
 331:2
required 40:19,21 59:3
 67:11 188:21 234:14
 315:9 344:5
requirement 178:5,14
 263:5,5,6
requirements 54:14
 100:10 183:8 269:6
 345:12
requires 206:15 252:6
requiring 158:21
 218:10
rescinded 206:19
research 2:20 15:20
 16:18 18:4 19:22
 22:11,17 68:17 256:3
researcher 11:8
residual 340:4
resource 79:4,20
 100:21 252:3 303:20
 313:18
resources 2:18 29:13
 50:20 51:10 55:4
 133:20 134:2 184:20
 199:7 321:6 328:13
 329:8 332:7 343:18
respecified 119:3 298:1
respecify 205:5 298:17
respect 30:5 71:12
 117:2 118:2 137:21
respectfully 168:17
respective 171:2
respects 140:5
respond 53:3 128:1
 212:16 332:18
response 200:4 285:20
 286:14 297:14
responsibilities 69:17
responsible 218:17
 219:2
rest 24:21 65:19 84:5
 96:19 190:7 215:8
 327:15 343:10
Restrooms 5:19
result 174:7 252:7
results 40:1 67:13 81:3
 145:4 151:17 224:4
 231:7
resumed 99:8 112:10
 172:13 249:7
retail-based 177:16

retain 241:8,13 242:1,5
242:10,13 243:10
244:7,9,19 246:5,10
246:16,21 247:1,13
248:2
retaining 242:7 247:4
retention 221:12
retirees 234:3
retro'ed 277:17
Reuland 3:11 335:8,13
335:14,19,20
review 4:8,15 20:10
28:19,20 30:9,16
37:21 76:12 77:8
103:16 106:7 107:3
111:14 182:20 183:5
194:7 195:8 252:5,7
318:9
reviewed 103:13
195:13 249:15,18
293:3 330:13
reviewing 36:22 98:15
98:15 108:7
reviews 173:15 184:7
184:19
revise 129:15 303:2
revising 128:11
revisions 140:8
revisit 99:20
revisiting 280:20
revolved 135:1
rewind 295:11
Rhode 311:4
Rhonda 1:13 8:21 9:17
53:1,3,6 55:15 136:3
168:15,20 170:2
189:3,18 308:1
rich 6:2,4 21:15,18 31:8
51:12 53:11 62:14
70:10 72:14 76:11
96:11 113:4 114:22
150:20 175:2 196:22
239:13 243:2 252:15
324:1 326:1 333:21
341:7 342:20 345:10
Richard 1:9,11 226:22
richness 145:15
riding 115:7 224:21
right 5:20 32:6 39:9,12
40:3,4,11,17 41:1
42:6,8,18 44:4 47:10
51:17 56:6 57:14,14
59:14,21 67:17 68:8
70:18 77:19 78:2,21
80:12,19 81:5,12,13
81:16 82:22 84:1
90:15 95:12 97:19
99:10,13 103:3 115:1

115:10 119:5 121:15
127:1,22 129:21
131:16 132:10,12
135:14 136:1,2 139:9
139:20 140:14 145:17
146:15 147:2 148:18
148:20 150:2,19
159:14 160:13 164:1
164:22 167:14 169:13
170:15 172:2,15
175:4 177:8 178:18
180:15 183:19 186:2
186:8 190:2,2,6 192:9
195:15,20 197:21,22
198:19 202:13 204:19
205:2 211:4 219:10
225:14,18 240:20
244:5 245:19,20
246:17 248:13 254:17
263:15 268:5 272:4,4
273:21 274:19 278:8
278:12 279:4 280:1
281:2,18 282:7
293:17 295:19 297:18
298:11,19 302:3,12
303:7,8 309:7 311:3
313:4 320:1,11,14
322:14 329:3 332:17
344:2 345:13 346:14
347:15
right-hand 107:19
108:4
rigor 51:9
rigorous 262:1 280:14
rise 232:14,18 267:8,20
280:10
rises 232:21 267:19
309:21
rising 118:22 286:15
risk 71:3 77:1 91:17
169:8,9 208:9 214:22
233:13 253:7 284:17
risky 194:18,19
Risperdal 154:18,19
155:7,16,22
Rizzutti 1:18 11:19,19
252:18,20
RN 1:13,14
road 88:2 137:18
141:11 155:4,4
239:19
robust 158:21 176:13
280:14 305:17 323:7
325:6 334:18
role 18:7 78:18 138:19
272:9 306:1
roles 308:2
roll 80:15

rolled 52:1
rolling 121:1
Romney 1:18 14:9,9
141:1,19 206:22
233:6 247:9,15 248:6
248:10,14 277:4
284:13 320:4
room 1:8 5:11 27:15
90:15,16 97:11
105:12 112:1 133:13
143:20 152:3 153:5
171:9 179:11 218:14
221:1 231:12 233:11
236:15 242:21 243:6
243:19 244:2 245:14
294:12 302:19 341:22
Ross 1:19 9:8,8 45:6
46:5 260:15 275:22
roughly 46:13
round 98:8 278:21
rounded 272:11
routine 92:18,22
RPh 2:14
Rulemaking 37:1
rules 103:20 248:12,15
248:18,19
run 116:7 269:15
284:17 301:11
running 49:10 151:20
329:6

S

S 4:3 271:12,18
safe 223:5,7 277:16
safer 109:7 154:15
safety 136:6 164:14
303:22
safety-net 12:20
Sakala 1:20 13:18,20
13:21 36:21 74:15
118:18 244:21
sake 101:17 241:18
319:8 322:20
Sally 1:21 8:21 12:8
13:2,4,8 43:3 45:5
49:7 92:5 94:6 121:13
122:13 123:6 130:17
229:4 234:6 261:16
264:16 265:15 267:1
278:3 291:5 309:13
310:5 314:15,17
315:17 319:10 330:9
332:16,16 333:7,11
Sally's 57:13
SAMHSA 18:1 23:18
151:8,15
SAMHSA's 151:3
sampling 328:15

Sarah 8:21 281:21
282:1,2,4
sat 54:18 76:16
satisfy 250:8
Saudi 311:3
saver 122:18
saving 157:17 159:3
Savings 252:1
saw 32:13 210:21 228:4
saying 7:17 34:21 80:9
92:6 94:19 127:13
164:20 168:22 198:19
200:9 201:20 205:18
230:2 242:11 273:17
273:18 274:17 290:10
298:2 299:6,12,12
308:17 319:18 324:8
339:8
says 37:4 113:12
131:16 134:7 142:8
179:7 183:12 193:13
206:2 254:10 280:2
281:20 300:12 312:7
scared 169:6
scary 229:8
scenario 60:4,14
scenarios 157:2
schedule 78:2 118:11
316:12
scheduled 62:21
Schellhase 2:12 11:2,3
17:9,10 118:1 146:2
148:7 177:4,18,21
185:20 186:2 189:10
221:7 224:14 256:16
286:21 310:10
Schiff 2:13 20:3,3 85:18
121:18 141:21 143:19
144:15 191:7 208:4,5
298:13 334:8,12
schizophrenia 251:10
251:17 253:2,21
255:12,18 256:8
259:7 260:22 261:4
265:8 270:4 283:18
286:9
schizophrenics 253:4
Schlaifer 2:14 21:3,4
126:17 191:20 192:16
192:21 201:14 204:2
209:2,7 211:22 218:4
265:16 266:7 275:5
299:2 300:6
school 169:9,15 223:5
253:14 318:20
schools 336:12
science 3:11 94:5
326:10 335:22

scientific 138:2
Scientist 22:14
scope 268:12
score 184:17 244:9,10
scorecard 1:3 4:15,20
 5:8 23:12 25:18 26:1
 26:4,7,16 27:3,7,14
 27:19 28:1,12,17,22
 29:3,5 30:7,10 31:2
 32:22 34:6 36:5 37:5
 39:3,9,20 40:6,12
 41:6,11,17 42:15
 43:12,22 44:3 45:18
 46:21 48:12 49:9 50:9
 50:12,19 52:9 54:1,12
 55:2,11 56:19,20 57:2
 57:19 58:2 59:7,14,17
 60:19 67:19 68:2
 69:13 71:16 73:4,5,12
 74:14 77:11 80:13
 81:8 82:7 84:21 87:19
 90:17 96:17 97:14
 102:8 105:4 109:12
 110:20 114:8,10,21
 123:12 125:12 126:19
 127:4,5,16 133:7,9,10
 133:11,17,22 134:6
 135:6,12 137:3
 141:10,12,17 148:5,8
 149:1 151:12,22
 153:8 159:17 161:17
 162:4 166:14,18
 170:7,8 174:5 176:2,7
 178:15 179:4 185:18
 185:21 186:5 187:7
 187:22 188:4 190:2,6
 195:17 202:16 211:2
 218:7 219:11 221:19
 225:11 227:18 235:12
 236:7 237:2 238:14
 238:16,19 241:8,8
 243:10,11,17 244:8
 244:18,19 246:3,6,9
 246:11,12,15,16,21
 246:22 247:2,6 249:5
 250:7,12 252:22
 254:5 256:22 261:6
 263:8 266:4,17 267:8
 267:21 268:12 269:21
 270:8,16,18,19 271:9
 271:11,12,16,18,22
 273:16 277:12 284:3
 286:16 287:1 290:18
 301:13,21 302:2,9
 306:2 307:10 309:2
 310:1,16 311:7,12,18
 312:2,15 313:3
 316:16 320:3 321:22

326:6 329:16 331:12
 331:21 332:8,14,20
 339:17 342:22 343:1
 345:1,11 346:12,17
 348:6
scorecards 256:19
 271:21
scored 341:22
scores 151:18 287:16
 329:4
screen 92:22 100:1
 243:14 324:13 325:18
 328:20
screened 325:16
screening 91:12 129:22
 179:22 181:2,19
 183:15 191:11 322:15
 324:19 328:1 329:11
 330:8 338:11,14,18
 340:12,14 341:20
 343:19 345:1
screenings 121:5
 175:11 176:4 181:13
 181:17
screens 243:6
scrubbed 59:7
SDOH 71:14
se 286:1
second 62:21 73:7
 105:18 106:3 121:18
 130:10 135:16,19
 136:22 137:9 144:17
 146:21,21 148:10,11
 148:19 170:9,10
 178:13 203:6 225:13
 274:5 278:15 284:20
 290:20 291:21 318:17
 322:3 344:19 345:5
second-rounders
 217:20
secondarily 181:16
secondary 188:22
 287:15 295:1
seconded 147:13 173:1
 276:11 277:19 280:21
 294:14 297:4 302:16
 345:7
seconding 274:1
seconds 148:17 291:13
 307:2
Secretary's 96:5
section 135:12 143:9
 172:5
sector 318:5
sectors 158:22
sedating 157:22
sedation 155:12
see 13:13 16:22 31:16

32:2,2,10 35:17 42:20
 44:19 45:21 46:3
 54:20 61:14,15 65:5
 66:14 79:15 89:22
 115:9 121:3 122:11
 128:21 129:18 131:20
 134:4 143:3 153:18
 153:20 178:2 180:14
 185:7 190:14 193:3,9
 197:17 198:3 211:10
 213:20 221:6 241:1,9
 250:1 255:4 262:17
 264:4 272:7 278:13
 296:19 298:10 304:1
 317:5,7,20 318:18,21
 324:9
seeing 73:2 94:21
 186:6 200:19 203:8
 308:3 313:1 329:4,9
 337:19
seen 89:5,8 194:1
segment 16:5
segments 161:19
segue 103:10
select 100:2
selected 84:20
selecting 61:6 104:1
 148:17
selection 27:2 56:12
 58:17,20 99:20 100:4
 102:3 103:10 104:4
 249:20
selections 58:18
selling 206:6
send 53:15 113:8
 123:11 215:22 216:6
sends 344:4 346:3
senior 3:3 5:7 7:4 18:3
 22:14 24:18 25:1
 145:8
sense 71:20 95:8 96:15
 97:6 162:4 184:5
 257:16 291:15 292:12
 294:11
sensed 292:9
senses 81:12
sensitive 198:4
sent 113:5
sentiment 319:22
sentiments 286:22
separate 78:12,16
 276:20 277:2
Sepheen 3:5 119:2
 262:20
series 187:13 279:16
serious 120:7 296:22
seriousness 66:10
Seroquel 155:8

serve 15:12 174:20
 187:8
served 15:9 25:14
 271:5
serves 174:6,8 261:3
service 78:1 158:22
 258:22 337:9
services 2:5,7,14,17,18
 2:19,21 3:7,10 10:21
 15:21 16:15 18:19
 19:21 20:5,9 23:13,17
 45:9,20 46:10,12
 52:20 55:11 90:12
 100:12 113:19 168:4
 181:20 258:17,20
 268:20 269:5 318:1
 334:5 337:11
serving 12:21 245:15
sessions 61:9 62:6
set 27:5,9 28:9,15,21
 36:16 37:5,6 39:13,14
 39:16 40:19 41:16
 43:10,11,20 44:15
 45:3,11 46:9,21 47:1
 47:3,3,16 48:1,20
 50:2,5 52:9 54:18
 58:4,8,13 59:4 60:20
 62:12 65:3 67:5 68:3
 69:10 76:13 91:8
 101:3 103:18 110:16
 111:14 112:21 126:19
 127:3,6,18 129:9,14
 140:16,18 141:9,15
 141:16 146:9 148:18
 149:19 163:13 165:3
 165:8,16 170:6
 171:21 175:10 193:9
 195:7,12 196:14
 201:16 202:9,14,21
 208:14 212:4 214:1
 221:15,22 226:16
 227:19 239:19 249:14
 251:11,14 262:16,18
 262:19 263:3,4 264:3
 264:13,13,19 265:3
 265:11,12 266:6,7,8,9
 266:12,17 267:5,19
 272:22 284:4 301:11
 302:10 310:1 311:19
 313:20 316:16 323:9
 323:14,18 328:12
 332:11,12,20 346:13
sets 27:10 35:10 40:20
 41:11 42:18 56:4 60:5
 78:21 103:16 110:14
 110:14 119:11 127:9
 168:4 259:17 301:18
 301:18

setting 37:13,20 77:1,9
275:17 276:18 326:22
340:3
settings 100:22
severity 268:3
sexual 194:19
sexuality 191:15
Shaconna 3:1 24:21
25:1 99:13,18 102:13
106:14 112:4 139:11
235:21 238:5 264:2
264:17 277:4 280:17
293:3 294:10
shakes 121:9
shape 50:4 66:1
shaped 50:15
shaping 50:11
share 45:13 55:14
221:17 338:22
shared 95:19 251:22
269:21
SharePoint 29:17
106:20
sharing 65:17 95:15
342:16
Shayna 1:14 8:21 12:11
168:14,19 175:5,6
180:7,16 188:6,10
211:14 234:7 286:20
290:13 317:17 318:13
Shayna's 183:10
shoes 252:17
shop 86:2
shopping 205:9
short 142:7 327:11
short-term 224:18
shorter 8:3
shot 188:12 192:4,6
show 162:15 243:21
showing 340:15
shown 253:12
shows 109:11 251:1
shy 288:12
sick 180:21 194:8
sickle 200:12 217:2,4
217:11 267:9
side 10:21 12:9 57:5
77:5 101:4 154:20,22
157:22 158:10,13
178:12 239:20 241:4
241:12 253:18 290:1
290:3 295:13 298:11
343:11
sides 239:22
sign 209:9 215:9,12
343:21
signal 51:7 123:11
346:15

signaling 346:9
signals 346:3
significant 115:5 168:7
173:13 186:17 226:20
significantly 166:8
signs 78:9
silos 65:11
similar 28:13 65:12,12
75:5 88:9 136:7
174:21 283:16
similarly 31:3 193:2
simple 199:12 204:15
240:21 327:6 343:20
simplified 201:5
simplify 252:10
simply 328:5
single 110:12 113:18
120:17 255:15 284:7
338:17
singularly 253:22
Sir 314:1
sit 18:10 21:9 22:3,20
32:7 86:7
site 29:17 106:20
sites 342:6
sitting 51:14 77:5 85:19
situation 77:9
situations 150:14
208:19
six 30:3,9 109:5 110:1
113:14 154:19 155:3
175:18 188:17 250:15
271:2 285:6 287:12
292:17
Sixty-six 244:14
Sixty-three 246:22
size 59:13
skills 325:9
skip 250:4
skipped 317:12
slated 107:3,10
slice 42:15
slicing 302:2
slide 27:13,16,17,18
28:7,13 30:14,22
104:13 108:21 109:11
172:16 241:7 249:15
249:16 250:4,5,18,20
251:1 254:9
slides 31:4 241:2 243:4
249:14 292:2
small 51:20 52:2 59:18
72:6 92:15 97:9
101:13 102:11 159:13
165:13 166:15 176:21
207:14 216:3 305:15
309:17
smaller 60:20 89:18

93:4 95:1 267:15,16
SMITH 2:21 339:7
so-called 228:18
so-so 287:20
soapbox 343:14
social 325:8
societies 136:10
society 136:8,9
software 292:1
solicit 277:11
solicited 29:3
solid 97:1,12 222:11
solidified 53:15
solve 52:18 162:9
solved 162:7,10,14
167:22,22
somebody 71:6 131:14
280:2 290:15 294:17
295:9 307:2,18
311:19 327:20 328:6
334:17 335:17
somebody's 121:13
230:18 293:7
somewhat 74:16 77:15
78:4 169:7 288:19
314:6
son 9:15
soon 145:22 299:14
sooner 140:9
sorry 7:13 13:19 21:1
115:9 124:20 126:2
140:1 144:4 150:19
178:19 186:2 237:1
237:19 244:11 265:9
266:8 293:10 304:13
345:4
sort 6:15 31:15 32:8,9
41:18 42:2 43:6,15
54:10,16,22 66:14,14
66:21 67:7 77:7 83:21
84:2 98:14 99:19,22
101:2,8,10,13,14,15
101:19,20 102:2,4,9,9
122:16 130:4 131:2
135:3,8,9,13 138:3
143:16 144:3,11
160:2 185:11 191:12
210:4 221:11 227:18
231:19 239:14,22
241:19 269:6,7
270:22 271:8 272:12
286:5,9,10 306:7
307:21 312:21 318:9
319:7 328:17 329:14
347:6
soundness 138:3
sounds 44:22 65:11
81:2,5 130:20 170:4

258:18 334:22
source 111:11 149:16
173:10 186:15 196:6
212:18 281:12 322:22
sources 46:22 47:4,5
52:7 64:11 68:21
111:11 226:10 303:16
313:10 318:3
South 15:14
sow 118:14
space 53:17,18 71:13
82:15 309:19
speak 7:16 10:18 13:13
24:8,13 51:3 154:5
205:4 254:14 282:4,5
282:6 332:22
speaking 15:3,4 47:12
146:1 268:17 300:10
spearhead 16:16
spec 290:5 333:10
336:10
special 183:13 260:18
specialty 320:19
specific 26:10 77:21
81:20 126:18 153:12
158:19 176:18 181:10
183:7 215:3,13
220:10 264:7 265:17
267:7 268:6 271:11
272:12 295:15 299:5
specifically 71:12
253:21 288:16 312:10
321:16 326:16 342:3
specification 124:9
140:12 296:14
specifications 105:9
108:2,18 141:16
228:20 251:4 289:8
specificity 150:12
specified 131:12 262:8
specify 152:12
specs 104:18 262:7
323:10,15 336:11
spectrum 43:13 288:1
317:22
speed 284:15
spend 312:19
spending 26:13 46:14
split 28:2 110:13
spoke 53:8 62:17
143:21
spot 96:13 170:1 179:9
spread 95:5 329:4
Srey 210:6
SreyRam 2:8 15:7,9
132:22 200:5 209:11
SreyRam's 224:19
SSRI 292:20

stabilize 282:20	47:22 51:2,21 52:2	342:18 343:21 344:4	street 1:8 157:20
stable 163:20	57:4 59:10 69:7 71:4	347:16	220:19 346:3
staff 3:1 4:14 22:12	73:22 75:9,12,17 76:8	states' 159:20	street-buy 220:20
24:10,17 29:9 30:1	76:16 77:13 78:19	statewide 187:18	Strengthening 4:19
103:5 104:8 138:21	79:7,12,13,17 80:11	stating 113:17	strep 181:6
145:8 241:22 273:3	80:14,16,18,21 81:4	statistical 50:14 52:15	stress 319:2
276:6 291:8 302:20	88:12 94:22 95:12,12	status 174:4,8,19	stressing 181:1
303:2 312:17	96:2 100:19 109:15	264:12 300:9 313:6	strictly 318:3,8
staff's 108:2	109:17 120:13 124:4	335:11	Strike 241:11
staffing 25:2	133:19 144:11 148:6	statute 56:5 58:15	strikes 92:20 267:5
stage 326:22	163:2 166:4 182:20	67:11,22 97:17	strong 192:15 207:3
stakeholder 97:21	184:3,10 198:10	189:11	227:18
300:16	199:2 203:9,10	statutorily 59:2	strongly 55:1 86:17
stakeholders 66:21	205:18 206:16 218:11	stay 59:18 116:16 130:9	100:16 161:20 175:9
299:19	218:13,17,18 222:18	175:9 191:6 288:2	227:4 232:6 242:13
stakes 331:3	230:4 233:2 234:2	289:22 290:1 299:17	253:15 280:19 316:9
stall 220:12	249:20 250:8 254:2	301:2	structural 232:13,17
stand 96:20 132:21	256:20 259:15 260:9	staying 145:10	structure 74:6 87:8
186:3 217:16	261:2 269:3 270:20	stays 139:4 203:21	struggle 49:17 122:22
stand-in 240:7	271:16,21,22 287:2	235:12	123:7
standalone 228:10	310:21,22 311:7	stead 174:1	struggling 96:2 126:20
229:1	315:20 321:16 329:5	steer 347:21	342:18
standard 118:15 283:19	329:7,13 337:9	step 5:18 61:14 65:5	stuck 54:20
standardize 334:21	338:10,13,15 339:2	97:22 307:15,15	studies 245:4 253:12
standardized 78:22	339:18 347:20	331:9	stuff 142:7 259:7 289:9
303:11 328:20	state's 179:9	Stephanie 1:22 8:21	314:4
standardizing 224:22	state-level 337:7	10:13,19	subcommittee 22:4
standards 118:22	stated 70:20 177:5	Stephen 2:9 70:11	subject 2:1 7:21 8:7 9:2
314:10	statement 49:5 211:13	136:2 137:4 164:8,10	11:3,16 14:15 15:5
standing 118:21 150:9	states 2:4 18:15 25:18	201:13 304:7,8	21:14 23:1 59:8
150:11 153:16 173:22	28:10 30:8 32:19 33:1	308:15 309:1 311:13	114:19 133:12 138:8
252:13	33:8 34:2,10 35:7,18	313:22	138:8
standpoint 88:10	36:1,12 37:17 38:4,18	Stephen's 139:5 147:15	submissions 30:2
115:15 223:18 231:2	39:3,4,12,17 40:2,20	307:16	submitted 192:5,10
310:21,21 324:10	41:12 46:2,4,7 48:4,7	Steve 11:15 17:1,1,2	195:10 196:19 197:5
342:13	48:14 49:3 50:1,20	178:10 204:3 205:16	subpopulation 95:1
stands 146:14 307:19	52:8 54:21 55:4 57:16	steward 18:21 199:14	162:17
311:17	60:14 71:17 72:2	252:9 327:21 330:14	subpopulations 158:19
stars 28:11,16 233:19	73:11 75:22 79:1 88:6	331:13 333:8,9	176:19
start 8:1,18 9:2,7 12:10	94:10,20 95:11 113:1	334:22 335:6 337:15	subsequent 280:6
15:6 23:6 52:12 71:17	123:16 133:6 149:21	339:10,22	Subsequently 196:19
71:20 142:6 210:1	149:22 150:2,3	stewarding 336:7	subset 309:17 310:15
217:22 227:3 230:1	159:12 173:18 177:8	stewards 302:6	344:14
272:6 287:22 289:19	178:13 184:5,7,9	stewardship 55:4	substance 2:17 23:17
324:7	186:18 189:13 196:9	stick 241:19	181:18 191:5
started 5:4 24:16 48:14	196:10,15 198:1	sticking 205:2	substantial 319:6
99:12 102:15 112:13	203:4,5 204:9,17	stigma 154:6	substantially 340:10
194:1 195:8 198:14	205:1 218:10,20	stone 65:4	substituted 239:18
262:18 265:13 337:2	219:11,21 220:1,2	stood 8:16 191:12	success 159:8
337:3	222:11 224:2 226:13	stop 346:21	successfully 159:1
starting 41:3 211:10	250:11 251:21 252:8	story 40:1 46:3 47:6	234:15
285:6 308:14	266:21 272:10 281:13	73:16,21 74:12	suck 179:5 189:6,16
starts 99:18 202:20	285:10 304:1 313:13	straightforward 314:3	Sue 2:18 8:22 13:9,12
state 2:2,15 15:10	318:4 321:3,6 323:3	straits 132:10	70:6 102:18
18:18 19:9,12,16	329:5 331:18 332:1	strategic 26:14	sufficient 326:11
20:15 22:13 27:7,9	332:15 334:17,19	strategies 2:2 12:4	sufficiently 242:1,9
28:8,14 29:7 30:12	336:3,4,19 337:1,3,6	17:18 51:7 300:19	sugar 235:8
36:7 39:2 42:11 47:13	338:2,22 341:9	strategy 83:22	suggest 72:6 135:11

138:16 152:18 297:7
335:4 347:17
suggested 277:22
278:2 284:3
suggesting 96:22
271:15 294:10 299:5
suggestion 83:2,15
85:16 135:17 139:2,6
147:15 276:6,13
280:11
suggestions 98:8
241:21 307:16
suggests 55:1
suitable 50:8 85:13
111:20 112:17,18
Suma 26:20
summarize 4:22 235:20
summarized 114:11
summary 63:15 103:8
134:22 174:18 187:21
236:3 241:15 242:3
315:13
summed 197:14
summer 62:17 63:8
64:19 69:2 129:6
sun 157:19
super 73:22 175:18,19
175:19
super-low 234:5
super-tough 227:6
superior 109:19 174:20
supersede 175:14
support 27:10 85:6
90:12 106:5 113:19
118:1,18 120:2
139:17 148:4 164:2
167:11 173:16 183:11
194:16 199:3 238:11
238:12,22 239:1,7,7
239:11 240:9,10,11
241:2,3,3 258:2 268:1
268:9 273:7,8,17,18
273:20 274:3,4,22
275:1,6,11 276:21,22
277:1 278:13,16,20
281:16 284:13 286:22
288:11,13 291:12,17
291:20 292:3,6,8
299:6,11 301:5,7
302:15 310:2 322:18
330:4 334:15 338:3
345:5 347:7
supported 173:13
186:17 196:13,18
226:19 275:13,16
304:5 313:14 336:1
338:15
supporting 118:11

120:19 238:15 252:21
273:19 274:8 299:21
300:6 336:7 348:10
348:10
supportive 304:10,14
334:13
supports 16:15 46:11
145:21 167:15 258:18
suppose 43:15 307:4
supposed 10:17 117:16
311:6
sure 19:4 23:20 27:3
34:1 42:16 45:2 49:20
55:22 70:4 71:6
104:15 120:22 125:9
140:13 145:1,17
146:7 150:1 151:2
165:17 167:3,14
171:14 182:17 191:16
201:15 204:5,12
212:11 213:20 214:11
218:21 221:10 236:5
238:18,20 242:17
255:20 265:22 266:21
268:4 290:22 292:11
293:3 310:15 319:16
319:16 320:22 324:7
328:7 334:19,21
335:2,13 339:20
342:12
surface 261:18
surprise 343:15
surprisingly 32:14
surrounds 327:16
survey 19:1 33:8 34:4
34:12,13 35:14 45:10
46:8 337:4
surveys 19:1 119:18,18
sway 169:19
swaying 169:6
swim 121:4
swing 200:20
switch 295:14
symbolic 245:8
sympathetic 321:3
332:8
symptom 253:14
symptoms 166:1
system 2:9 11:18 17:6
27:7 37:4,13 43:11,20
71:4 132:6 206:16
261:3 282:13 287:8
327:5 334:18 339:18
systems 206:3 219:13
259:1 338:17 342:7
systems' 250:8

T

T 4:3,3
T-MSIS 68:15
table 6:17 59:12 61:1
156:21 191:22 192:17
201:18 229:10 249:21
265:20 290:22 295:15
297:21
tabs 106:13
tackled 79:18
tackling 200:15
tail 343:10
tailored 113:19
take 5:10 11:13 43:1
53:6 61:14 62:8 63:21
64:6 65:5 90:3 93:7
97:22 99:5 105:17,18
107:10 110:3 113:14
135:18,20 137:15,21
139:5 140:5 160:1
166:20 171:8 180:13
197:6,13 219:14,16
223:16 229:7 236:14
238:16 258:12 263:5
273:21 279:17,21
280:8 300:22 310:16
326:4
taken 98:8 157:1
199:16 256:22
takes 228:11 289:20
331:7
talk 18:11 38:17 100:21
163:12 199:13 203:1
228:5 265:20 266:2
275:20 280:4 283:17
286:5 307:19 309:11
344:1
talked 99:21 127:11
204:16 240:16 289:4
293:12 315:11 345:16
talking 26:9 33:18
38:13 53:12 92:6 97:9
99:18 113:5,8 127:2
135:14 159:9 162:1
165:1 241:4 286:13
308:16 326:21 332:20
335:17
talks 263:13
tally 87:18
target 193:6
targeted 62:17 187:14
targeting 63:20 213:16
213:18
targets 227:13 253:10
task 26:17 66:7 104:15
202:9 326:14
TBD 44:22
team 24:21 25:11 48:10
teased 51:12

tech 333:10
technical 144:10 295:8
302:3
technically 6:18 188:17
274:10
tee 108:13 197:11 273:9
292:2
Teenagers 189:8
teleconference 3:20
telehealth 288:17
telephonic 335:15
tell 14:17 39:22 47:6
66:6 72:5 73:16,21
74:11 88:5 138:11
157:16 193:20 207:1
224:9 270:1 271:22
272:8 326:6 329:2
335:11 338:13 343:5
template 294:21
templates 303:3
temporize 211:12 310:7
ten 119:20 166:5
tent 31:13
TEPs 217:10
term 16:15 26:14 46:10
81:20 87:2 90:11
154:7 164:4 271:11
terminal 200:12
terms 26:3 40:5,10,14
42:21 57:12 58:16
59:6 61:21 65:5 66:7
67:1,6 72:1,3 73:7
80:12 81:19 84:3
89:14,21 117:14
121:4 123:11,18
125:3 129:12 152:5
156:4 161:1,9 167:16
178:20 181:22 212:21
213:17 222:2 258:2,6
259:1 283:7 286:13
308:9 311:9 314:7
332:13 337:1,7,12
338:6 342:16
terrible 227:20 286:10
terribly 11:7
territory 139:15,18
tertiary/quaternary
229:1
testing 56:2 60:12 74:4
213:4
thank 6:14 7:8 9:21
10:2,11 11:1 12:2,6
12:15 13:1,8 14:7
18:5 19:6,17 20:2,21
20:22 21:13 22:22
23:21 24:14 26:22
34:18 45:4 49:4,6
52:22 54:5 55:20

56:13 65:15,16,17
 70:17,19 72:13 76:10
 79:22 84:6 98:11
 102:14 107:13 112:8
 127:20 132:22 134:10
 138:14,19 151:5
 153:13,15 156:18
 161:14 170:2 171:22
 172:11 175:3 176:9
 177:1,2 178:1 182:2
 184:21 189:17 191:18
 195:14 205:15 208:22
 212:15 215:7,19
 217:16 220:5 222:13
 224:12 225:5 227:1
 236:22 237:19,20,22
 244:14 245:10,11,18
 247:14 249:3 255:19
 261:14 265:10 266:8
 270:12 272:15 302:12
 310:17 312:12,13
 316:20 321:15 326:2
thanks 11:14 31:9,9
 74:15 85:18 106:14
 122:12
Thanksgiving 231:1
theirs 80:22
theme 17:13
themselves 169:3
therapeutic 230:12
therapy 1:15 10:9
 163:19,20 198:15
 199:4 207:13 259:6
 288:5
thereof 311:16
thing 17:3 18:12 49:19
 51:11 59:11 64:21
 68:22 73:19 88:1
 91:16 92:10,20 93:3
 98:7 122:16 125:19
 138:4 139:10 143:17
 144:10,12 156:2
 161:10 168:12 179:3
 183:18 218:6 233:17
 257:7,13,14 263:10
 286:11 300:16 301:6
 302:18 310:12 326:17
 344:3 345:10
things 33:13 36:2,10,16
 39:8 57:9 61:3 62:14
 64:13 65:13 66:5,15
 66:22 71:7 74:7 83:20
 83:22 84:22 86:10,17
 86:20 90:19 95:13
 100:7 101:8,22 117:5
 117:7 120:6,18 121:5
 121:20 122:6 133:17
 133:21 137:6 155:5

163:12 166:17 168:2
 175:12 176:4 180:2,4
 180:5 181:4,11
 182:14,22 193:4
 200:21 202:11 203:12
 205:21 209:22 219:7
 219:11,12,13,19
 220:13 228:22 256:7
 266:11 267:22 268:6
 270:22 288:6,19
 307:8 327:13 340:8
 348:13
think 8:13 11:7 12:6
 13:1,12,16 14:14
 19:10 23:19 26:14
 32:6,9 36:2,9 37:22
 38:5,12,13 39:8 41:1
 41:9 43:6,12,13 44:2
 44:18 45:1,17 49:7,19
 50:3,10,12 51:2,5,11
 51:12 52:19,20 53:13
 53:16 54:2 56:11,14
 57:22 61:10 62:16
 64:5,22 65:9 66:18
 68:4 72:1 73:9,18,19
 74:7,8,12 78:13,13,18
 79:19 80:2,6 81:17,22
 82:14 83:1,2,11,17,18
 83:19,19 84:1,15,21
 85:3,11,15,22 86:14
 86:21 87:15,20 88:4
 88:15,19 89:12,14,21
 90:7,15,19 91:19 92:7
 93:6,10,17,18,20
 95:10 96:7 97:6 98:4
 98:5,7,9,12 99:13
 100:4 103:13 112:18
 115:8 116:15,17
 117:11,19 118:10,14
 119:2,15 120:13,20
 122:21 123:3,15
 125:6,19 127:1,7,11
 127:18 129:9,18
 132:7,9 133:3 136:2
 137:19 138:21 139:18
 140:17,18 141:16
 142:5,16 143:21
 144:5,7 145:2,18
 147:21 148:3 151:20
 152:2,17,21 153:4,9
 153:22 154:6,16
 156:11,15,22 157:5,6
 157:10,12 158:2,2,8
 158:19 159:4,7,11,13
 159:15,18,19 160:22
 161:7,10,10,18,19
 162:14,18 163:8,11
 163:14,17 164:3

166:12,14,17 167:20
 168:11,21 169:6,16
 169:20 175:10,14,22
 176:6,11 179:4,6,10
 179:18 180:17 181:5
 181:10,11,20 182:11
 182:19 185:4,9
 189:21 190:16,19
 191:5,12 193:3
 194:19 195:1 197:3
 199:15 200:15,21
 201:18 202:9,15
 203:3,8,16 204:14
 206:2,5,7,9 208:5,8
 208:13,16,18,19
 209:22 210:8 211:4
 218:2 219:5,9,22
 221:10 223:4 224:19
 227:17 229:13 230:2
 230:3,14 231:7,8
 232:1,13,21 234:17
 235:18 236:2 237:7
 237:11 239:20 240:3
 242:16 245:2,7,9,12
 245:13,13,14 247:9
 248:15,17 257:6
 258:1,20 259:4,8,9,12
 259:22 260:3 261:18
 262:7 265:18 266:2
 266:17,18 267:17
 268:10 270:16,19
 271:3,3,8,13,20 273:6
 275:5,8,13 276:18
 277:4,16 278:5 279:1
 279:10,12,22 280:5
 280:17 283:6,16
 284:1,5 286:15 287:7
 288:3,6,8,11,14
 289:10,18 295:9
 297:16 299:2,7
 300:14 301:5,19
 302:14 304:18 305:9
 305:14,17,18 307:2
 307:13 308:6,8
 309:14 310:11,12
 311:10,16 314:7
 316:1,15,21 317:1,9
 317:14 318:10,14
 319:19 321:11 322:5
 324:10,17,22 325:5
 326:4,13 329:17,22
 330:3,7 331:17
 332:14 333:6,10,15
 334:8 335:6 338:21
 339:4,15 340:12
 341:14,16 342:16
 343:6 344:11 345:10
thinking 54:11 59:20

67:6 71:11 85:19 88:9
 88:11 90:19 91:1,3,7
 91:9,15,17 92:1,4,15
 92:17 94:14 104:1
 131:7 132:7 165:16
 180:2,19 181:17
 191:16 192:20 234:12
 268:8 279:11 300:19
 312:20 331:12 332:3
 332:10
thinks 38:6 144:1
 222:20 307:9
third 121:19 236:12
Thirty-eight 113:1
Thirty-four 281:13
Thirty-two 251:21
thought 104:20 146:5
 160:2 161:1 164:12
 191:9 218:5 221:22
 228:4 270:16 271:20
 278:11 279:15 301:1
 318:10
thoughts 48:18 181:11
 331:19
thousand 8:5 93:22
 331:7
threaded 305:16
three 20:13 58:1 70:9
 78:17 109:5 114:1
 115:12 116:11 151:17
 153:1,1 154:18
 165:15 236:6 240:14
 250:15,21 251:1
 274:13,17 322:9,16
 324:17 343:15
threshold 30:12 31:6
 33:22 34:16 35:2 39:2
 40:12,16 46:2 48:21
 50:18 147:18 179:18
 201:5,10 214:1
 244:12,16 247:3
 248:3,5 293:15
thresholds 35:7
thrice 195:18
throw 54:7 115:21
 200:17
throwing 116:4 207:16
 340:1
THURSDAY 1:5
tie 82:9 218:7
tied 35:17 253:13
 338:12
tighten 223:22
tightening 223:20
tighter 205:20,20,20
 227:15
till 135:6
time 13:17 17:4 24:7,9

26:13 27:1 31:18 32:6 36:3 41:1 51:15 56:5 63:5 73:14 74:9 75:19 87:5 89:10,11 96:15 98:13 105:10 121:16 131:22 132:8,10 142:7 150:16 152:13 189:6,8 192:10 202:10 217:7 220:11 237:4 249:1 265:5 268:8 273:3,9 275:18 276:8,13 277:9,14 282:20 287:6 288:3 294:19 299:21 310:3 312:20 317:5 319:1,8 322:20 326:13 327:11 328:2 329:16 332:3 time-efficient 277:8 timeline 264:18 timely 6:11 times 76:4 90:12 164:3 218:18 223:17 296:21 308:6 timing 128:11 140:7,20 tiny 230:6 257:10 tip 232:2,4 title 144:21 tobacco 194:20 today 7:10 21:10 27:15 30:9,16 31:11 63:22 71:9 81:21 82:11 83:6 84:5 88:15 89:12 97:7 104:15 107:3 108:7 108:14 110:2,18 127:11,13,15 130:3,6 131:12 164:6 184:17 236:5 237:1 243:19 266:14,22 303:1 333:2 today's 29:19 33:20 299:16 toe 42:20 toes 291:2 toggle 106:12 108:20 told 46:3 tolerate 290:7 tomorrow 65:20 83:21 107:10 130:4 292:1 294:20 303:3,6 346:22 347:2 348:16 348:17,19 tool 103:15 214:12,19 224:7,8,9 343:19 tools 230:12 324:14 327:22 331:4 333:16 333:17 341:20 top 99:12 108:4 337:5 343:12,16	topic 109:19 174:21 309:17 topics 142:15 total 27:22 30:1 59:16 totality 149:2 totally 99:11 120:2 328:10 touch 10:17 touching 10:17 tough 164:2 207:2 tour 107:15 tracking 198:14 212:2 257:22 traction 267:12 trade 12:19 trademark 45:9 trained 156:14 training 16:8 17:7 trajectory 43:7,19 141:18 transcriber 7:14 Transformation 14:10 transformed 68:15 transition 41:14 55:8 55:19 65:2 87:22 228:18 249:11 transitional 43:15 191:1 transitioning 152:11 translate 263:15 Translational 22:11 transparency 15:1 57:3 57:7 66:17 95:15 traumas 163:19 treat 199:1 288:7 treated 149:11 214:16 223:13 281:5 treating 284:15 288:18 treatment 109:9 126:3 198:14 199:1,4,4,9,20 199:22 200:13 201:3 201:8 208:15 209:21 210:9 213:1,8,14 223:14,16 251:19 253:2,6,21 281:8 283:21 284:17,21 285:15 286:15 289:22 316:6 tree 275:17 tremendous 194:20 tremendously 311:19 trend 73:13 74:8 trickier 278:5 tricky 197:20 tried 165:6 triggered 216:4 triggers 35:8 trouble 41:10	true 128:13 157:6 212:3 264:14 329:10 333:11 truly 257:1 truth 122:1 279:1,7 280:12 try 52:10 85:16 86:17 137:22 155:2 158:22 165:20 219:14 256:19 277:7 280:1 trying 39:22 43:12 44:8 45:2 46:3 47:9 61:3 62:1,8 68:12 74:13 75:21 79:2 87:5 97:20 124:2 129:15 130:4,6 132:3 146:9 167:9 198:13 213:20 221:21 262:16 276:7 279:2 280:13 288:7 315:22 320:22 Tufte 3:13 236:18,21,21 237:22 Turbyville 1:21 13:3,4 49:8 80:1,19 81:1,21 82:22 83:4 84:6 94:7 123:7 130:18 144:18 229:13 234:8 267:2 278:4 279:3 314:15 315:18 320:8,12,15 330:10 332:19 333:1 turn 5:22 21:15 24:14 24:20 31:7 88:3 102:12 106:10 113:3 114:21 150:20 175:1 196:22 226:22 238:4 251:6 252:15 314:17 turns 322:9 twenties 229:18 Twenty 321:9 Twenty-five 226:13 Twenty-seven 323:3 twice 195:18 269:14 twisted 169:22 two 5:15 7:12,19 11:6,9 22:1 30:7 31:4 32:18 32:21 33:4,4,9,16 34:3 41:16 42:13 55:6 59:15 61:9 63:5 64:10 69:5,8 71:7 75:7,8 88:17 97:2 107:3,8 115:11,12 122:8 126:4 136:10,17,18 137:18 138:14,15 141:11 147:20 149:12 154:16 156:12,17 165:2 177:17 179:14 179:18 180:2 181:9 181:11 188:15,16 199:14 241:10,13	255:16,17 276:20 277:2 281:8 284:14 285:10 306:22 342:6 two- 5:9 two-thirds 182:9 two-year 141:18 type 48:10 76:17 82:18 221:1 281:11 types 7:19 26:2 50:13 52:6 58:16 73:15 75:15 81:7 83:13 181:17,19 typically 184:17 typing 29:20
U			
U.S 15:14			
ultimately 66:19 323:13			
unable 338:3			
unadulterated 307:22			
unclear 68:6 240:8			
uncomfortable 142:1			
unconditionally 334:15			
undergo 58:17 67:12			
underlying 198:2 201:9			
understand 11:13 33:3 36:17 41:13,15 52:12 60:13 61:12 75:13 77:4 87:21 95:22 96:4 122:7 132:5 133:13 133:15 138:10 146:7 160:3 208:1 264:6 298:18,20			
understanding 32:11 41:2 46:6 76:13 80:8 81:10 83:8 122:22 184:9 197:21 267:22 293:12 330:12 331:1 331:5			
understood 138:18			
undertones 95:21			
undetermined 81:2			
undiagnosed 231:22 232:5			
unfair 48:3			
unfortunately 93:10 116:9 212:1 223:2 327:4			
unhappiness 36:15			
unified 136:12			
uniformity 340:13			
unintended 101:4 213:16 214:9			
unique 30:2,3			
United 2:4 18:15 21:7 133:6			
universe 61:13			
University 1:12 2:6			

3:12 15:18 19:22
 326:10 335:22
unknown 83:9,10
unmute 105:13
unmuted 70:9
unmuting 171:8
unpaid 14:19
unquote 157:9
unreliable 174:17
unwilling 338:3
up-and-down 239:21
 294:3,6
up-to-date 187:12
up-to-speed 321:1
update 56:18 67:12,20
 119:4 141:8 217:5,12
 333:10 336:9
updated 114:14 141:10
 141:11,12
updates 59:4
updating 67:7
uphill 329:14
upper 107:19 190:17
uptake 203:9
urgent 233:10
usability 104:12 138:3
 250:2
use 46:7,22 58:6 82:5
 91:11 100:3 102:22
 103:4 149:5 152:6
 157:2 160:5 163:4
 164:4,14,15,20,21
 165:3,18 171:18
 181:19 183:6 184:6
 191:5 195:21 196:18
 197:15 199:10 203:4
 203:11 208:9,10,13
 214:5,15,20 218:12
 219:4 224:7 226:19
 236:10,12 245:21
 246:3,7,14,18 247:4,7
 252:3 259:17 260:16
 265:1 271:11 281:17
 285:7,12 291:3,5,11
 304:5 313:15,18
 316:19 325:9 336:21
 339:3 346:11
useful 231:3
user 214:4 258:20
users 210:13,15 289:6
uses 104:8 212:17
 262:7
usual 162:5
usually 77:18 142:22
 152:12 286:10 318:18
Utah 206:22
utility 102:7
utilization 162:3 256:6

utilization-based
 197:20
utilizers 91:5

V

vaccinate 315:2 320:21
vaccination 317:7
 320:20
vaccinations 316:4
vaccine 188:20 313:9
 319:2
vaccines 181:2 188:14
 314:20 317:19 318:17
 318:19,22
valid 76:21 92:9 213:9
validated 324:13
validation 20:12
validity 72:19 73:1 74:3
 82:15,18,21 110:11
 326:20
valuable 98:21 168:2
 233:19 259:10 315:3
 318:12
value 38:17 45:3 71:14
 73:3,8 105:4 122:19
 178:15,19 300:18
 301:7 309:16 316:18
 324:9
Value-Based 252:1
 313:18
vantage 185:6
variability 159:10,11
 179:3 340:20,22
variable 284:17
variation 218:8 259:13
 337:13,18 341:11
variations 286:9 347:20
varies 35:3
variety 123:4
various 20:19 22:18
 93:7 203:12 270:20
 272:13 321:6
vary 198:2 340:9
vendors 343:15 344:4
venue 100:18
version 39:22 251:11
 300:9
versus 34:22 40:1 50:2
 60:7 61:22 71:5,16
 73:4,5 93:15 101:11
 101:14,16 102:7
 194:8 219:4 227:16
 260:18 275:4 278:7
 337:20 346:17
Veteran 15:13
Veterans 2:8
vetted 145:7
Vice 3:3 7:5 12:17

19:19 21:4 22:8
 212:14
victory 166:20
view 106:4 181:22
 312:21
violent 253:6
VIRGINIA 3:9
virtue 95:11
vis 123:21,22
visit 29:19 78:7,10,14
 78:17 107:7 111:8,18
 113:13 114:4 116:14
 119:13,15,16,19
 122:10 128:4,5,15
 131:21 173:4 176:13
 176:13 180:3,21,22
 181:1,3,14 182:22
 185:5,6 186:9,13
 188:22 190:11 192:11
 193:10,11,11,14,19
 194:8,9 221:1 245:4
 317:2,5,21 319:17
visits 119:11 130:2
 132:13 173:7 174:10
 174:13 175:8,17,18
 177:12 178:7 180:20
 184:14 189:15 191:8
 191:13 253:5 317:4
VISN 15:14
vital 78:8 182:15 324:10
voice 194:16 289:2
vote 71:8 86:11,20
 87:18 98:19,21
 105:22 110:3 127:4
 127:15 134:16,19,20
 135:11,15,22 137:9
 138:17,21 142:3
 143:22 144:11 145:9
 147:1,19 161:6 208:6
 208:7 238:7,16 239:3
 239:3,6,15 240:1,9,9
 240:10,15,18 242:1,5
 242:12 244:1,4
 245:21 247:17 249:4
 273:8,10,16 274:12
 274:16,20 276:19,21
 276:22 278:16,19
 279:14 292:2,3,5,8
 293:13,16,19 294:3,6
 294:19 301:4,17
 302:17 303:3 319:18
 326:15 334:15 335:3
 335:3 347:12
voted 139:8 147:17
 244:6,6,8 245:7 246:2
 246:2,5,7,10,11,18,20
 246:21 247:1,3 248:2
 248:3 274:16 276:12

279:9 323:9
votes 95:18 277:2
 279:17,20 293:18
 294:22 303:6
voting 1:13 2:1 88:7
 98:15,15,16 104:1
 106:6 115:17 121:15
 127:5,19 135:8,10,22
 147:21 170:12 172:22
 173:2 236:1,2,6 239:7
 239:16,22 241:1,7,9
 241:16 242:10 243:2
 243:8,15,16,18
 246:13 261:20 273:12
 273:14 274:21,22
 276:1 278:6 291:1,4
 292:1 293:14 294:21
 301:16 302:9 303:3
 319:15 348:18
vulnerable 93:16
 101:11 316:4

W

wait 278:20
walk 90:16 106:11
 341:22
walking 185:7
Wall 346:3
wandering 157:19,20
want 23:22 24:8,13,17
 37:19 42:16 44:2 51:2
 53:18,19 54:22 55:20
 60:1 62:11 64:12 65:3
 65:10 69:12 70:4 76:1
 80:7 81:1 83:2 86:6
 86:18 87:11,14 92:10
 96:1,3 102:15 115:2
 121:15,20 125:22
 128:12 129:12,18
 130:3,11,15 131:19
 132:15 134:13 135:15
 136:22 137:17 139:16
 139:21 141:1 142:9
 145:1,4,9,20 146:6
 148:4,21 150:1
 152:19 160:11 161:21
 165:16 169:20 170:21
 181:22 183:6 184:18
 185:15 186:4 191:13
 195:5,16 197:6
 199:22 201:14,15
 213:17 214:11,11
 215:14 217:21 218:7
 219:2 229:5 232:11
 234:8 235:10 237:9
 238:17,20 239:17
 240:9 243:5 256:21
 257:20 258:11 260:7

262:2 263:21 264:10
 264:18 266:21 270:17
 272:16 273:8 274:1
 274:21 275:1,22
 276:21,22 278:5
 282:11,17 284:6
 287:11 290:21 292:10
 293:2,2 294:16,18
 296:19 298:13,17,21
 299:16 301:14 306:1
 309:10,11 310:19
 311:22 312:19 317:18
 319:4,16 321:12,15
 324:6 325:18 329:10
 330:11 332:9 333:7
 335:1,3 339:19 341:8
 343:14 346:21 347:1
 347:2,7 348:7
wanted 7:8 8:3 14:17
 19:4 24:3,6 37:9
 43:16 58:6 64:21
 74:21 101:19 104:15
 123:3 131:20 149:4
 190:22 244:22 264:1
 270:15 283:13 286:4
 301:22 302:8 319:22
 333:21 336:18 337:22
 338:4
wanting 169:7 181:18
wants 68:7 307:18,21
warm 306:13
warrants 234:12
warts 232:20,21
Washington 1:8 2:15
 18:9 120:12 179:7
 234:1 285:10
wasn't 56:21 152:17
 198:13 338:9
water 207:17
Watson 2:12 18:2
wave 224:21
way 31:10 54:10 88:7
 92:12 94:11 96:10
 106:12 119:9,15
 122:1,17,20 138:1,8
 158:5 162:9 184:2
 192:8 203:10,14
 213:10 220:8 241:6
 242:2,18 247:21
 248:19 257:21 261:8
 261:10 263:16 270:19
 271:17,17,20 284:9
 285:8 287:17 292:7
 299:20 307:5 314:22
 326:9 327:4 328:13
 340:20 344:12 346:2
 347:6
ways 44:17 87:16 94:19

98:1,16,20 225:1
 284:21 300:19 302:1
 348:14
we'll 6:20 8:18 9:2
 12:10 14:14 48:21
 63:20,21 67:20 70:8
 73:18 98:2 105:17,18
 105:19,21,21 106:7
 107:13 108:18,20
 110:2 112:7,12 120:6
 128:9 137:4 142:10
 148:14 170:22 171:3
 171:8 172:10 197:7
 236:2,14 242:5 250:4
 251:7 254:21 277:14
 291:22 292:2 303:2
 348:18
we're 5:4 6:16 7:17 8:1
 8:10,19 14:14 18:17
 26:8,12 33:5 34:12
 36:9 37:13,20 41:5
 46:2 48:2 49:10 52:19
 53:20 56:1,8 58:11
 59:13,20 60:10,11
 61:6,7,10 62:8 63:20
 65:13 66:2 68:11,20
 69:2 72:18 73:18
 74:12 77:9 80:14 83:7
 83:20 86:13 88:15,16
 89:12,15 90:21 91:1,3
 91:6,20,20,22 93:8
 94:3,5 96:8,9 97:8
 100:2 108:6 121:14
 121:15 122:11 125:15
 127:2,5,9,17 128:17
 130:6 132:9 135:5,10
 135:14,17,20,22
 137:9,21 139:3,14,18
 141:14 142:2,14
 146:9 148:13,15
 151:20 153:8 157:17
 157:18,20,22 158:6
 161:22 166:4 167:9
 168:11 169:12,12
 170:18,19 172:20,21
 172:22 178:16 179:19
 180:2 181:1,16 186:6
 188:5 195:16 199:6
 199:19 200:19 202:7
 205:1,1,13 207:15
 210:16 221:20 222:9
 222:12 225:15 230:3
 232:3 234:14 238:7
 238:18 241:4 242:10
 242:12,21 245:2
 247:18 258:8 259:12
 260:3 264:13 265:6
 273:8,22 274:14

276:7 277:2,3 279:1
 279:19 280:18,22
 287:18 291:3,6,8
 299:4,5,14,21 302:5
 302:14 316:16 319:15
 327:13 329:12,13
 332:12 339:19 348:4
we've 7:1 12:7 40:4
 43:21 44:6,8 47:15,21
 59:15 61:2 62:4,6
 64:10 69:2 73:10
 74:10 89:5,5,8,8 96:4
 127:11 163:8 166:8
 172:7 191:11,16
 194:1 203:5 204:7,16
 204:20 210:3 213:15
 217:3,7 220:9 232:8
 233:7 256:3,8 260:1
 266:12 275:6 277:17
 284:3,5 302:6 330:13
 338:10
web 13:13 64:3 103:13
website 29:20 57:19
 63:9 214:7
week 233:8 336:8
weeks 62:15 64:7
 113:14 114:1,5
 116:11 128:6,16
 142:11 285:6 289:20
weigh 86:17 105:16
 168:17
weigh-in 204:1 263:22
 277:13 295:20
weighs 211:13
weight 154:21
weighted 187:18
welcome 4:8 5:11 6:1
 6:16 7:2,8 24:3 65:18
 249:9
well-adolescent 191:8
well-care 186:9,13
 190:11 193:13
well-child 173:4,7
 174:9,12 175:8
 176:12,13 177:12
 178:8 180:3 182:22
 184:13 192:10,11
 193:19 194:9 271:2
 317:21 319:17,19
well-childcare 179:20
well-supported 152:5
well-taken 346:8,19
well-tolerated 297:15
went 19:15 65:6 99:8
 106:19 112:10 116:5
 172:13 192:11 243:12
 249:7 262:1 305:3
 328:19 348:22

weren't 143:12
West 228:1
whatnot 333:16
White 295:5
WHNP-BC 2:18
who've 154:5
Whyte 1:22 10:12,13,16
 10:20
Wilbon 25:10
wildly 119:14
willing 148:11 275:11
 312:18 313:2 322:7
 343:22
win/win 64:1
wind 276:12
window 185:10 288:7
 310:3
Wisconsin 189:11
wish 287:17
withdraw 189:18 286:3
 310:7
withdrawing 295:22
withdrew 322:17
woman 215:15
woman's 113:20 118:7
women 1:20 13:22
 89:22 91:17 111:3
 113:21 115:5 116:8
 119:19,21 125:1
 128:16 245:5
Women's 118:20
wonder 207:20 269:1
wonderful 218:13
 261:19 331:15
wondering 33:7 77:14
word 50:7 53:1 81:13
 184:22 224:13 261:7
 263:9
words 197:13 297:20
work 6:10,13 8:4 9:9
 14:18 19:13 20:8,17
 20:21 25:5 36:3,11,22
 37:9 47:10,18 54:4
 58:3,8,13 63:5,10
 65:11 66:1 67:9,15
 68:17 70:8 72:22
 87:17 107:13 121:7
 124:8 131:15 136:14
 137:19 155:6 162:21
 163:15,20,22 166:9
 168:10 169:16 172:20
 202:10,21 206:13
 222:11 253:14 292:19
 292:20 308:15 323:11
 323:15 328:18 336:4
worked 20:6,14,18 65:5
 75:11 136:12 204:9
 232:8 336:22 342:11

Workgroup 4:11,14
working 45:18 58:11
 62:4,11 158:9 163:3
 166:9 167:3 169:10
 170:21 204:17 205:4
 206:4 207:3 258:17
 265:5 290:3 301:3
 332:5 348:5,5
works 6:21 122:19
 155:1,3 300:16 333:9
world 44:5 49:16 121:1
 124:10 142:10 202:19
 228:18 260:19,21
 271:7 299:16 341:3
worried 87:22 92:5
 279:5,16
worry 219:8 223:22
 232:15,22
worth 147:21 208:21
 227:17
worthwhile 174:6,9
worthy 300:9
wouldn't 45:15 58:22
 72:5 134:20 135:8
 143:17 160:6,11
 161:21 162:3 169:19
 235:4 301:7 329:16
 330:21
wound 131:18 132:2
Wow 188:6
wrap 84:18 85:6
write 134:21 137:3
 142:21
written 263:17
wrong 16:4 17:4 126:22
 190:3 219:3 263:2
 265:9 314:14
wrote 195:6

X

X 268:4 274:4 278:10
XY 278:14

Y

Y 268:4 274:4 278:10
yeah 10:16 17:2 33:11
 33:14,19 38:21 68:9
 69:21 72:13 73:9
 83:18 85:15 115:9
 126:12 129:7 131:14
 138:9 139:19 140:10
 146:13 164:11 167:20
 279:11 342:12
year 6:4 9:12,14 27:9
 28:8,11,14 29:7 35:3
 35:3 55:19,19 58:21
 60:11 61:11 65:2 73:6
 73:7 111:1,2,2 129:7

140:15,18 149:14,20
 155:4 166:5 173:9
 185:14 186:15 188:12
 191:7,8,9 196:8
 210:21 226:2 230:20
 251:20 261:4 328:13
 336:9
years 20:13,14,19 44:8
 48:22 79:3 89:7 96:6
 105:1 109:15 141:11
 156:22 166:5 187:14
 193:21,21 194:17
 199:14 207:21 213:12
 218:15 225:21 226:3
 226:5,7 260:19 265:4
 281:5 305:2 313:7
 321:9 322:16 324:17
yes/no 280:7
yesterday 40:5 72:3
York 2:2 19:9,15 22:13
 198:9 204:12 328:22
young 177:9 183:12
 229:17
younger 164:19
youth 191:1

Z

Z 268:4 274:5 278:10
zero 116:1 159:14
 228:16
Zerzan 2:15 18:6,6
 120:11 124:21 159:6
 163:8 175:7 189:5
 227:3 233:22 285:5
 287:15 290:20 292:13
 295:12
zoom 303:7

0

0018 225:17,18 235:11
0038 174:19 313:5
 320:2 321:21
0105 281:1,2
0139 303:8

1

1 4:15,20 47:1 58:2 60:5
 68:8,9,10 71:17 74:21
 103:14 109:2 213:3
 233:15 236:11 243:9
 245:22 246:4,4,8,15
 250:10 260:22 343:13
1-17 149:6,10
1,000-1500 153:19
1.0 27:14,20 28:22 29:3
 33:18 35:12 59:17
 63:17 75:5 120:5
 236:7

1.1 90:4
1.5 30:7,10 31:2 166:4
1:05 172:14
10 1:5 193:21 245:5
10:43 99:8
100 202:8 204:20,21
 205:2 287:3,11
 316:13
1030 1:8
11 30:7 99:6 246:19
11:00 108:15
11:03 99:9
11:18 112:10
11:37 112:11
1115 75:18
1115s 75:17
113 9:13
12 89:7 114:5 128:6,16
 185:8 186:9,12
 188:14,18 190:10,11
 285:6 289:20
12-month 185:6
12-to-19 194:3
12:41 172:13
120 196:4 202:1 204:20
 207:8,10 210:12
 219:7
120,000 261:4
125 222:20
13 27:22
130 237:12
1319 315:11
1392 173:4 186:5
14 193:21 203:5 210:19
140 226:4,6
140,000 259:22 260:1
1407 187:7,8,12
1448 322:15 344:22
15 8:12 20:14,18 170:22
 172:9 173:4,7 174:13
 182:15
15-month 185:5
150 226:9
150,000 324:18
1517 108:16 110:5
 112:13 148:5 236:8
 237:3 243:8 244:7,10
 244:17
15th 1:8
16 15:14 46:6 188:16,20
17 46:6 236:11 245:22
 246:4,9
172 4:20
18 225:19,21 226:3
 228:14 229:16 281:5
180 221:13
1879 262:21
19 190:10 222:19

246:21 251:16
1s 63:13

2

2 69:17 74:19,22 75:4
 103:14 243:10 246:16
 313:7
2:31 249:7
2:49 249:8
20 59:17 79:21
20-some 266:11
2013 265:13 338:12
2014 34:9 35:13 252:5
 252:11
2015 150:6 196:14
2016 110:10 149:19,20
 149:21 150:3,9
 196:10 265:3
2016-2017 203:6
2017 27:9 28:8,11,14
 29:7 111:14 113:2
 149:21 150:3 173:19
 186:19 187:20 196:11
 226:14 251:21 281:14
 313:14 322:17 323:4
 323:8
2018 27:10 28:21 56:21
 113:12,16 114:14
 128:4
2019 1:5 45:10 112:21
 140:13,14 199:16
2024 40:13,20,21 54:14
 345:22
21 111:8 115:19 116:1
 117:6,8 128:5 186:10
 186:12 188:14 190:11
23 196:10 203:5 243:20
 244:6
23-percent 244:10
25 4:15 30:8 35:6,18
 36:1 39:2,4 40:15
 41:11 46:1 49:2 50:18
 78:15 228:15 250:11
 332:2
26 336:3,4
26.89 187:19
28 9:14
28% 116:10
29 246:2
2940 195:21 236:12
 246:13,18 247:4

3

3 69:17 74:19,22 75:4
 246:9
30 243:18 244:5 307:2
32 4:17 149:20 150:2
342 4:22

35 149:22 150:3

35-36 193:22

37 248:3

4

4:30 303:1,5

4:38 348:22

40 79:21

40-percent 210:21

40-some 245:3

40% 120:12

45 9:12 208:12,13

219:14,15 220:4

45-day 202:20

49 178:13

5

5 4:9 111:2 222:18

50 30:1 244:13

50% 120:13

56 111:8 193:19

58 259:14

59 226:3

6

6 111:1 289:20

60 226:4,7 239:2 244:13

247:10,11 278:18

292:4

60-percent 244:16

247:2,17 248:2,4

60,000 260:3

63 231:8 248:1

64 222:19 251:16

66 182:7

68 182:7

69 259:13

7

7 4:12 244:8

72 182:8

77 259:14

77-percent 244:9

8

80 237:12 251:18

80-percent 257:21

85 225:19,21 226:5,7

229:16

9

9:00 1:8

9:09 5:2

90 149:13 194:4 196:5

202:2 204:20 205:1

219:8,17,18 226:4,6,9

90-day 152:20

97 246:6

9th 1:8

C E R T I F I C A T E

This is to certify that the foregoing transcript


In the matter of: Medicaid and Chip Scorecard Committee
In-Person Meeting

Before: National Quality Forum

Date: 01-10-19

Place: Washington, DC

was duly recorded and accurately transcribed under
my direction; further, that said transcript is a
true and accurate record of the proceedings.



Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com