

NATIONAL QUALITY FORUM

+ + + + +

MEASURE APPLICATIONS PARTNERSHIP (MAP)
POST-ACUTE CARE AND LONG-TERM CARE
(PAC/LTC) WORKGROUP

+ + + + +

MONDAY
JANUARY 11, 2021

+ + + + +

The Workgroup met via Videoconference, at
1:00 p.m. EST, Gerri Lamb and Kurt Merkelz, Co-
Chairs, presiding.

WORKGROUP MEMBERS:

GERRI LAMB, PhD, RN, FAAN; Chair

KURT MERKELZ, MD, CMD; Chair

ALICE BELL, PT, DPT, American Physical Therapy
Association

SEPI CHEGINI, MD, SNP Alliance

JILL COX, PhD, RN, APN-c, CWOCN, National
Pressure Injury Advisory Panel

ED DAVIDSON, PharmD, MPH, National Transitions
of Care Coalition

TZVETOMIR GRADEVSKI, National Partnership for
Healthcare and Hospice Innovation

KURTIS HOPPE, MD, American Academy of Physical
Medicine and Rehabilitation

JENNIFER KENNEDY, EdD, MA, BSN, RN, CHC,
National Hospice and Palliative Care
Organization

DHEERAJ MAHAJAN, MD, MBA, MPH, FACP, CIC, CHCQM,
CMD, AMDA - The Society for Post-Acute and
Long-Term Care Medicine

SEAN MULDOON, MD, MPH, FCCP, Kindred Healthcare

PAMELA ROBERTS, PhD, OTR/L, SCFES, FAOTA, CPHQ,
FNAP, FACRM, American Occupational Therapy
Association

DEBRA SALIBA, MD, MPH, American Geriatrics
Society
AARON TRIPP, PhD, LeadingAge
MARY VAN DE KAMP, MS/CCC-SLP, Kindred Healthcare

INDIVIDUAL SUBJECT MATTER EXPERTS

DAN ANDERSEN, MPH, PhD
TERRIE BLACK, DNP, MBA, CRRN, FAHA, FAAN
SARAH LIVESAY, DNP, APRN, ACNP-BC, ACNS-BC
RIKKI MANGRUM, MLS
EUGENE NUCCIO, PhD

NON-VOTING FEDERAL LIAISONS:

IHSAN ABDUR-RAHMAN, MPH, Centers for Medicare
and Medicaid Services (CMS)
ARIEL ADAMS, MSN, RN, AGCNS-BC, CMS
DAN BUDNITZ, MD, MPH, Centers for Disease
Control and Prevention (CDC)
CASEY FREEMAN, MSN, ANP-BC, CMS
ANDREW GELLER, MD, CDC
CHRISTY HUGHES, MHA, CFCM, RHIA, CMS
ALAN LEVITT, MD, CMS
MEGAN LINDLEY, MPH, CDC
HEIDI MAGLADRY, RN, CMS
CINDY MASSUDA, CMS
REBEKAH NATANOV, MPH, CMS
JOAN PROCTOR, CMS
BROCK SLABACH, MPH, FACHE, Rural Health
Representative

NQF STAFF:

WEI CHANG, MPH, Analyst
MICHAEL HAYNIE, Senior Managing Director,
Quality Measurement
AMY MOYER, Director, Quality Measurement
JANAKI PANCHAL, MSPH, Project Manager
SAM STOLPE, PharmD, MPH, Senior Director,
Quality Management

ALSO PRESENT:

T.J. CHRISTIAN, PhD, Abt Associates

JANICE TUFTE, NQF MAP Coordinating Committee

CONTENTS

Inpatient Rehabilitation Facility Quality Reporting Program SARS-CoV-2 Measure	9
Opportunity for public comment	12
Pre-rulemaking input	15
MUC20-0044: SARS-CoV-2 Vaccination Coverage among Healthcare Personnel Measure Feedback on gaps in IRF QRP	
Long-Term Care Hospital Quality Reporting Program SARS-CoV-2 Measure	50
Opportunity for public comment Pre-rulemaking input MUC20-0044: SARS-CoV-2 Vaccination Coverage among Healthcare Personnel Measure Feedback on gaps in LTCH QRP	
Skilled Nursing Facility Quality Reporting Program (SNF QRP) SARS-CoV-2 Measure	75
Opportunity for public comment Pre-rulemaking input MUC20-0044: SARS-CoV-2 Vaccination Coverage among Healthcare Personnel Measure	
Hospice Quality Reporting Program (HQRP) Measure	101
Opportunity for public comment Pre-rulemaking input MUC20-0030: Hospice Care Index Feedback on gaps in HQRP	

Skilled Nursing Facility Quality Reporting Program (SNF QRP) Measure	154
Opportunity for public comment Pre-rulemaking input MUC20-0002: Skilled Nursing Facility Healthcare-Associated Infections Requiring Hospitalization Feedback on gaps in SNF QRP	
Skilled Nursing Facility Value-Based Purchasing Program (SNF VBP) (30 minutes) Feedback on gaps in SNF VBP	193
Home Health Quality Reporting Program Feedback on gaps in HH QRP	214
Opportunity for Public Comment	228
Summary of Day and Next Steps	229
Adjourn	238

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

2 1:03 p.m.

3 MS. MOYER: Let's go ahead and get
4 started. Thank you for coming back for the
5 afternoon.

6 This is the MAP PAC/LTC Workgroup.
7 And I'm still Amy Moyer of NQF, the director on
8 the project. And we're going to dive right in to
9 talking about COVID vaccination measures.

10 We have a very full agenda this
11 afternoon, so we appreciate everyone's assistance
12 in staying on track.

13 And I believe I am going to hand it
14 over to Gerri to start here.

15 CHAIR LAMB: You are, Amy. Welcome
16 back everybody. And it's good to see you all.
17 It would be nice to see you in person, but Zoom
18 is a good second choice.

19 So welcome to our group. Welcome to
20 Alan, it's good to see you again. Andrew, it's
21 good to see you again. And we're looking forward
22 to a very productive conversation today.

1 We had a good morning. And Janaki did
2 a great overview of the preliminary analysis and
3 the process.

4 Just a quick run through of the
5 measure review process that we're going to be
6 going through. It's a multi-step process, as you
7 all know.

8 And Kurt and I and Amy and the NQF
9 team will be guiding you through it. So if at
10 any point you have questions just use chat or put
11 up your hand, which I think we've all learned how
12 to do in participants.

13 So what we're going to do, just a
14 quick overview, is Amy is going to give an
15 overview to the measure under consideration.
16 We're going to call for public comments and
17 collect those, okay.

18 And then we're going to move to the
19 full introduction to the measure in our
20 workgroup. You'll have an opportunity to make
21 any comments, ask clarifying questions.

22 And we will bring in then the measure

1 developers to answer any questions or NQF,
2 anything about the preliminary analysis.

3 And as you heard Janaki share this
4 morning, we're going to move into a vote. Okay.
5 If we vote to support the preliminary analysis,
6 that will be the recommendation to go forward.
7 We have to hit the, I think it's 60 percent
8 criterion to do that.

9 If we do that, we still -- Kurt and I
10 will still open up a conversation in the
11 situation that if we are suggesting that, for the
12 work needs to be done, that you'll have an
13 opportunity to make recommendations to CMS.

14 And then if we do not support the
15 preliminary review, then we will go into full
16 discussion. Vote again.

17 And then after that, we will go into
18 talking about the overall program and the gap.
19 As Amy said, we have a very full afternoon. So
20 we're going to be doing the COVID measures for
21 the three settings. And we'll be doing a hospice
22 measure and a SNF measure.

1 And just, if you would, please keep
2 your comments succinct. And use the chat
3 accordingly.

4 So, Amy, I'm going to turn it over to
5 you and get us started.

6 MS. MOYER: Okay, terrific. Thank
7 you, Gerri. So the first program for which we
8 will be considering one of the COVID vaccination
9 measures, if the Inpatient Rehabilitation
10 Facility Quality Reporting Program. And this is
11 pay for reporting and public reporting. And
12 inpatient rehabilitation facilities that fails to
13 submit data on data's program will have their
14 applicable prospective payment system payment
15 update reduced by two percent.

16 A reminder of the goals and program.
17 It's to address the rehabilitation needs of the
18 individual, including improved functional status
19 and achievement of successful return to the
20 community post-discharge.

21 Next slide. So we will actually open
22 to public comment on this measure at this time.

1 DR. LEVITT: This is Alan. Could I
2 just ask a question for a second?

3 I know for example, like Raj was not
4 on for the morning meeting but I see him on here
5 now. Can he or anyone else, do you need them to
6 acknowledge their attendance here, and also to
7 get them cleared in terms of any conflicts?

8 CHAIR LAMB: Amy, you want to take
9 that?

10 MS. MOYER: Yes, that is probably not
11 a bad idea. Maybe we can run through a quick
12 attendance.

13 MEMBER MAHAJAN: Good. Thank you
14 guys. Raj. And I apologize, we got our COVID
15 vaccine delivery to our office this morning and
16 obviously there were some issues with the freezer
17 and monitoring, so I apologize I had to deal with
18 that.

19 I did join towards the, maybe the last
20 45 minutes or so and got to hear that discussion.
21 But again, Raj Mahajan.

22 I'm jumping the gun here.

1 Geriatrician from Chicago. I've been involved in
2 post-acute care. No conflicts.

3 MS. MOYER: All right. Thank you,
4 Raj. And anyone else who has joined the call
5 this afternoon that we did not hear from this
6 morning?

7 MEMBER DAVIDSON: Yes. This is Ed
8 Davidson. I'm representing the National
9 Transitions of Care Coalition on behalf of Dr.
10 Jim Lett, who had a conflict.

11 And I do have a conflict in that I am
12 currently receiving NIA funding with a project
13 being titled, Impact C: Improving Vaccine Uptake
14 in Skilled Nursing Facilities where we are
15 focusing on health disparities in receipt of
16 COVID vaccine model doses for workers in skilled
17 nursing facilities.

18 MS. MOYER: All right.

19 CHAIR LAMB: Amy, do we need to do a
20 roll call just to make sure we have a quorum by
21 the time we get to a vote, or did you want to do
22 that right before the vote?

1 MS. MOYER: I was thinking we'd do
2 that right before the vote.

3 CHAIR LAMB: Okay.

4 MS. MOYER: That was part of the,
5 we'll do a test question, and we'll have everyone
6 respond.

7 CHAIR LAMB: Okay. That's great. All
8 right, so back to the public comments.

9 We'd like to invite public comments on
10 the measure under consideration. The 0044, the
11 vaccination coverage among healthcare personnel.
12 And this is in the inpatient rehab facility.

13 MS. MOYER: Okay.

14 CHAIR LAMB: Janaki, do you want keep
15 us on track with, if we have any in chat or any
16 people online?

17 MS. PANCHAL: I was just checking. We
18 don't have any hands raised and we don't have any
19 comments in the chat either.

20 CHAIR LAMB: Okay. Thank you. All
21 right. So, Amy, if you would introduce the
22 measure.

1 MS. MOYER: Absolutely. So this
2 measure is a measure of vaccination coverage
3 among healthcare personnel. Specifically in the
4 new patient rehabilitation facility setting.

5 The measure does address a critical
6 quality objective. And there are no other
7 measures in the Senate that are currently giving
8 the same information.

9 We do have some strong evidence that
10 vaccination works and that these vaccines are
11 protective against the vaccinated individual
12 being infected with COVID.

13 We don't have as much information
14 around the transmission, in terms of evidence
15 behind the measure. It does address a quality
16 challenge, particularly for vulnerable
17 populations, such as those in these facilities.

18 And at this time it gets a little less
19 clear when we talk about the actual calculation
20 of the measure. So in terms of being an
21 efficient use of measurement resources the
22 feasibility of reporting and what the exact final

1 specifications of the measure will be, that is
2 not as clear as those first couple of criteria I
3 walked through kind of quickly.

4 So at this time, our preliminary
5 recommendation for the measure is, do not support
6 with potential for mitigation.

7 Now we have received some input. The
8 Rural Workgroup had strong support for
9 vaccination coverage for healthcare workers.
10 They did raise concerns about potential access
11 and distribution issues.

12 Although they noted that may be
13 resolved by the time the measure is fully
14 implemented. Other than that, they felt it was
15 generally appropriate for the rural community.

16 We did also receive four public
17 comments on those measures. And an expression of
18 non-support.

19 The comments were generally
20 supportive. However, there were questions
21 raised, somewhere to what we've already heard,
22 regarding availability of the vaccine,

1 clarification of the measurement specs, in
2 particular, the definition of a worker.

3 Some groups felt it was premature to
4 implement the measure given the unknowns. And
5 there were also questions about the emergency use
6 authorization and what effect that had on
7 facilities' ability to mandate the measure.

8 In general, we do feel this measure
9 would add value to the program measure set by
10 providing visibility into an important
11 intervention to limit COVID-19 infections.

12 But we do feel the incomplete
13 specifications would require mitigation and that
14 more development needs to continue. And that is
15 the rationale behind the do not support with
16 potential for mitigation preliminary analysis
17 recommendation.

18 CHAIR LAMB: Thank you, Amy. And I
19 would just refer everybody back to what we heard
20 this morning in terms of Sheri Winsper's comments
21 from NQF, as well as Alan's overview. And I know
22 that Andrew was on chat responding to questions

1 as well.

2 And this is an opportunity right now
3 to ask for any clarifications. Okay. So please
4 limit your comments right now to things that
5 you'd like clarification on.

6 And Kurt will be collecting those.
7 And we'll go over those with the measure
8 developer as well as NQF, related to the
9 preliminary review.

10 So, does anybody have any questions
11 that they would like clarified at this time?

12 MS. PANCHAL: Hi, Gerri. We do have
13 a question in chat from Dan. And the question
14 is, can you expand on the incomplete
15 specifications?

16 I'm assuming this question is for Amy.

17 CHAIR LAMB: Let's hold it just for a
18 moment and see if we have any other questions,
19 and then we'll give Amy and the measure
20 developers all of our questions at once.

21 So, an expansion on the incomplete
22 specifications. Other requests for

1 clarification?

2 MS. PANCHAL: I don't see any other
3 hand raised or questions in your chat, Gerri.

4 CHAIR LAMB: Perfect. Thanks, Janaki.
5 Okay, so, Dan, is your question then to NQF,
6 related to the preliminary analysis?

7 DR. ANDERSEN: Yes. I believe so. I
8 just wanted, incomplete specifications could mean
9 a number of things, so I guess just to make sure
10 we're making educated decisions here.

11 Can you expand on what was incomplete
12 exactly?

13 Was it the data collection or
14 something else?

15 MS. MOYER: Absolutely. And just as
16 a small caveat. At the time we wrote the
17 preliminary analyses, there were not actually any
18 approved vaccines. Even for emergency use. So
19 that has been kind of a moving target.

20 But our question was around, how the
21 different vaccination protocols would be tracked,
22 a definition of healthcare personnel, how the

1 data would be gathered and tracked. And how
2 automated that would be or kind of a burden or a
3 challenge that might be to complete data
4 collection.

5 And so, given the kind of number of
6 unknowns. We knew we were measuring vaccination
7 but not really any of the details. Those were
8 the concerns we had in the specifications.

9 DR. ANDERSEN: So, I mean, I guess
10 then a follow-up. Are some of those concerns
11 around incomplete specifications alleviated now
12 that we're talking about at least vaccines with
13 the authorization at least?

14 Have some, I guess, have some of those
15 concerns been addressed, and if not, which ones
16 remain, I guess?

17 MS. MOYER: Sure. I think things are
18 becoming clearer. And I think we saw during the
19 presentation more information.

20 It sounded like there is stern, a lack
21 of clarity on the exact portal and the exact
22 method that will be used for data reporting. And

1 I do think as vaccination evolves and we know
2 more, is this kind of a one-time thing, is it a
3 multi-time thing.

4 Those are questions that will probably
5 be answered in the near future. But we did have
6 those questions that remained.

7 But I do put that back to, or I mean,
8 I have never reported a vaccination measure
9 myself. I've been the person getting vaccinated.

10 So I am curious to hear, if we get to
11 the discussion point, the workgroup's thought on
12 that for the people who may have done this.

13 CHAIR LAMB: Great. Dan, did that
14 answer your question?

15 DR. ANDERSEN: Yes, that answers my
16 question. I think I see some other questions in
17 the chat that are probably along the same lines.

18 CHAIR LAMB: Okay. And Pam, you had
19 a question. Do you want to share it?

20 MEMBER ROBERTS: Sure. I was just, a
21 need to clarify for the measures. Is it going to
22 be a initiation of the vaccine or the completion

1 of vaccine or both?

2 CHAIR LAMB: Okay. Alan, Andrew?

3 Actually, let's collect those. So this is
4 specific to the measure, and then we'll hand it
5 over to you, Alan. Is that good? Okay.

6 And then we have one from Terrie. Do
7 you want to share your question?

8 DR. BLACK: Yes. When I read through
9 the measure, I was just wondering if worker
10 included any worker or if it was specific to
11 healthcare personnel directly?

12 Also, two, what about agency staff or
13 contracted employees as well. How would that be
14 captured?

15 I think we had an earlier discussion
16 in terms of, well, if you had staff and they're
17 going between different facilities and they're an
18 employee it's one thing, but what about agency or
19 contracted staff?

20 I wasn't sure if that was clearly
21 answered. And I definitely had a question about
22 that. So that's it for now.

1 CHAIR LAMB: Okay. Thanks, Terrie.
2 Okay, we have those two questions. Alan, would
3 you step in and respond to the timing and whose
4 included questions?

5 DR. LEVITT: Sure, I'll start and then
6 I'll pass it off to my NHSN colleagues, maybe to
7 go a little bit into the denominator question.

8 First of all, getting back to Dan's
9 question. When we started this there was really
10 kind of this understanding of the specifications
11 as we kind of look at measures all the time here
12 at the MAP, would be really incomplete.

13 I mean, we started with the IRF
14 program and I worked taking care of stroke rehab
15 patients my whole career. And you kind of look
16 at these things operationally as to, well, much
17 like I look at a stroke patient, what are they
18 going to look like six months, nine months, 12
19 months from now.

20 It's really that way too. When we
21 were first starting to look at these measures,
22 going back to when vaccination was first even

1 being started, and all the uncertainties that
2 were then, that still are now in terms of where
3 this measure is ultimately going to be, let's say
4 a year from now, because we don't even know
5 whether or not they all need to be re-vaccinate
6 or what frequency we're going to need to be re-
7 vaccinated. There is still all these
8 uncertainties there.

9 And I think that really kind of lends
10 to the NQF concept and idea that looking at this
11 that there are really these uncertainties. We're
12 very used to saying, well, the measure is going
13 to be calculated with the numerator, the
14 denominator is going to be collected this exact
15 way.

16 And what we've been able to do with
17 our NHSN colleagues is, as Dr. Budnitz was able
18 to kind of show, is kind of developed forms for
19 collection of information that would be able to
20 evolve as we know more and more as to how this is
21 going to be done.

22 And that's what we've tried to bring

1 to the table here. With the understanding that
2 normally we wouldn't.

3 I don't want to insult your
4 intelligence. I don't want to think things here
5 that aren't completely vague. But it really is
6 under the circumstances of this public health
7 emergency.

8 You know I value, we value this
9 partnership and want to get this feedback and
10 stuff, but also with the understanding that we
11 want to take this sort of feedback in terms of,
12 kind of fully baking and developing this measure
13 as the more information we know about vaccination
14 and how to really get this done.

15 And we really did kind of look at this
16 measure, and I'll turn it over to my NHSN
17 colleagues, in terms of defining things like the
18 denominator, and some of the questions were just
19 asked, well, who do you include, who you don't
20 include.

21 Very similar in a way to kind of
22 looking at the denominator for healthcare

1 personnel vaccination for flu. Which, again, is
2 part of the IRF QRP.

3 So maybe I'll, I don't know, Dan, if
4 you're on maybe you can talk a little bit about
5 who is and who isn't included?

6 DR. BUDNITZ: Yes. Can you hear me
7 now?

8 CHAIR LAMB: Yes.

9 DR. BUDNITZ: Great. Yes, I saw some
10 questions in the chat about volunteer secretarial
11 staff and contract workers. And all those folks
12 are meant to be included in the denominator right
13 now.

14 There are, there is a category for
15 other non-employees, and that's where contract
16 staff would go if the current folk's choice to do
17 this categorization. Does that answer your
18 question?

19 CHAIR LAMB: And I think in the chat
20 Andrew has put in additional. Dan, would you
21 also answer the question about how the first and
22 second immunizations are handled?

1 DR. BUDNITZ: Yes. So our intent at
2 CDC is to collect both the first and the second
3 dose as we track, in the coming weeks, progress.

4 And we are interested in completing --
5 (Off microphone comments.)

6 CHAIR MERKELZ: Just a reminder, if
7 you're currently not speaking to make sure you
8 mute your call.

9 (Off microphone comments.)

10 CHAIR MERKELZ: Raj.

11 DR. LEVITT: And just to follow up
12 with what Dan said. Like I said in my
13 presentation, it really is a measure that is
14 going to be reporting on up-to-date COVID-19
15 vaccination.

16 And so, as we're looking at it in
17 terms of the measure that would be publicly
18 reported on the Compare websites, it would really
19 be those percent of the personnel that have up-
20 to-date vaccination. And so we would want to be
21 able to, if it turns out that a year from now or
22 two years from now it really is requiring, let's

1 say these two vaccinations at a time, that's what
2 we would want to be looking at.

3 CHAIR LAMB: Okay.

4 MS. LINDLEY: And this is Megan
5 Lindley. I'm sorry, could I add, Megan Lindley
6 from CDC, I just wanted to add a historical thing
7 regarding the question of whose included and why
8 the employee categories are separated out and
9 required for reporting and the other is
10 voluntary.

11 We did, we've reported a measure like
12 this, as I think you all know, for healthcare
13 personnel vaccination in other healthcare
14 facilities. As we did some very extensive
15 testing of the measure.

16 And just the validity of the
17 facilities ability to report. In particular,
18 those contract and agency staff. But to a lesser
19 extent so that the non-employee categories was
20 very, very poor.

21 And so we determined for our routine
22 reporting it was better not to make them required

1 than to require something that there was not
2 necessarily an indication that the data would be
3 good. And again, that's for flu, but just to add
4 that context. Thank you.

5 CHAIR LAMB: Thank you. Eugene, you
6 have a question?

7 DR. NUCCIO: Yes, I had it on mute.
8 My question had to do with, is this, Alan,
9 intended to be a public health measure and you
10 will report simply the national rate for
11 compliance at the level of a unit, like a
12 hospital, or is this intended to be a comparison
13 at the individual provider level?

14 So individual hospitals will be
15 compared by their rate. And if so then, what is
16 the expected rate if you're going to be doing
17 individual hospitals and how would you account
18 for the reluctance to take the vaccine due to
19 religious or other things?

20 You know that we've discussed this in
21 the world of home health prior, so hello again.

22 DR. LEVITT: I got to try to get off

1 mute here. I don't know if someone from NHSN
2 wanted to talk about kind of how we do it within
3 the IRF setting right now for the flu vaccination
4 measure in terms of, it's really a comparison of
5 provider-to-provider in terms of the rates for
6 flu vaccination.

7 But to answer your question, I guess
8 in that sense it would really be a comparison of
9 that provider to a similar provider. Similar as
10 to how we do with our Compare websites in terms
11 of being able to compare one to another of a like
12 type.

13 Regarding refusals. Unfortunately you
14 heard my personal comments about some of the
15 reluctancy that we've seen. And I think it's all
16 of our hope that as this rollout proceeds that
17 everybody becomes more comfortable with getting
18 vaccinated and sees the enormous benefits of it
19 that we will get rates that will be much higher.

20 But the measure is meant to be
21 reported and to be useful for really comparison
22 and for consumers to be able to use also. To be

1 able to get a comparison as to what percentage of
2 those staff within that setting that they may be
3 choosing, are vaccinated against COVID-19.

4 We would consider, similar to flu
5 vaccination measure, that we would really want to
6 be looking at the rates of those who should be
7 getting the vaccine, who have actually received
8 it.

9 CHAIR LAMB: Thanks, Alan. We have
10 two more questions and then I think we're going
11 to move to a vote. Kurt, I'm thinking that
12 because these are foundational questions for all
13 three reviews, if we take just a little bit
14 longer and make sure we get these on the table,
15 that it will serve us well. Are you okay with
16 that?

17 CHAIR MERKELZ: Absolutely. Sounds
18 good.

19 CHAIR LAMB: Okay. So I think, Dan,
20 this is a question to you which is, the
21 difference between the number of IRFs in the NHSN
22 and the number nationally. Can you comment on

1 that?

2 DR. BUDNITZ: I think so. I'm still
3 learning my acronyms for some of the systems.

4 So, for the long-term care facilities
5 we listed that they were on the order of 17,000
6 registered for NHSN. The vast majority are SNFs,
7 skilled nursing facilities, on the order of
8 15,000.

9 And the others are a collection of
10 assisted living facilities who have a much
11 smaller number, the remainder, are those less
12 intensive facilities that provide some level of
13 care but not skilled measure.

14 Does that answer the question?

15 CHAIR LAMB: Let's see. Terrie, does
16 that answer your question?

17 DR. BLACK: No. There is currently
18 about 1,100 inpatient rehab facilities.

19 DR. BUDNITZ: Ah.

20 DR. BLACK: Throughout the --

21 DR. LEVITT: As far as --

22 DR. BLACK: So how, and I believe that

1 one slide showed that only 384, so a very small
2 proportion actually belonged to the network. So
3 --

4 MS. LINDLEY: This is Megan. I can
5 clarify. The 384 alone number ought to be the
6 long-term acute care hospitals. The IRFs, last I
7 remembered, was on the order of 1,000 or 1,100
8 because they're required to report the flu.

9 DR. LEVITT: Right. IRFs are already
10 reporting NHSN measures, both the flu vaccination
11 measure, as well as fatality measure as well.

12 DR. BLACK: Okay.

13 DR. LEVITT: And C. difficile measure
14 through the NHSN.

15 DR. BLACK: So maybe the slide was
16 erroneous perhaps?

17 You answered my question, thank you.

18 DR. LEVITT: Okay.

19 CHAIR LAMB: Okay. We have a question
20 from Alice. If the collection is for both the
21 first and the second vaccine, will there be any
22 attempt at reconciliation since the denominator

1 will likely change for the first and second, or
2 will the first and second be viewed as
3 independent of one another?

4 DR. LEVITT: Dan or Megan, do you want
5 to discuss how you calculate the measure?

6 DR. BUDNITZ: Yes. So I'm not certain
7 if I quite understand the question. The intent
8 of the measure, as we collected, for example,
9 weekly, is to look at the current census.

10 And so, one of the challenges with
11 using data from, for example, the Pharmacy
12 Partnership program, is they are counting
13 vaccines.

14 And so, I think as implied by the
15 question is that a, someone who, well, when there
16 is a patient or, I guess we're not talking about
17 residents here, but if there is a change in the
18 denominator, and these are, for example, in this
19 case I guess we're talking about healthcare
20 personnel, if that person stops working in a
21 facility and he's not there and eligible to get
22 another vaccine, then they'll no longer be a

1 denominator.

2 I think this becomes more of an issue
3 with, I think like, for example, the skilled
4 nursing facilities and residents who have turned
5 over, obviously. And that's something that
6 cannot be accounted for in just counting doses.

7 And the intent of the measure is to
8 have a current population who is either working
9 in a facility or being treated by the facility
10 and what their vaccination rate is at the point
11 of assessment. Whether it's weekly or quarterly.

12 So, I'm not quite sure if I understand
13 the question about, yes, there would be some, I
14 don't know if there would be a different
15 denominator for a first or second dose. Same
16 denominator of either workers or residents who
17 are in the facility of the time period of data
18 collection.

19 CHAIR LAMB: Thank you. Okay, I think
20 we're ready to go to a vote. Amy. And just to
21 remind everybody, the first step in voting is to
22 vote on the preliminary recommendation, which for

1 this measure was do not support with potential
2 for mitigation.

3 And I think we heard from NQF this
4 morning that this is specific to the measure, is
5 not a reflection on the support for vaccination.
6 And we've heard from NQF the rationale for that
7 and had the opportunity to ask questions.

8 So, I think we are ready for this
9 vote. And, Amy, do you want to add anything to
10 do that?

11 MS. MOYER: No. I think that's a good
12 summary.

13 CHAIR MERKELZ: Amy, there is, Alan is
14 asking a question.

15 MS. MOYER: Sure. Alan, go ahead.

16 DR. LEVITT: Okay, thank you. And,
17 again, first of all, we appreciate all the
18 deliberation done here.

19 I guess, what would be really helpful
20 to us for this, the other vaccination measures
21 and then for the other measures that are coming,
22 is also, getting kind of a consensus as to what

1 do we mean by mitigation. Like, what would you
2 like us to be able to have so by the time of rule
3 proposal, within reason, what can we do to help
4 to take the discussion here and kind of move it
5 forward.

6 So, besides the voter somehow, we can
7 get that.

8 CHAIR LAMB: Yes. Thank you, Alan.
9 And the plan is that once we take the vote if
10 there is support for the preliminary
11 recommendation, then we will go into a discussion
12 of mitigation.

13 If we don't get to the magic number,
14 then we're going to have to go through full
15 review. Okay.

16 But we will, we do plan to talk about,
17 so, now that you've supported the recommendation,
18 what's the mitigation look like. Is that, does
19 that respond to your concern? Good.

20 Okay. So, Amy, I think we are ready
21 to call the vote.

22 MS. MOYER: All right. And I believe

1 we're going to start with a test vote. A warm
2 up. Give everyone a chance to make sure they can
3 get into the application without any pressure of
4 actually evaluating another.

5 All right. So you should have on your
6 Poll Everywhere screen, a test vote with a
7 question about your favorite color. And we only
8 gave you two choices. So go ahead and click your
9 votes.

10 And, Janaki, feel free to jump in if
11 I'm leaving something out.

12 MS. PANCHAL: No problem. Are you
13 able to see my screen? Can you see the test vote
14 pop up? Okay.

15 MS. MOYER: I can see it.

16 MS. PANCHAL: Awesome. So before you
17 begin voting, I just wanted to send one reminder.
18 That all organizational members should send in
19 only one vote on behalf of your organization. So
20 if there are multiple individuals from your
21 organization on the call, please coordinate with
22 each other and send in only one vote.

1 So like Amy said, the test vote is now
2 up. We have 14 people who have voted. That
3 actually takes us to quorum, but I will wait for
4 a couple more seconds to see if there are any
5 lasting votes that should go in.

6 MS. MOYER: And if you're having any
7 difficulty with the voting, please just say
8 something in the chat or raise your hand and we
9 can make sure to follow-up with you and assist
10 you.

11 MS. PANCHAL: Okay. We still have 15.
12 Anyone else who hasn't voted or is having issues
13 voting?

14 All right. Okay. So I will show the
15 responses. All right, Amy, I think we are at
16 quorum, so let me go ahead and lock the votes.

17 MS. MOYER: All right.

18 MS. PANCHAL: Awesome. Great, so I
19 will stop sharing. And are we ready to go on to
20 the first question?

21 CHAIR LAMB: Yes. Please.

22 MS. MOYER: We are.

1 MS. PANCHAL: Awesome. Let me share
2 my screen again. Is everybody able to see my
3 screen?

4 CHAIR LAMB: Yes.

5 MS. PANCHAL: Okay. Voting is now
6 open for MUC2020-44 SARS-CoV-2 vaccination
7 coverage among healthcare personnel measure for
8 the IRF QRP.

9 Do you vote to support the staff
10 recommendation as the workgroup recommendation?

11 Option A is yes. And B is no. Or 1
12 is yes, 2, no.

13 MS. MOYER: Okay. And as a reminder
14 that preliminary recommendation was, do not
15 support with potential for mitigation.

16 MS. PANCHAL: We have 16, 17 votes in.
17 That is quorum. Let's wait for a couple more
18 seconds and see if there is anyone else who is
19 still casting their votes.

20 Okay, not seeing any more I'm going to
21 lock the votes and show responses. We have 16
22 people who voted 1, yes. And one person voted 2,

1 no.

2 And this shows percentages. We have
3 94 percent of the Committee workgroup voted yes.
4 And six percent voted no.

5 CHAIR LAMB: Okay. With that then,
6 our recommendation supports the preliminary
7 recommendation so we will not go into full
8 discussion. But this is an important opportunity
9 to provide feedback to CMS related to what areas
10 would you like to see address, that you would
11 recommend related to the potential for
12 mitigation.

13 So please do share your
14 recommendations. You can either raise your hand
15 or just kind of say it. Dan, did you have
16 something? Was that you?

17 DR. ANDERSEN: Yes. Yes. Dan
18 Andersen. I'll take it off.

19 I mean, just in my perspective it
20 seems like, to me the only thing that would lead
21 to believe that this shouldn't just be
22 recommended to go forward is any, you know,

1 around the uncertainty or technical
2 specifications it seemed like just guidance
3 should be issued to users.

4 That the collection apparatus and
5 rules support by NHSN will dictate who is in the
6 denominator and what gets counted in the
7 numerator and how it gets divided, if you're
8 talking about first or second dose and reported.

9 And granted, things are evolving since
10 it's the middle of -- still going on with a
11 public health emergency, but that, to me,
12 shouldn't preclude the reporting of the measure.
13 It seems like there is less uncertainty that I
14 had originally thought.

15 I mean, there is now two vaccines. It
16 answers that question, from the comments, it
17 seemed pretty clear who should be getting -- who
18 should be included in the "vaccinatable." And it
19 doesn't seem that uncertain to me. That's my
20 perspective.

21 CHAIR LAMB: Other recommendations?

22 Yes.

1 MEMBER TRIPP: This is Aaron Tripp
2 from LeadingAge. So, I think, and I appreciate
3 Andrew's clarification about the NHSN if we get
4 to multiple vaccines. Some that might be one
5 dose versus those that we currently have that are
6 two.

7 I think if this, if we talk about
8 mitigation for this to be used as a quality
9 measure as it relates to the QRP, I think it
10 would be important to consider the specification
11 to be whether it's one or two, a complete
12 vaccination.

13 Because I think if we have different
14 measures for two different things, that will make
15 the, both the, maybe not the reporting, but the
16 understanding of the measure and what it means
17 difficult. So I think to the extent that things
18 rollout and we end up in that situation, we need
19 to think about that pretty seriously.

20 MS. PANCHAL: Gerri, we don't have any
21 hand raises.

22 CHAIR LAMB: Okay. Ed?

1 MEMBER DAVIDSON: Yes, this is Ed
2 Davidson. I think, actually, there is some
3 pretty good precedence with another vaccine, and
4 that's the pneumococcal vaccine.

5 Where that, people of different ages
6 in long-term care have different requirements or
7 polysaccharide versus conjugate vaccine in using
8 that premise of up-to-date as we continue to
9 approve other vaccines that are perhaps one dose.

10 And it looks like right now it's
11 possible getting new clinics. We're still in
12 kind of a chaos phase. At least in skilled
13 nursing facilities in rolling out the
14 vaccination, particularly among healthcare
15 workers. So I think we're going to learn a lot.

16 And I think someone just posted in the
17 chat, the instructions for long-term care staff.
18 If there could be a systematic way that that
19 information could make it into the infection
20 prevention in skilled nursing facilities, that
21 would foster moving that quickly.

22 CHAIR LAMB: Any other comments or

1 suggestions?

2 I would just like to go back to what
3 we heard this morning in terms of suggestions and
4 support. While we're still in these early
5 stages, number one, to think about the feedback
6 from the rural committee related to concerns
7 about access and how that influences some of
8 these rates.

9 As well as the comment about different
10 health care professionals and team members, and
11 issues related to acceptability and access so
12 that we have opportunities for improvements here
13 as hopefully the vaccination numbers increase.

14 So, any final comments, otherwise
15 we're going to go to the gap discussion.

16 MS. PANCHAL: Gerri, we have a
17 question from Alice in the chat.

18 CHAIR LAMB: Okay. Alice, do you want
19 to bring out your question?

20 MEMBER BELL: Sure. And it's, thank
21 you very much. It's kind of maybe further
22 clarifies my prior question. And it goes to the

1 previous commenter.

2 So, is the standard met with any level
3 of vaccination or only with full vaccination
4 dose?

5 So, in the instance where two doses
6 are required, I know we're collecting the first
7 dose and the second dose separately, but what
8 actually meets the standard?

9 DR. LEVITT: Dan or Megan, can you
10 explain how it's done currently for flu
11 vaccination in terms of understanding whether a
12 staff member may have been vaccinated
13 alternatively?

14 MEMBER BELL: And not so much
15 alternatively, but --

16 (Simultaneously speaking.)

17 PARTICIPANT: -- vaccination.

18 DR. LEVITT: Yes.

19 MEMBER BELL: Yes.

20 DR. LEVITT: Yes.

21 MEMBER BELL: Yes.

22 DR. LEVITT: In other words, may have

1 received it other than directly through the
2 facility. Is that the question?

3 MEMBER BELL: I guess the question is
4 more, regardless of where they received it, are
5 we measuring the standard based on each
6 individual dose or measuring the standard based
7 on the full dose having been received?

8 DR. LEVITT: So the denominator is the
9 healthcare personnel.

10 MEMBER BELL: Right.

11 DR. LEVITT: And so the numerator
12 would be those who have received kind of a
13 completed --

14 MEMBER BELL: The completed, okay.

15 DR. LEVITT: -- up-to-date. Right,
16 the up-to-date core.

17 And again, that up-to-date may be a
18 one time, you know, vaccine course. It may
19 require --

20 MEMBER BELL: Right.

21 DR. LEVITT: -- an annual -- we don't
22 know that part yet.

1 MEMBER BELL: Thank you. I appreciate
2 the clarification.

3 DR. LEVITT: Okay.

4 DR. BUDNITZ: This is Dan Budnitz from
5 CDC. Just to add. I know it's a bit confusing
6 because we, in addition, this is also a public
7 health process measure.

8 So you have this first and second
9 dose, but, I'm sorry for the lack of clarity, but
10 for this particular measure it's the completed
11 dose that would be the primary unit of measure of
12 analysis.

13 CHAIR LAMB: Thanks, Dan, that helps.

14 MEMBER BELL: Thank you. Sorry for my 15 --

15 CHAIR LAMB: Okay, I'm going to turn
16 it over --

17 (Simultaneous speaking.)

18 CHAIR LAMB: Keep perseverating,
19 Alice. It's good to have these things clarified.

20 Kurt, we're going to move now into gap
21 discussion. And I'm turning it over to you.
22

1 CHAIR MERKELZ: So, on the table we
2 have our, part of our gap discussion regarding
3 the parts of the quality reporting program. What
4 are the gaps in the program measure set that CMS
5 should consider addressing.

6 Program measure set is on the next
7 subsequent slides here, will reference there are
8 some identified points.

9 Amy, is there any specific details of
10 how deep we want to get into each of these
11 referenced components?

12 MS. MOYER: Sure. And just to remind
13 everyone kind of where we've been. So, the
14 initial item you'll see listed on each of these
15 slides, the high priority meaning should be
16 meaningful measures areas.

17 Those were areas that were identified
18 by CMS, kind of at the beginning of this year, as
19 areas they saw as priorities for measure
20 development for these areas.

21 The workgroup identified gaps, is my
22 best attempt to capture the discussion we had,

1 what feels like a long time ago, but was just in
2 fall, on our orientation meeting, about these
3 programs and where we saw opportunities as a
4 workgroup for additional measure development.
5 And we promised at that time we'd kind of circle
6 back and check in at this meeting.

7 This is our opportunity to kind of
8 give input to CMS on areas we see as priorities
9 for the inpatient rehabilitation facility measure
10 development and gaps in the program.

11 CHAIR LAMB: I'd be interested in
12 those of you who work in this area to make
13 recommendations in terms of high need areas. One
14 thing just generally I'd like to suggest is
15 hearing meaningful measures 2.0, is to look at
16 our, the measures that we have been looking at
17 and cross reference them.

18 Certainly things that we've identified
19 before, related to the patient experience, care
20 coordination, patient goals, we still don't have
21 good measures in those areas. Those still remain
22 priorities.

1 But given the movement to the
2 electronic health information, and what Michelle
3 was talking about with the digital measures, I
4 think we have an opportunity here to use those
5 systems differently. And to be more creative of
6 what we have access to.

7 So, I'd like to see us actually look
8 at that new 2.0 and look at where we're at with
9 MUC measures.

10 Kurt, you want to kind of bring this
11 to a close, and I'll pass the baton to you then
12 for the next --

13 CHAIR MERKELZ: Certainly. And we
14 have Eugene's comment in there, which gets into
15 the continuation as we continue to speak about
16 the vaccination measure.

17 I think that certainly has a lot of
18 each individual's head space of getting their
19 mind around what this type of measure would look
20 like and how effectively and how quickly we could
21 get it to implement it.

22 Are there any additional comments, or

1 any comments at all, anybody want to make before
2 we move on with the additional gaps?

3 And if that's the case, then we will
4 close out that section and move on into the long-
5 term care hospital quality reporting program.
6 And, again, specifically dealing with the SARS-
7 CoV-2 measure.

8 I think it will be a continuation.
9 It's a continuation of our previous discussion.
10 And we can continue right in.

11 I think Alan is ready to jump right
12 in. Eugene, do you want to give, Amy, do you
13 want to give a clarification of this before we
14 get into the question and discussion?

15 MS. MOYER: Sure. First, I do want to
16 welcome Sean Muldoon, who is joining us from
17 Kindred. He is subbing in for a brief moment.

18 Sean, can you introduce yourself and
19 let us know of any potential conflicts of
20 interest you might have?

21 MEMBER MULDOON: So, I'm Sean Muldoon,
22 chief medical officer for Kindred's Long-term

1 Acute Care Hospital division. And other than
2 being an employee of Kindred, I have no
3 conflicts.

4 CHAIR MERKELZ: Welcome back to the
5 workgroup, Sean.

6 MEMBER MULDOON: All right.

7 MS. MOYER: And, Sean, if you haven't
8 already pulled up Poll Everywhere and logged in,
9 you should have an email with instructions for
10 that.

11 MEMBER MULDOON: All right. Thank
12 you.

13 MS. MOYER: Perfect.

14 DR. STOLPE: Amy, just one other point
15 for Sean. We need to ask for, have a written
16 form pulled filled out for the disclosures of
17 interest before we can allow a vote. So please
18 make sure that you complete that before the
19 voting begins.

20 MEMBER MULDOON: All right. I'm
21 working my way through the sign in right now.
22 But I will not vote until I have that. Thank

1 you.

2 DR. STOLPE: Thanks very much.

3 MS. MOYER: All right, thank you. So
4 overview of the long-term care hospital --

5 CHAIR LAMB: Amy? Amy, before you do
6 that I think we need to call for the public
7 comments in this area. We don't want to not get
8 those.

9 CHAIR MERKELZ: First thing, the
10 introduction of the program details and then we
11 can jump over to the public comment. And maybe
12 we can open it up and see the, Alan's --

13 CHAIR LAMB: Okay, that's fine.

14 CHAIR MERKELZ: -- response to the --

15 MS. MOYER: All right. So this
16 program is very similar to our last discussion.
17 It is a pay for reporting and public reporting.

18 And any long-term care hospital that
19 does not submit the data will have their
20 applicable annual program for a payment update
21 reduced by two percent.

22 A reminder of the goal for program,

1 they furnished extended medical care to
2 individuals with clinically complex problems.
3 And with that, I believe we can move to public
4 comment.

5 CHAIR MERKELZ: We can certainly, at
6 this time, open up to any type of public comments
7 that may come across.

8 MS. PANCHAL: No hands raised and no
9 comments in the chat. So far.

10 CHAIR MERKELZ: We do have one
11 previous point, Janaki, that was raised by Eugene
12 that's in the chat box. We can jump, Eugene, do
13 you want to clarify on that? Do you want to
14 expand and let Alan respond?

15 DR. NUCCIO: It's pretty straight
16 forward. My concern is if the measure will be
17 used in any kind of value based program that I'd
18 like no, I think the providers would like to know
19 what is the acceptable performance level for such
20 a program that has financial incentive built into
21 it.

22 MS. MOYER: Sure. And, Eugene, that's

1 actually a great context question.

2 For, as we are stepping through each
3 of these programs, the program discussed in the
4 overview is the specific context that we are
5 discussing and measured.

6 And so for instance, in this program
7 it would be part of quality reporting for long-
8 term hospitals. And the financial implication
9 would be if they didn't submit their information.

10 And so the structure of this program
11 is not based on performance on the measure, but
12 on the submission of data. But that is a great
13 point. We're not just talking about the
14 measures, there is the context of the program.

15 DR. NUCCIO: Yes, there is a bit, some
16 data, that is not the standard and they're good
17 to go. That's fine.

18 MS. MOYER: Sounds good. All right.
19 So moving forward. I will talk extremely briefly
20 about the measure.

21 The specifications, the preliminary
22 analysis, the concerns and recommendation for

1 this measure are identical to the previous
2 program. The only difference is substituting the
3 program of long-term care hospitals or inpatient
4 rehabilitation facilities.

5 That and we received one less comment.
6 We did not get a specific comment from the rehab
7 groups on this. But otherwise, all of the
8 material is the same so we're not going to read
9 it through in detail again.

10 CHAIR MERKELZ: And all the prior
11 discussion, the employee categories, the
12 refusals, issues reporting, all that still
13 stands. We certainly understand the uncertainty
14 around components of the measure.

15 But certainly in the spirit of the
16 necessity of the measure admits the public health
17 emergency and its importance, it certainly does
18 rise to all the components of relevance and
19 importance.

20 However the NQF recommendation does
21 still stand, do not support with potential for
22 mitigation, similar to our previously discussed

1 measure.

2 Is there anything additional that the
3 workgroup would like to have clarification?

4 MEMBER TRIPP: I got a clarification
5 question based on Amy's point to Eugene's
6 question. With recognition that we're talking
7 about this in the context of QRP, one thing
8 that's been referenced in a number of occasions
9 is also public reporting via the Care Compare.

10 And so, is the thought with this, a
11 lot of the NHSN data, or at least the COVID-19 is
12 already publicly available where you can pull
13 that down. Is the expectation that this would be
14 within, the reporting would be your NHSN for the
15 QRP but that it would also be publicly reported
16 under Care Compare?

17 DR. LEVITT: Would you like me to
18 answer? Is that okay?

19 CHAIR LAMB: Yes.

20 DR. LEVITT: Okay. Thank you, Alan,
21 for another excellent question.

22 And the answer is, yes. The mandate

1 for all of these programs is that data gets
2 reported by the providers. There is a, I guess,
3 I hate to say a penalty, but there is a
4 requirement that they submit the data and that
5 the data would be submitted and available on CMS
6 website.

7 And the advantage of these websites is
8 really the ability to compare from one facility
9 to another. So in other words, looking at it
10 from a provider's standpoint. Obviously getting
11 the data and being able to compare themselves to
12 others within that setting.

13 But then also for patients and
14 families when they're selecting a provider within
15 a certain setting to be able to pull up that data
16 and then be able to compare it one to another.
17 And that doesn't preclude, there is so many
18 moving pieces here. And that's a whole another
19 part that we kind of alluded to in the morning
20 call.

21 I mean, there is so many possibilities
22 here of how the data may end up being mandated or

1 required that are outside of what we're really
2 looking at here.

3 But our goal here was, really from the
4 start, was really, despite whatever comes in
5 terms of the vaccine administration, all the
6 other data submission requirements that may be
7 necessary for the NHSN for surveillance purposes
8 to be tracked as to where things are going,
9 whatever.

10 But ultimately, we believe that we
11 would want to have a measure available of,
12 similar to the way the flu vaccination healthcare
13 personnel measure is, that would be publicly
14 reported and available for our Compare websites.

15 DR. ANDERSEN: This is Dan Andersen.
16 Can I ask a procedural question?

17 CHAIR MERKELZ: Go ahead.

18 DR. ANDERSEN: So these vaccination
19 measures, if the -- like the previous measure, if
20 the recommendation to support with potential for
21 mitigation goes forward, what does the mitigation
22 look like?

1 And I guess importantly, what is the
2 time frame that the developers have to make those
3 changes and eventually get them into the public's
4 hands via one of these programs. I mean, because
5 that, I mean, probably nuances, being what they
6 are, the fact that we're in the middle of a
7 crisis sitting on these measures are making it so
8 that we can't get the measures implemented in
9 time is a challenge.

10 I just thought, this is in the back of
11 my mind is, what does that mean when we're making
12 these votes like pragmatically.

13 MS. MOYER: That's a great question.
14 And the rule of the MAP is to be advisory to CMS.
15 So the measures need to, come through the MAP
16 process in order to be included in federal rules.

17 But the recommendations we make are
18 non-binding. That said, CMS has been very
19 respectful and responsive to those
20 recommendations with a very strong relationship.

21 So the input that comes out of the
22 workgroups is frequently taken. I know I've seen

1 it appear in the federal rules, like what the
2 responses were and a discussion of that. But it
3 is non-binding, it is advisory.

4 CHAIR MERKELZ: And what kind of time
5 frame do you believe, Amy, will be, will NQF have
6 in getting back those comments?

7 MS. MOYER: So we don't necessarily
8 get a response to the mitigation or the condition
9 we put on these things. We do frequently get an
10 update from Alan when we start the next cycle of
11 MAP. He's been very good about closing the loop
12 and making sure we understand where our
13 recommendations went.

14 But there is no, you have to get back
15 to us by April or anything like that for a time
16 frame.

17 Okay. Alan, did you have another --

18 DR. LEVITT: Yes. I keep trying to
19 turn on a red light here that I don't have. And
20 I hate, you know, I don't want to interrupt a
21 discussion, so you tell me when you want me to
22 respond.

1 But again, these are such special
2 circumstances. And you've probably seen we've
3 had several, we call IFCs, final rules with
4 comments, where we've actually gone ahead for
5 different things like a submission of COVID-19
6 data for long-term care facilities where we've
7 just gone ahead and recognized that we need to
8 take into account public comment.

9 But we need to, sometimes not use kind
10 of the more traditional or the processes we want
11 to use, like this pre-rule making activity and
12 then public comment. Normal rulemaking as well.

13 But when possible we want to use this.
14 And that's why we're here today. We'll make a
15 decision based on determinations here and the
16 hospital workgroup. And then there's also going
17 to be, there's a measure for MIPS program that's
18 going to be brought to the clinician workgroup.

19 We'll make a decision as to how to
20 proceed from here. And even if we do proceed,
21 let's say we proceed it with rulemaking, we want
22 to take into account all of these factors in

1 terms of both proposing it through the rule as
2 well. Because we want to work together with you.

3 And like Amy said, no matter what, I
4 end up coming back. If I'm here next year in
5 October.

6 And I'm a strong believer. I'm the
7 one who started the feedback loop for CMS because
8 it's what we needed to have. It's a matter of
9 respect for all of your work, is to kind of come
10 back and say, this is what we did, this is why we
11 did it. So to speak. And so, no matter what you
12 can expect that from us.

13 CHAIR MERKELZ: I think that's very
14 helpful, Alan. Do we want to proceed then to
15 voting on our acceptance of the preliminary MAPs?

16 CHAIR LAMB: Yes.

17 MS. MOYER: And as we pull up the
18 voting slides -- and, again, we wanted to make
19 sure everyone understands what we are voting on.

20 So, the vote to accept the preliminary
21 recommendation, which is do not support with
22 potential for mitigation, means we feel these

1 measures need to be reworked a little bit before
2 they're implemented in the program.

3 So, if you go back to kind of the
4 slides this morning, that recommendation usually
5 comes into play when there's a gap in quality
6 information and evidence and it addresses a
7 challenge.

8 But then we start to get into more of
9 the concrete things about the measure like the
10 specifications or testing or things like that,
11 and we feel that there do need to be some changes
12 in that area.

13 So, I do want to make sure we're not
14 telling CMS we don't think you should measure
15 those, we don't think this is important, it's we
16 think this needs a little work before it goes
17 into the program.

18 I just want to make sure that that was
19 clear.

20 DR. ANDERSEN: Sorry -- and Dan, sorry
21 if I'm annoying people, but I guess one of my
22 questions about the procedural thing was like if

1 workgroup members really feel like these measures
2 should be recommended, the only way to do that
3 then is to basically say no to this, then, and
4 force a full conversation; is that correct?

5 MS. MOYER: Correct.

6 DR. ANDERSEN: Okay.

7 MS. MOYER: That is correct.

8 MS. PANCHAL: Great. So, voting is now
9 open for MUC2020, COVID to Vaccination Coverage
10 Among Healthcare Personnel Measure for the long-
11 term care QRPD vote to support the staff
12 recommendation as the workgroup recommendation.

13 Option A -- or Option 1 is yes.

14 Option 2 is no. We have 15 votes and I believe
15 we had 17 last time.

16 So, we'll vote for -- I will wait for
17 a couple more minutes to see if there's any more
18 votes that trickle in.

19 (Pause.)

20 MS. PANCHAL: We have 16 votes in.
21 Seventeen votes in.

22 Amy, are we good to lock the voting

1 now?

2 MS. MOYER: I believe we are.

3 MS. PANCHAL: Voting is now closed. We
4 have 16 votes for Option 1, yes. And 1 vote for
5 Option 2, no.

6 Which means we have -- percentage-wise
7 we have 94 percent of the workgroup members voted
8 yes and six percent of the workgroup members
9 voted no.

10 CHAIR MERKELZ: So, we have our
11 workgroup recommendation at this point in time.
12 We can actually move forward and move into
13 discussion regarding any gaps in long-term care.

14 MS. MOYER: I do want to just really
15 briefly follow up.

16 So, the mitigation, we spent some time
17 discussing that for the last program, I have
18 uncertainty around the technical specifications
19 that the NHSN recommendations in that should
20 prevail.

21 The numerator should be completed
22 vaccination, which I believe we clarified it is.

1 And then education around vaccination would be
2 helpful for facilities.

3 We also, of course, would like to see
4 it go through NQF endorsement with NQF. I just
5 want to make sure I adequately -- I captured the
6 mitigation.

7 MEMBER MULDOON: This is Sean and I'm
8 late to the game, but the denominator is, is it
9 as important?

10 I mean, do you want the frontline --
11 the meaningful one is the frontline, which ought
12 to be quite high.

13 But if you start adding in the
14 salespeople, the administrative staff, the
15 accountants and all that, it's a very easy number
16 to get and you can't get it wrong, but it will
17 reduce the public's vision of what that number
18 means.

19 MS. MOYER: Okay. So, I heard
20 potential mitigation to consider limiting the
21 denominator to frontline healthcare personnel.

22 MEMBER MULDOON: Well, I don't know --

1 that's very hard to do, but that's really the
2 denominator you want.

3 MS. MOYER: Okay.

4 DR. LEVITT: Sean, would it -- I'm not
5 sure if -- would the NHSN colleagues want to
6 comment on the appropriate denominator to
7 consider for this measure?

8 DR. BUDNITZ: This is Dan. I think
9 this is an excellent question. I don't know if
10 we know the answer. The way we constructed it
11 is, right now, people who work in the facility.

12 So, that, you know, and, as you
13 described, there's a range of folks from people
14 that might be clerks to people that might work
15 back office billing.

16 I would also ask if Megan Lindley, who
17 has worked with the flu vaccination measure,
18 would like to comment as well.

19 MS. LINDLEY: Thanks, Dan.

20 Yeah, I think the point is well-taken.
21 I guess my first thought hearing that is we're
22 talking about implementing these in 2022.

1 I think that the, you know, the
2 availability and the recommendation of who should
3 be vaccinated and even, you know, potentially if
4 it's a virus that ends up -- I mean, something
5 that circulates seasonally in the way of
6 influenza like the pandemic flu strain H1N1 did
7 and just gets incorporated into the routine
8 vaccine, it might be a little bit broader than
9 just the frontline.

10 And, of course, further do we -- we do
11 measure everybody and not just the frontline
12 personnel, because it's a long-established
13 recommendation for all healthcare personnel.

14 I think it's another one of those
15 things where the situation now versus the
16 situation when the measures might be implemented
17 is divergent.

18 DR. LEVITT: And certainly from the CMS
19 standpoint, we will always follow the guidelines
20 as, you know, currently best known in terms of
21 who should or shouldn't be vaccinated.

22 But at this point, the denominator

1 would be considered to be, you know, all
2 healthcare personnel in the facility since
3 transmissibility of COVID within a facility may
4 occur well beyond due to frontline healthcare
5 workers.

6 Obviously, we'll know more as things
7 go on, but at this point that would be the
8 denominator that we're talking about, Sean.

9 MS. PANCHAL: Kurt, we have Ed Davidson
10 whose hand is raised.

11 CHAIR MERKELZ: Ed, go ahead, please.

12 MS. PANCHAL: You're on mute, Ed. We
13 can't hear you.

14 MEMBER DAVIDSON: Just wanted to throw
15 out the consideration of use of the
16 classification system that's used in the payroll-
17 based journals.

18 We actually use that as a covariant in
19 a recent trial where we looked at full-time,
20 part-time and contracted staff.

21 So, those strata might be, you know,
22 useful in some regard because payroll-based

1 journal reporting is required in skilled nursing
2 facilities.

3 CHAIR MERKELZ: And we have additional
4 questions coming to the chat regarding further
5 clarification on frontline staff.

6 For instance, cleaning personnel may
7 have contact with the patient though not directly
8 involved in delivering hands-on care.

9 The same thing would go with the
10 activities coordinators, dietary. All these
11 individuals potentially would have interaction.

12 MS. MOYER: And just to clarify, the
13 current -- I believe the current definition and
14 plan specification in the measure is not to break
15 the measure out by employment categories.

16 This was something we were considering
17 as a group. So, I would not expect CMS or CDC to
18 really have a planned answer for our kind of
19 hypothetical denominator, but I will include that
20 in our notes that, you know, the discussion of
21 the pros and cons of knowing that denominator.

22 MEMBER TRIPP: Was that -- I'm missing

1 the -- was NQF's definition of healthcare -- I'm
2 not seeing it going back in the chat -- was that
3 listed somewhere?

4 I don't see it quickly when I pulled
5 up the measure specs in the materials.

6 MS. MOYER: Um-hmm. So, the definition
7 of healthcare personnel would come from the
8 measure developer. So, CMS and CDC.

9 And I believe, at this point, it is
10 anyone who works -- can work in the facility, but
11 please correct me if I have that incorrect.

12 DR. BUDNITZ: This is Dan from CDC --
13 yeah, this is Dan from CDC. It's people who are
14 eligible to work in the facility.

15 So, it does include, you know, folks
16 that are -- what we discussed during the earlier
17 question like folks that might do other
18 activities, certainly folks that do cleaning of
19 the rooms, might be food service. Those are
20 included in this definition.

21 The eligible to have worked means that
22 folks that might be on leave for one week, but,

1 you know, on vacation, but are going to be, you
2 know, are currently employed or contracted to do
3 work at the facility.

4 DR. LIVESAY: Hi, everyone. This is
5 Sarah.

6 I'm just sitting here kind of
7 philosophically thinking about this discussion
8 and agree there's pros and cons on both sides.

9 I just think that from a practical
10 operational standpoint to try and break out
11 subgroups of employees is extremely challenging
12 and probably will result in more work for
13 organizations -- I mean, significantly more work
14 -- than a blanket statement as it's currently
15 written.

16 And then I also think about, you know,
17 what is our overall goal here, and I think it's
18 to keep our patients safe, to keep our staff
19 safe, decrease transmission, right, and the list
20 goes on and on.

21 And I do think that in order to meet
22 those goals it matters whether or not -- it does

1 matter that your back office staff, if you will,
2 that may not be interacting directly with
3 patients on a daily basis, but are interacting
4 with each other and are interacting with other
5 healthcare providers, it would stand to reason
6 that they should be vaccinated as well.

7 So, at least as I'm currently thinking
8 about it, I really am supporting the original
9 language here.

10 CHAIR MERKELZ: Thank you, Sarah.

11 Amy, do you want to further comment on
12 that?

13 MS. MOYER: I would just say that that
14 is a consideration we had as we were reviewing
15 the measure and the question about splitting that
16 out and what that might do to feasibility.

17 I do want to kind of close this
18 discussion if, you know, we've kind of addressed
19 all of the issues, and then discuss what the gaps
20 in the program measures then might be briefly.

21 CHAIR MERKELZ: Absolutely. CMS
22 established the high-priority meaningful measure

1 areas, which included person and family
2 engagement, functional outcomes, exchange of
3 electronic health information and
4 interoperability measure concept and healthcare-
5 acquired infection.

6 In addition, the workgroup last year
7 got into further discussions regarding other
8 identified gaps, which included care coordination
9 involving the patients and caregivers in the care
10 design, care aligned within meeting patient
11 goals, and availability of palliative care in the
12 long-term care health hospital environment.

13 It's certainly open up to further
14 discussion regarding any other identified gaps or
15 other areas worth commenting on.

16 MEMBER MULDOON: So, the question is,
17 are there more gaps or are we --

18 CHAIR MERKELZ: Absolutely, Sean. If
19 there's any other areas -- any other areas that
20 you can recognize or feel need attention
21 regarding gaps in the long-term care hospital
22 environment.

1 Janaki, any other comments or anything
2 else that's come in?

3 MS. PANCHAL: I don't see anything.
4 There are no hands raised either.

5 CHAIR MERKELZ: In that case, that puts
6 us actually back on track and on time and we can
7 hand it back over to Gerri to continue the
8 discussion.

9 CHAIR LAMB: Okay. So, we're going to
10 move into the third COVID measure similar to the
11 previous two.

12 So, Amy, would you do the intros?

13 MS. MOYER: Certainly. So, very
14 similar to the previous two programs we've
15 discussed, the Skilled Nursing Facility Quality
16 Reporting Program is pay-for reporting and public
17 reporting.

18 So, the incentive structure of the
19 program is that SNFs that do not submit the
20 required quality data will have their annual
21 payment update reduced by two percent.

22 The program goal is to increase

1 transparency so that patients are able to make
2 informed choices.

3 And we can -- it's open for public
4 comment.

5 CHAIR LAMB: Thanks, Amy.

6 MS. PANCHAL: Gerri, I don't see any
7 hands raised and haven't seen any comments come
8 through in the chat either.

9 CHAIR LAMB: Okay. Thank you, Janaki.

10 Alright. Amy, if you would go ahead
11 and introduce the measure then?

12 MS. MOYER: Alright. So, this is
13 pretty much exactly the same measure as we've
14 been discussing.

15 It is simply applied to skilled
16 nursing facilities and in that setting and
17 program, received the exact same comments as the
18 previous measure, and has the exact same
19 mitigation plans recommended by staff. So, it
20 would be do not support with potential for
21 mitigation.

22 Our mitigation points were that the

1 evidence should be well-documented and that the
2 measure specification should be finalized.

3 That should be followed by testing and
4 NQF endorsement. I believe that also captures
5 kind of the workgroup discussion we've been
6 having as well.

7 CHAIR LAMB: Okay. Let's open it up
8 for any questions specific to the application in
9 the skilled nursing facility area. Questions?

10 MEMBER MAHAJAN: This is not a
11 question. Just a quick comment on how effective
12 or overall uptake has been with the QRP and the
13 dollars related to it.

14 I -- we've gone through our first
15 couple of sessions through the facilities with
16 the current vaccination.

17 So, I just would love to have CMS or
18 anybody higher here consider a different way to
19 incentivize, or disincentivize, based on how
20 you're looking at characteristics of this
21 particular measure for the SNF programs.

22 I -- this is just -- we -- 50 percent

1 is a very good rate right now for what we --
2 again, this is totally anecdotal from my personal
3 experience, but I'm talking at least half a dozen
4 facilities that have gone through their first
5 session.

6 So, if it is just included in --
7 within QRP, this particular -- I just -- I would
8 think that we have to do something bigger and
9 better to help with the uptake of this particular
10 measure. And that was my comment.

11 MS. PANCHAL: Hi, Gerri. There's a
12 question from Muldoon. I sent it to you if he
13 wants to ask that question. And then we also
14 have Aaron Tripp who's hand is raised.

15 CHAIR LAMB: Great. Sean, do you want
16 to ask your question?

17 MEMBER MULDOON: Yeah. And, again, I
18 apologize for being late to the party.

19 Do these measures assume, No. 1, that
20 vaccine is plentiful, that; 2, it's easily
21 distributed and; 3, that it has a full FDA
22 approval?

1 CHAIR LAMB: Alan, do you want to
2 respond or Dan?

3 DR. LEVITT: Well, I guess a couple of
4 things. We did talk a little bit about this,
5 this morning.

6 Just getting back to Raj's comment,
7 certainly something I actually mentioned in
8 almost a personal comment this morning about, you
9 know, trying to improve the vaccination rates for
10 healthcare personnel.

11 Certainly we want to maximize that as
12 much as possible and want to work with, you know,
13 the provider organizations and everyone else in
14 terms of trying to improve the rates of
15 vaccination.

16 Regarding looking at this measure and
17 vaccine availability, again, to remind ourselves
18 that we're talking about measures that if we did
19 propose, finalize, and implement them into our
20 quality reporting programs for public reporting,
21 would likely be getting public reporting sometime
22 around the earliest probably this time next year.

1 And that some of these questions
2 regarding availability and such would be answered
3 by then.

4 Our goal is obviously to, you know,
5 vaccinate, as I'm sure yours is to appropriately
6 vaccinate our staff, and be able to hopefully by
7 the time that this measure would be publicly
8 reported, that that would be, you know, an
9 accurate reflection of the availability of
10 vaccine, you know, nationwide.

11 CHAIR LAMB: Thanks, Alan.

12 Aaron, you had a question?

13 MEMBER TRIPP: Yes. So, the question
14 when I was flipping through the slides, is
15 probably more fits into the gap piece because I
16 didn't see that for SNFs.

17 So, I don't know if I should go ahead
18 with that now or do we wait for after that
19 preliminary vote?

20 At least it wasn't in the pre-shared
21 slides. So, I wanted to double-check.

22 CHAIR LAMB: Okay. We will have a gap

1 discussion, Aaron. So, definitely please hold
2 it, but make sure you say it. Okay?

3 MEMBER TRIPP: Okay.

4 CHAIR LAMB: Perfect. Let's see. I
5 think, Jennifer, you had a question about whether
6 hospice providers were included in the count.

7 Do you want to state your question?

8 MEMBER KENNEDY: Yeah. I basically
9 wanted to make folks aware that, you know,
10 hospice providers are coming into hospitals. And
11 if it is in a rural area, then they'd be going
12 into LTCHs or CONS (phonetic) and are definitely
13 going in to SNFs and nursing facilities to
14 provide that end-of-life care.

15 And there has been a debate actually
16 since COVID has started, whether hospice is
17 really included in healthcare staff in these
18 facilities since they're coming in and out, if
19 the facility lets them.

20 So, I just wanted to throw that caveat
21 in there that you do have community people coming
22 in if the beneficiary has elected their Medicare

1 hospice benefit.

2 CHAIR LAMB: So, Jennifer, is that a
3 question or are you just recommending? Because I
4 had understood, from some of the dialog this
5 morning, that some of the contracted providers
6 like OT/PT in some of the rehab facilities are
7 included.

8 Are hospice individuals --

9 MEMBER KENNEDY: That's unclear. You
10 know, that's really unclear at this point via
11 CMS.

12 So, I guess I'm just putting it out
13 there as a comment for examination and inclusion.

14 CHAIR LAMB: Okay.

15 DR. LEVITT: Can -- I'm not sure
16 whether any SNF colleagues could -- can you
17 clarify whose in the denominator?

18 DR. BUDNITZ: This is Dan from CDC.

19 So, I think you're asking a question
20 and I'm not entirely clear, like, how these
21 hospice providers are paid for.

22 So, if they are contracted by the

1 long-term care facility, then certainly they
2 would be in the denominator.

3 But if they are providing services and
4 it's not affiliated with the facility, per se, I
5 think we'll have to think about how -- well, as
6 you raised the question, how should those folks
7 be counted if they are nonemployees and
8 noncontracted?

9 MEMBER KENNEDY: Yeah, they're
10 nonemployees, noncontracted.

11 DR. BUDNITZ: And nonvolunteers through
12 the facility, then how are they counted?

13 MEMBER KENNEDY: Yeah. Yeah. I guess
14 that's what I'm -- I just want to put out there.

15 DR. BUDNITZ: Okay. I think that's
16 something we'll have to think about.

17 MEMBER KENNEDY: Alright. Thank you.

18 CHAIR LAMB: Great. Good point,
19 Jennifer.

20 Other questions?

21 (Pause.)

22 CHAIR LAMB: Okay. then I don't see

1 anything more in the chat, Janaki. So, let's
2 call the vote.

3 And, Amy, if you would clarify the
4 vote again, as you have in the past?

5 MS. MOYER: Absolutely. The current
6 vote is to accept the recommendation on the
7 preliminary analysis, and that is, do not support
8 with potential for mitigation.

9 And, again, the mitigation points are
10 that the evidence should be well-documented, that
11 the measure specifications should be finalized,
12 and that it should be followed by testing and NQF
13 endorsement.

14 MS. PANCHAL: Great. So, the voting is
15 now open for MUC2020-44 SARS-COVID Vaccination
16 Coverage Among Healthcare Personnel Measure for
17 the Skilled Nursing Facility Quality Reporting
18 Program.

19 Do you vote to support the staff
20 recommendation as the workgroup recommendation?
21 Options are 1, yes; 2, no.

22 (Pause.)

1 MS. PANCHAL: Looks like we have 17
2 votes in already. I think that's how many we are
3 expecting. So, I will go ahead and close the
4 voting now.

5 We have -- voting is now closed. We
6 have 16 votes for 1, yes. And one vote for 2,
7 no.

8 In terms of percentages, that is 94
9 percent of the committee voting yes and six
10 percent of the committee voting no.

11 CHAIR LAMB: Okay. So, that is -- we
12 accept the analysis. So, does anybody have any
13 suggestions/comments related to mitigation?

14 (Pause.)

15 CHAIR LAMB: Okay. I don't see any in
16 the chat.

17 Amy, do you want to summarize for us,
18 then, the mitigating comments that we've heard so
19 that -- just so that we can kind of sum this up
20 before we take a break?

21 MS. MOYER: Sure. So, the mitigations
22 are primarily focused around the technical

1 specifications and the lack of clarity there.

2 So, we want to see fully developed
3 technical specifications followed by testing,
4 once there are data to test with, and NQF
5 endorsement.

6 There was also a recommendation,
7 perhaps an implementation in the measure, that
8 education around vaccination for the facilities
9 would be helpful.

10 MS. MOYER: Okay. Anything to add to
11 that?

12 MEMBER TRIPP: So, I want to go back
13 that sort of relate to mitigation and sort of
14 with the gap.

15 MS. MOYER: Okay.

16 MEMBER TRIPP: So, one of the things
17 that I want to come back to that I had mentioned
18 this morning particularly in the context of post-
19 acute care, that there's a lot of talks of reform
20 and change going on within CMS and HHS and we've
21 got three of the four categories included.

22 So, the fact that home health is not

1 part of that given the comparison and everything,
2 I think that should at least be brought up in the
3 context of the post-acute side of the workgroup.

4 And then also to Jennifer's earlier
5 point, because if I think about the members that
6 we have at LeadingAge, we have folks that are in
7 skilled nursing and home health and hospice and
8 really with a lot of the -- one of the biggest
9 topics right now in all of the vaccine
10 conversations we are having as a staff and with
11 our members, is distribution and uptake across
12 different sites.

13 So, I do think it's important that as
14 valuable as these are within setting-specific
15 silos, there does need to be thought for what
16 items are not -- do not have specifications.

17 And in some instances that's related
18 to a fair reporting and NHS Internet, but for
19 those that are not, which I know home health
20 isn't and I'm pretty sure hospice is also not
21 anything in NHSN, that we ought to think about
22 those settings that are intimately -- you know,

1 there's very porous borders for, in some
2 instances, workers and, in many instances, the
3 Medicare, Medicaid, private-paid beneficiaries
4 who are accessing these services.

5 DR. LEVITT: Thank you, again, Aaron
6 for those comments.

7 Again, I think, as you saw this
8 morning, what we are trying to do here is, you
9 know, operationalize a system that, you know,
10 already was in place to be able to use this.

11 And certainly, you know, we agree with
12 you, you know, that, you know, healthcare
13 personnel vaccination is important in the home
14 health setting and that, you know, we should look
15 at whether or not the NHSN system, you know,
16 should be used, you know, for this or whether
17 there are alternatives or things like that. So,
18 we do appreciate your comment.

19 CHAIR LAMB: Thanks, Aaron.

20 And, Amy, I hope we've captured that
21 in our notes in terms of the comments back.

22 Okay. We are scheduled for a 15-

1 minute break and --

2 MS. PANCHAL: I'm sorry, Gerri. You
3 have one more hand raised if you want to call on
4 --

5 CHAIR LAMB: Certainly. Can you tell
6 me who, Janaki?

7 MS. PANCHAL: Yes. Eugene.

8 DR. NUCCIO: Yes. I just wanted to
9 support Aaron's point and make the point to the
10 developers that there are some fundamental
11 differences between a brick and mortar kind of
12 setting that is described here with IRFs and LTCs
13 and SNFs and ESRDs as opposed to home health.

14 And as well as the fact that the
15 reporting requirements are fundamentally
16 different between those kinds of settings and in
17 home health.

18 And so, if CMS decides that they want
19 to migrate these measures to home health, it will
20 be more than just a simple cut and paste.

21 And so, I don't know whether that's
22 part of the mitigation comments, but I think that

1 they should be very sensitive to the demands or
2 the uniqueness of home health as compared to
3 brick and mortar kinds of settings such as
4 described in the description here.

5 DR. LEVITT: I apologize for
6 interrupting again, but one suggestion may be is
7 when we do discuss the home health quality
8 reporting program, you know, in terms of gap area
9 for that program, is to, you know, if the
10 workgroup agrees, you know, with that opinion
11 that, you know, that could be considered a gap
12 area.

13 CHAIR LAMB: I would totally support
14 that. Gene, I think that's an excellent point in
15 terms of kind of the whole venue of post-
16 acute/long-term care and especially with the goal
17 of alignment of the measures across post-
18 acute/long-term care is really looking at that.

19 And I would include, as Jennifer was
20 saying before, let's also look at hospice so that
21 we look more at the continuity across these
22 settings, but we also take into account that

1 they're not the same.

2 So, I really support that comment,
3 Gene. I thought that was excellent. Okay. Any
4 others?

5 Janaki, any other hands up?

6 MS. PANCHAL: No. I think we're good
7 to go on the break.

8 CHAIR LAMB: Great. So, Amy, 15
9 minutes is about 5 -- let's see -- I'm cross-
10 checking between the Pacific here. So, it's
11 2:41.

12 Do you want to go to 3:00 or do you
13 want to go to 2:55?

14 MS. MOYER: I'm going to ask everyone
15 to stick to 2:55 because we may need that five
16 minutes coming up.

17 CHAIR LAMB: Okay. So, 2:55. Please
18 come back on a minute or two early so we can get
19 started and we're going to move directly in to
20 hospice. Thanks. Have a good break.

21 DR. BUDNITZ: And thank you all for
22 your thoughtful comments on these measures.

1 Appreciate it.

2 MS. MOYER: Thanks for being here, Dan.

3 SPEAKER: Yeah. I want to thank the
4 entire NHSN team. They've really been a
5 wonderful team to work with from the beginning.

6 Like I said this morning, this is
7 something we've been working on really since
8 almost the springtime trying to envision this
9 and, you know, it's been a pleasure to work with
10 them.

11 (Whereupon, the above-entitled matter
12 went off the record at 2:42 p.m. and resumed at
13 2:55 p.m.)

14 CHAIR MERKELZ: Alright. Everyone is
15 present. Everybody is ready to get going. I
16 certainly appreciate Amy giving us five extra
17 minutes as we get into the Hospice Quality
18 Reporting Program.

19 Do we have -- is Amy here on the call?
20 And do we have -- there's the first slide with
21 the Hospice Quality Reporting Program.

22 We will be discussing the MUC20-0030

1 and potentially any other gaps that may currently
2 take place in the Hospice Quality Reporting
3 Program.

4 With that, I would love to be able to
5 get Amy to get us kicked off and into it and give
6 some of the descriptions of the Hospice Quality
7 Reporting Program.

8 MS. MOYER: Alright. Thank you, Kurt,
9 for getting us started.

10 This Hospice Quality Reporting Program
11 is pay-for reporting and public reporting.
12 Hospices that fail to submit quality data will
13 have their annual payment update reduced by two
14 percent through fiscal year 2023, and then that
15 increases to four percent beginning in fiscal
16 year 2024.

17 The program goal is addressing pain
18 and symptom management for hospice patients and
19 meeting their patient-centered goals while
20 remaining primarily in the home environment.

21 CHAIR MERKELZ: Thank you so much, Amy.
22 We can certainly go to see if there's any public

1 comments.

2 As a reminder, we're commenting just
3 now under the Hospice Quality Reporting Program.
4 Certainly try to limit your comments to under two
5 minutes and certainly you can address the measure
6 under consideration, the Hospice Care Index, or
7 any additional measures as it pertains to the
8 Hospice Quality Reporting Program.

9 Janaki, do we have any --

10 MS. PANCHAL: Yes. Yes, Kurt. We have
11 Janice Tufte. Her hand is raised.

12 Janice, if you want to go ahead?

13 MS. TUFTE: Sure. Thank you for having
14 me today.

15 I serve on the MAP Coordinating
16 Committee and I am a public panel member, subject
17 matter expert.

18 And so, I am trying to learn more
19 about the MUCs before our big meeting, but I
20 wanted to say I read this over before and I was -
21 - I'm really happy to see a hospice measure
22 because I personally am very involved with

1 healthcare for the homeless in Seattle, King
2 County, and this is a population particular, as
3 well as isolated, individuals that sometimes do
4 not get hospice that are in their home alone.

5 And so, I think -- I'm hoping that
6 this will help encourage for us to be able to
7 have hospice more readily available to the
8 individuals that aren't receiving it. Thank you.

9 MEMBER KENNEDY: Hi. This is Jennifer
10 Kennedy.

11 Can you hear me?

12 CHAIR MERKELZ: Yes, Jennifer.

13 MEMBER KENNEDY: Great. I have a few
14 comments.

15 While NHPCO does support the concept
16 of an index measure, there are few things within
17 the measure that, you know, we would like to ask
18 for clarification or even just essentially
19 provide some comment.

20 We always have push back on purely
21 claims-based measures as we don't feel that
22 they're a total representation of quality of

1 care, and I would like that to be just a
2 statement right out of the gate.

3 And I do understand the ease of
4 collecting data from claims because it's more
5 readily accessible, but there are a few things
6 that we do have some concerns about.

7 It looks like the transition measure
8 that came across NQF's desk a couple years ago is
9 now being folded into this index measure.

10 And if that's going to happen, we
11 would like some clarification on the time frames,
12 particularly for readmission to the hospital
13 after a hospice discharge and then readmission
14 back to hospice, what time frame would that be
15 in.

16 We previously stated that we do not
17 feel that revocation should be folded in to
18 hospice discharge because that is a decision of
19 the beneficiary to step away from their hospice
20 benefit. They're free to come back to it at any
21 time, but it is their decision.

22 A couple of other things we're

1 concerned about is the nursing visits, the length
2 in minutes.

3 We want to know where that came from.
4 What's the standard for a quality nursing visit?
5 Is it, you know, 60 minutes? Is it 45 minutes?
6 Is it 90 minutes?

7 So, there doesn't seem to be a
8 standard there that we know of that's in
9 regulation to warrant that.

10 And we also want to -- for the No. 10
11 indicator, visits in the last phase of life, that
12 measure is already on deck to be implemented by
13 CMS as sort of a redefined measure of previous
14 visits when death was imminent measure pair.

15 So, we feel that that indicator is
16 duplicative if CMS needs to go through with
17 implementing the hospice visits in the last days
18 of life measure.

19 So, we feel that there needs to be
20 some clarification really throughout many of
21 those indicators relating to time frames and just
22 looking at any sort of duplication that may

1 already be present with either measures on deck
2 or current information that is being collected.

3 So, those are our comments and we --
4 oh, one last thing is we really feel telehealth
5 visits should, in the future, be considered for
6 any kind of measure.

7 We're doing telehealth during COVID
8 and I know that NHPCO is advocating for some
9 telehealth post-public health emergency as well
10 as other provider types.

11 So, we would like CMS to consider
12 inclusion of telehealth visits as well. Thank
13 you.

14 CHAIR MERKELZ: Very good. Thank you
15 so much, Jennifer, for that.

16 Do we have additional comments coming
17 from the public?

18 MS. PANCHAL: No other comments in the
19 chat box, Kurt. And I don't see any other hands
20 raised either.

21 CHAIR MERKELZ: Amy, do you want to go
22 ahead and introduce the measure under

1 consideration? And I believe there's also a
2 video to go with this.

3 MS. MOYER: Yes. So, I am going to
4 have the developer first give an introduction to
5 the measure, and that does include a video and
6 they have some slides prepared.

7 I think having that overview of how
8 the measure is constructed and was developed will
9 be beneficial before I dive into the details of
10 the preliminary analysis and the recommendation.

11 DR. LEVITT: This is Alan. I'm not
12 sure if I could do this to make a couple of
13 comments up front. First of all, thank you for
14 the public comments on the measure.

15 I had forgotten to introduce -- we
16 have an outstanding program and -- my division,
17 I'm very proud of.

18 When we review the quality reporting
19 program, inpatient rehab, Ariel Adams is the
20 program lead.

21 And Christy Hughes is the program lead
22 for the Long-Term Care Hospital Quality Reporting

1 Program.

2 And Heidi Magladry with -- along with
3 Casey Freeman, who you'll meet later, are the
4 leads for the SNF Quality Reporting Program.

5 Joan Proctor, the Home Health Quality
6 Reporting Program, will be present later to hear
7 the comments about that program.

8 And in the Hospice Quality Reporting
9 Program we have Cindy Massuda. Cindy is a
10 wonderful model as to a program lead.

11 She really owns the program. She owns
12 the measures within the program as well. It's
13 been a pleasure to work with her.

14 Cindy has really led the development
15 of this composite measure of hospice care
16 practices and behavior and will discuss the
17 measure now along with T.J. Christian from Abt
18 Associates.

19 You probably remember T.J. from last
20 year when he presented along with the -- on the
21 visits measure.

22 So, I'll send it to you, Cindy, and

1 thank you so much.

2 MS. MASSUDA: Thank you so much, Alan,
3 for your kind words. And thank you very much,
4 Amy, and everybody on the NQF panel.

5 I am Cindy Massuda. I am the CMS
6 steward together with T.J. Christian from Abt
7 Associates, the Measure Development Team.

8 We're here to discuss the Hospice Care
9 Index, which is a claims-based measure that we're
10 proud to bring forward to you.

11 Next slide, please. So, the Hospice
12 Care Index, which we'll also refer to as the HCI,
13 is a composite index that combines ten claims-
14 based indicators representing several categories
15 of hospice care practice.

16 The HCI aggregates the scores from the
17 ten indicators into a single total score. The
18 vast majority, about 85 percent of all hospices,
19 score an eight or better on this quality measure,
20 as T.J. will present later.

21 While a single claims-based metric may
22 be affected by external circumstances in an

1 unlucky year, a hospice is less likely to fall
2 short across multiple indicators simultaneously.

3 A hospice's performance across all ten
4 HCI indicators will provide a comprehensive
5 overview of performance, helping consumers choose
6 a hospice, and helping providers identify
7 opportunities for improvement.

8 Based on our statistical analyses of
9 national hospice performance, each of the
10 selected indicators demonstrates validity,
11 reliability and meaningful distinction between
12 hospices.

13 The Hospice Care Index both meets
14 quality measure standards and reflects the
15 interdisciplinary nature of hospice.

16 Therefore, CMS believes the Hospice
17 Care Index will contribute value to the Hospice
18 Quality Reporting Program.

19 Next slide, please. So, the HCI fills
20 a gap in hospice quality measurement. CMS'
21 Meaningful Measure Initiative seeks to identify
22 valuable measures from a variety of data sources

1 to provide a representative window and to have
2 hospice care quality through the dying process.

3 Currently, the Hospice Quality
4 Reporting Program only has quality measures at
5 admission and discharge.

6 The Hospice Item Set, or HIS, assesses
7 activities at admission and discharge. The CAHPS
8 Hospice Survey assesses the experience of care
9 for patients that died on hospice.

10 The HCI helps bridge the gap of claims
11 data represented by the yellow arc on this
12 graphic, and reflects care delivered during the
13 hospice stay.

14 Taken together, the HIS, CAHPS Hospice
15 Survey and the HCI better reflect the impact of
16 care throughout the hospice stay across the
17 multiple disciplines of the care team.

18 Before I turn to T.J. to discuss the
19 performance results that support this quality
20 measure, we would like to show you a short video
21 that summarizes how the measure brings value to
22 both the Hospice Quality Reporting Program and to

1 consumers.

2 Next slide, please. Video, please.

3 (Video playing.)

4 DR. CHRISTIAN: Hey. This is T.J.

5 Christian. You can go to the next slide. Yeah,

6 great. Thank you so much.

7 So, as Cindy mentioned, the Hospice

8 Care Index, or HCI, combines ten claims-based

9 indicators.

10 So, we actually simulated the data

11 using 100 percent federal fiscal year Medicare

12 claims data.

13 So, in effect, each indicator has its

14 own numerator, denominator and criterion to

15 identify whether a point is earned in each

16 indicator.

17 The criteria are based on statistical

18 analysis to determine meaningful thresholds that

19 differentiate hospices.

20 So, determining a hospice score for

21 the index, the index sums up the points earned

22 for all the indicators.

1 Scores can range from a 10, meaning
2 all points are earned on all indicators, to a
3 zero on the whole.

4 So, next slide, please. Okay. Great.
5 So, this graphic displays -- summarizes the
6 relationship between the indicators and the
7 Hospice Care Index score.

8 So, each indicator can contribute up
9 to one point towards the overall Hospice Care
10 Index score.

11 So, we solicited feedback on the
12 Hospice Care Index concept and selected
13 indicators from a variety of stakeholders,
14 including hospice providers, family caregivers,
15 and a technical expert panel.

16 So, the ten Hospice Care Index
17 indicators listed on this slide again reflect
18 comments previously received for areas of
19 interest identified during information-gathering
20 activities that we conducted.

21 So, we did several analyses to confirm
22 that these recommended indicators demonstrate

1 meaningful distinctions between hospices that
2 reflect the quality of care.

3 Next slide, please. So, to meet the
4 NQF testing standards, we tested the Hospice Care
5 Index variability, validity and consistency over
6 time.

7 These tests were to respectively
8 ensure that the measure can sufficiently
9 differentiate providers in public reporting,
10 variability. So, validity is that the measure's
11 results are consistent with other established
12 quality measures.

13 And third, consistency, that the
14 measure's scores remain comparable across time
15 periods.

16 Next slide, please. Great. Thank
17 you. So, first, let's talk about variability.
18 The graph that's displayed shows the results of
19 our initial testing of 4,155 hospices.

20 So, most hospices, as Cindy had
21 mentioned, tend to score between eight to ten
22 points on the Hospice Care Index, which indicates

1 that the, you know, the vast majority of hospices
2 do well on the Hospice Care Index earning points
3 on all or almost of the ten indicators.

4 We also observed that about 15 percent
5 of hospices scored a seven or below on the index.
6 So, this score distribution allows the Hospice
7 Care Index to differentiate between higher-
8 performing hospices and those hospices with more
9 room for improvement.

10 Next slide, please. Okay. Great.
11 So, this slide gives some results for validity
12 testing. So, we had found a correlation between
13 higher Hospice Care Index scores and a higher
14 percentage of caregivers reporting that they
15 would recommend a hospice via the CAHPS hospice
16 scores.

17 So, this correlation demonstrates that
18 the Hospice Care Index aligns with caregivers'
19 perceptions of hospice quality.

20 Next slide, please. Great. And so,
21 now turning to consistency. So, what we did here
22 is by comparing Hospice Care Index scores

1 calculated from 2017 claims data to data from
2 2019 claims, which we have used in our kind of
3 previous slides, we found that the Hospice Care
4 Index scores do not -- have not changed very
5 greatly over this -- these two years.

6 So, the majority of hospices, about 85
7 percent, either achieve the same score or only
8 had a one-point difference in these yearly
9 scores.

10 So, what this means is that the
11 Hospice Care Index is relatively consistent over
12 time.

13 Hospices expect their index scores to
14 represent their performance without large year-
15 to-year fluctuations.

16 And then next slide, please. Okay.
17 Great. Thank you. So, in conclusion, the
18 Hospice Care Index combines ten carefully
19 selected quality indicators into a single score
20 that patients and their families can really use
21 to compare their hospice options.

22 These indicators represent aspects of

1 care quality not currently captured by existing
2 Hospice Quality Reporting Program quality
3 measures.

4 So, with the addition of the Hospice
5 Care Index, the Hospice Quality Reporting Program
6 will offer a more comprehensive and holistic view
7 of hospices.

8 The Index will help patients' families
9 and caregivers to make the best possible
10 decisions with the most complete data, you know,
11 when it matters the most.

12 So, thank you so much for the time.
13 We're certainly looking forward to answering any
14 questions you might have and taking this time to
15 better clarify our measure to you all.

16 DR. LEVITT: And this is Alan. Just
17 before I turn it back, do you want to wait until
18 -- I mean, I know Jennifer has some, you know,
19 important questions about the measure, whether we
20 want to accumulate the questions before, you
21 know, T.J. and Cindy start responding?

22 MS. MOYER: Would it help for me to go

1 through the preliminary analysis before we go to
2 the questions?

3 (Pause.)

4 DR. LEVITT: Did I lose everybody?

5 CHAIR MERKELZ: Amy, do you want to go
6 through the -- yeah, why don't you go ahead and
7 go through the preliminary analysis. Then we can
8 move in to more of the questions and --

9 DR. LEVITT: Okay. Okay. Thanks.

10 MS. MOYER: So, as you may have
11 surmised from the description of this measure,
12 this is a composite of ten individual measures.

13 Hospices start with a score of zero
14 and then, as they meet the point criterion on
15 each measure, their score increases to a max
16 score of ten for the ten measures.

17 It is largely new information that is
18 not currently available in the hospice program.
19 There is some slight overlap on the hospice
20 visits when death is imminent, as we had heard in
21 the comments.

22 And the index feature was largely

1 built in response to feedback that CMS has been
2 receiving over the year about measures in the
3 program.

4 So, each of the components we looked
5 at individually for supporting evidence, which is
6 what the consensus development process, the
7 endorsement process, would do more in depth when
8 this came through.

9 So, one thing I do want to caution the
10 group on, it will be easy to get in the weeds on
11 this measure, but we do want to really focus on
12 fit for program and feedback to the developer and
13 CMS.

14 So, with that said, each of the
15 components in the measure have varying degrees of
16 supporting information and supporting evidence.

17 Some were based on conditions of
18 participation, some were in response to OIG and
19 MedPAC reports, but all had some supporting
20 information for them.

21 It does address high-priority areas
22 and summarizes that performance into one result

1 that should be easy to interpret and use.

2 The testing, they went over that in
3 the presentation. It did demonstrate reliability
4 and validity.

5 And because it is constructed entirely
6 from claims records at this time, it is highly
7 feasible of the calculation and gathering of the
8 data for the measure itself. It does not pose an
9 additional data burden collection on hospice
10 providers.

11 In general, we felt this was an
12 innovative and promising approach and that it
13 provides information not currently available.

14 The composite design is useful as a
15 summary, but then also provides a breakdown of
16 the performance on the indicators.

17 And the preliminary recommendation for
18 this from staff was conditional support for
19 rulemaking. And the condition we have placed on
20 it was NQF endorsement because we do think it's
21 appropriate to go through that endorsement
22 process for a more rigorous evaluation of

1 scientific acceptability and construction of the
2 composite than we're able to give it in this
3 context.

4 The feedback from the Rural Health
5 Workgroup was they appreciated that scores on
6 this measure are comparable for rural and urban
7 hospice facilities. There does not appear to be
8 a discrepancy between those settings, and that 85
9 to 87 percent of hospices meet the reporting
10 threshold. So, there was minimal concern that
11 low volume would be an issue for rural hospices
12 on this. In general, they felt it was fairly
13 relevant to the rural population.

14 We did also receive public comments on
15 this. Four comments. In general, the comments
16 were supportive, but there were some questions on
17 calculation and thresholds.

18 A recognition that the measures should
19 be meaningful to the consumer and that components
20 of the measure should perhaps be driven by family
21 and patient preferences and may be driven by
22 patient behaviors and questions about how that

1 fit into the measure.

2 There was a suggestion to perhaps
3 incorporate survey data broadening the
4 information from patients and bring that into the
5 measure, broadening the provider types included
6 in the measure.

7 And one comment, which is certainly on
8 all of our minds, was that request for no new
9 measure implementation during the public health
10 emergency of COVID, and questions about the
11 impact of COVID on performance on the quality --
12 the components of the measure.

13 So, telehealth visits, different
14 levels of providers, ability to provide visits,
15 those kind of questions.

16 So, with that, I will hand it back
17 over for any questions.

18 CHAIR MERKELZ: So, we have -- yeah, go
19 ahead, Jennifer, please. Yes.

20 MEMBER KENNEDY: So, I just had a
21 couple of questions.

22 In the discharge -- in the indicator

1 with the discharge, it looks like we were talking
2 about the previous transition measure, but there
3 were time frames attached to this when there are
4 none in this indicator.

5 So, it's a little concerning when you
6 have the patients discharge from hospice and is
7 admitted to the hospital and goes back to
8 hospice, but we don't have a time frame in when
9 all of that happens.

10 DR. CHRISTIAN: This is T.J. I can
11 take that. Thank you so much for the question
12 and I'm sorry if it kind of didn't come across in
13 the charts you're looking at.

14 We had some more detail specifications
15 that might not have made it out to everyone. So,
16 technically the way that those two, you know,
17 that indicator is being specified is it's within
18 two days.

19 So, it's simply the rate of people
20 going from discharge from hospice to the hospital
21 within two days, and then -- so, within two days
22 of hospice discharge, and then returning back to

1 hospice within two days of the hospital
2 discharge.

3 And I think there was something -- it
4 might have been a little bit different than kind
5 of the previous transition measure.

6 There was -- we had taken that from --
7 there was some academic studies that looked at it
8 in that way.

9 So, we just kind of borrowed the
10 specification in the course of our information
11 gathering. So, that's kind of where it came
12 from.

13 CHAIR MERKELZ: Thank you, T.J.

14 Jennifer, you also had other comments
15 regarding revocations not being included as it
16 represents patient decisions --

17 MEMBER KENNEDY: Right.

18 CHAIR MERKELZ: -- and some questions
19 regarding the minimal standard -- the minimum
20 standard of time for the visit as well as the
21 duplication of visits in the last day of life.

22 Alan, I think, was going to comment.

1 You might want to pass over to Alan at this time.

2 DR. LEVITT: Yeah. What I wanted to
3 make sure was that we, you know, had T.J. and
4 Cindy address -- I apologize -- the questions
5 that came up, if that would be okay.

6 CHAIR MERKELZ: Absolutely.

7 DR. LEVITT: Yeah.

8 CHAIR MERKELZ: We can -- you know, we
9 can go item by item on some of these. T.J.,
10 there was revocations not being folded in as this
11 represents patient decisions. We can certainly
12 leave that more as a comment.

13 There is -- the question regarding the
14 time element, you know, what -- the minimal
15 threshold, what is considered standard for
16 nursing minutes, where does that come from?

17 DR. CHRISTIAN: Yeah. Sure. Yeah,
18 happy to address that.

19 So, effectively the way that that
20 indicator, and many of the indicators work, is I
21 think it's the beauty of the approach is that
22 it's more based on the distribution of time.

1 So, effectively there's not -- you
2 know, I think we agreed for this measure we don't
3 set a minimum standard.

4 Rather, whether or not points are
5 given for the indicator for time per day, it's
6 effectively based on the -- kind of the
7 distribution of where the hospice falls
8 nationally.

9 So, as in most of our indicators, just
10 for an example, we give a point for the indicator
11 if the hospice falls within the top 90 percent of
12 hospices nationally.

13 And so, the hospices that aren't given
14 a point are those at the bottom ten percent of
15 all hospices nationally.

16 So, effectively those hospices
17 probably didn't provide the least amount of
18 minutes like in the bottom -- the bottom ten
19 percent of all hospices.

20 And so, there's not a particular,
21 again, standard. It's more just, you know, who's
22 in that kind of bottom ten percent versus top 90

1 percent, you know, line.

2 I was just looking up kind of some our
3 statistics on that while that was going on. And
4 I think in that bottom ten percent is something -
5 - it's like the average rate of providing nursing
6 minutes was like half of what the other 90
7 percent of hospices were providing.

8 So, effectively, it's just like these
9 are really kind of more in the extreme. So,
10 again, it wasn't like a -- you know, no, like,
11 you know, minute standard. It was just more
12 relative, is how we define that.

13 CHAIR MERKELZ: And Eugene also had
14 some comment around this. I don't know if that
15 fully captures it.

16 He's going into regarding that 90
17 percent, ten percent thresholds and how those
18 were actually selected.

19 Is that adequately -- do you feel it's
20 addressed there, Eugene, or do you want to
21 further elaborate?

22 DR. NUCCIO: Actually, I think that's

1 someone else's comment. I have the next comment.

2 CHAIR MERKELZ: I have there, Eugene,
3 are any of the ten measure indicators -- well,
4 you had --

5 DR. NUCCIO: Yeah, my question had to
6 do with --

7 CHAIR MERKELZ: Oh, I'm sorry, Rikki.
8 Rikki Mangrum. Could you share some more detail
9 about how the ten measures were selected and how
10 the ten percent and 90 percent threshold was
11 selected?

12 MS. MASSUDA: Sure. So, this is Cindy.

13 The measures were selected because
14 they have to meet gaps in care as were identified
15 through, you know, the hospices themselves at
16 different meetings have talked to us about the
17 kinds of issues they wanted addressed.

18 NQF at these meetings have talked.
19 MedPAC and their reports, GAO, other
20 organizations have raised the kinds of gap
21 issues.

22 And so, that, you know, and so meeting

1 our Meaningful Measure Standards of a good gap
2 measure, these were selected along with they show
3 care across the hospice stay. And we really were
4 trying to address issues where we can show care
5 that captures beyond admission through discharge.

6 And then we wanted to identify
7 measures that, you know, that were considered
8 important by hospices. So, that's how we
9 selected these ten different indicators.

10 And then the percentile we used based,
11 you know, the 90 percent -- the 90/10 split is a
12 way that gives a good representation of
13 improvement in care in the hospice community.

14 So, we wanted to give that fair
15 opportunity for hospices to both score well and
16 also give an opportunity for improvement.

17 CHAIR MERKELZ: Thank you, Cindy. And
18 I think this is a good segue into then Eugene's
19 comment.

20 Are any of the ten measure indicator
21 components reversed? For example, higher values
22 are bad. Why discharge isn't after 180 days.

1 MS. MASSUDA: So, this -- you're
2 talking -- the scoring on some is 90 percent or
3 better. On some scores it's ten percent or less.

4 And which is why the scoring -- each
5 indicator has a numerator and denominator which
6 gives you a percentage, but we end up converting
7 it into a score of 0 or 1 whether or not you
8 meet, you know, a threshold, the 90 percent or
9 the ten, because that then gives parity across
10 all the measures, all the scoring so that if you
11 got a -- it's understood that when you score
12 points when you get to hospices, that most of the
13 scoring eight out of ten, they can recognize
14 whether -- when we look at this from a public
15 reporting perspective, people can understand that
16 a hospice has scored an eight or a nine out of
17 ten or has gotten a perfect ten on these
18 composite measures.

19 DR. NUCCIO: And so if I can jump in,
20 your -- the methodology of creating a value for
21 each of the indices, the ten indices, is
22 essentially a 0 or 1 based on whether or not they

1 reach a particular threshold. That threshold
2 might be the 90th percentile or higher or the
3 tenth percentile or lower.

4 MS. MASSUDA: That's correct.

5 DR. NUCCIO: Okay. I see T.J.

6 MS. MASSUDA: He's shaking his head.

7 DR. NUCCIO: The -- my other question
8 had to do with given the large percentage of
9 pretty high scores, are you viewing this as a
10 measure that's best used as to identify outliers,
11 that is, the hospices with extremely low scores,
12 as opposed to claiming meaningful differences
13 amongst the 8, 9 and 10 group?

14 MS. MASSUDA: Actually, we're seeing
15 this as a measure that gives a lot of opportunity
16 to the hospice industry.

17 We are recognizing that there has been
18 a lot -- that these indicators are consistently
19 being raised as gaps in the hospice industry.

20 I mean, we have the recent
21 Consolidated Appropriations Act of 2021 that, you
22 know, addresses the same GAO and OIG reports that

1 raises a lot of these same indicators that are in
2 this measure.

3 And so, we're actually looking to be
4 the opportunity for the industry to view the
5 issues that are consistent that we see year over
6 year in hospice as an opportunity for
7 improvement.

8 Hospices that perform well on this
9 measure have the ability to do well, you know, in
10 all aspects of hospice care and it really gets
11 us, you know, it addresses the philosophy of
12 hospice, which is something we really value and
13 want to be recognized as part of our quality, you
14 know, well in the Quality Measure Program.

15 And so, the -- if performance -- and
16 the hospices that do do well in this measure, we
17 anticipate, will probably use it as a marketing
18 tool much like they use the Hospice Item Set and
19 our quality measures currently.

20 So, we actually see it as a very
21 positive way to encourage improvement as we work
22 with the industry, because that's our goal is to

1 -- trying to be working in a collegial manner
2 with our hospice partners between the government
3 and, you know, CMS and the hospice industry.

4 We're very excited about this measure
5 in that regard.

6 DR. NUCCIO: If I could just make a
7 couple more comments. The -- I'm very supportive
8 of the idea of a composite measure for hospice.

9 I think that more accurately reflects
10 what they try to do, that it's not just a single
11 or even a small handful, that the ten components
12 make a lot of sense. So, I'm very, very
13 supportive of that.

14 Just one other question, perhaps, for
15 T.J. And that is, have you identified any
16 discernible differences amongst CMS regions in
17 scores?

18 I know that the rural/urban folk said
19 that there weren't any differences between urban
20 and rural, but are you identifying geographic
21 differences beyond urban/rural?

22 DR. CHRISTIAN: Yeah, no, that's a

1 great question and you're not the first one to
2 bring it up.

3 And because it was mentioned, we
4 solicited a lot of feedback. We did some
5 engagement with associations in the course of
6 development of this and actually that came up
7 quite often.

8 There was a lot of, you know, thoughts
9 that there could be some regional patterns.
10 That's something we should accommodate.

11 So, I guess the short answer is no, we
12 didn't really find any strong geographical
13 variation regionally or kind of even, you know,
14 urban/rural as kind of had been mentioned.

15 So, that was something we definitely,
16 you know, had gotten feedback and spend a lot of
17 time looking at, but it didn't seem to be a
18 strong pattern in that regard. So, thanks for
19 bringing that up.

20 CHAIR MERKELZ: Okay. I want to make
21 sure that Jill Cox's question earlier, if she's
22 clarified now, there was some question regarding

1 Item Index No. 6 and 7, the burdensome
2 transition, Type 1 and Type 2, and clarification
3 on the difference between the two.

4 Certainly one looks at death after
5 discharge and going to the hospital, and the
6 other one looks at readmission, but there's
7 further clarification, T.J.?

8 DR. CHRISTIAN: Effectively that's it.
9 So, the first one was kind of churning in and out
10 of hospice. So, going from hospice to the
11 hospital and back again to hospice.

12 And the second one was, you know,
13 going to -- going from hospice to the hospital,
14 but with the patient's death -- or the
15 beneficiary's death.

16 CHAIR MERKELZ: And just to -- also, an
17 earlier comment regarding Jennifer, just maybe a
18 clarification. She did question why there was
19 duplication in the visits the last day of life,
20 which is already a measure that we have, why it's
21 also being added into the Hospice Care Index.

22 DR. CHRISTIAN: Yeah. Sure. You know,

1 it was specified a little bit different. Like,
2 slightly. I mean, fair point it is, you know,
3 conceptually similar, but, I mean, I don't think
4 we saw that as double dipping, you know.

5 The current are Hospice Item Set-based
6 composite measure, you know. Same thing goes
7 previously separate measures are included into
8 the composite.

9 We saw end-of-life visits as really a
10 key, very important, you know, process of care at
11 the end of life. So, it's important for us to
12 include this as well and there have been a lot of
13 -- I thought this kind of thing would be
14 important to add.

15 You know, again, the formulation is a
16 little bit different, you know. We're using this
17 kind of, as was mentioned, kind of, you know,
18 criterion like bottom and top 90 percent. So, it
19 kind of -- that continues to score a little bit
20 differently.

21 You know, again, it isn't -- again,
22 there is some conceptual similarity, but it's not

1 exactly the same thing. So, that was our kind of
2 rationale for including that.

3 MEMBER KENNEDY: This is Jennifer.

4 CHAIR MERKELZ: Go ahead, Jennifer,
5 please.

6 MEMBER KENNEDY: I just want to ask
7 you, because it does -- to the layperson out in
8 the community, it does feel similar.

9 Is it going to be measuring the
10 interdisciplinary team visits across the board or
11 just, again, skilled nursing and medical social
12 worker on the index measure?

13 DR. CHRISTIAN: Yeah. So, this one
14 will be --

15 MEMBER KENNEDY: So, we've got --

16 DR. CHRISTIAN: Go ahead. Sorry.

17 MEMBER KENNEDY: I was just going to
18 say, so the hospice visits in the last days of
19 life is really limited to nurse and social work.

20 Is the indicator in the index
21 encompassing the entire interdisciplinary team,
22 which is what hospice is really about?

1 DR. CHRISTIAN: No, you're right. So,
2 this would, you know, we're working with claims
3 data here.

4 So, effectively it would be limited
5 to, you know, just those disciplines that could
6 be measured using claims data.

7 And while it does leave out some of
8 the interdisciplinary team, you know, I think we
9 saw this as just, you know, one part of the
10 broader quality reporting program.

11 So, I think we would agree, you know,
12 that's an important nature of hospice and it
13 might be able to be addressed in a different, you
14 know, measure or capacity, but at least for this
15 index, you know, we're sort of working with the
16 data availability that we have.

17 MEMBER KENNEDY: Okay. Thank you.

18 DR. CHRISTIAN: Thank you.

19 MEMBER TRIPP: I think to Jennifer's
20 point and recognizing the limitations that you
21 bring up, T.J., that was a point that was raised
22 by some of the hospice folks that we heard from

1 from the LeadingAge side as well that --
2 particularly in thinking about the role of
3 patient preference at end of life and that they
4 are -- who they might want for visits at that end
5 of lifetime might be different than what you're
6 just picking up on the claims measure.

7 And that -- the importance of the
8 person-centered piece does warrant further
9 consideration of whether we accurately pick stuff
10 up with using the claims data for that for this
11 particular item.

12 MS. MASSUDA: I agree with you, but the
13 point with claims data, as we've said when we've
14 come before the MAP in prior years, and it's a
15 famous line of Alan's, we have to make the
16 measures with the data that we have versus the
17 data we wish we had.

18 But obviously as claims -- if it adds
19 other areas of disciplines into the claims, we
20 will look at that. If it adds telehealth, we
21 will look at that and be considering bringing it
22 into these measures.

1 So, we were -- we're very fluid about
2 -- that's the -- that is one of the benefits,
3 actually, of the claims -- of claims data that we
4 can bring that data in as it's available.

5 CHAIR MERKELZ: Thank you, Cindy.

6 Someone had asked a question about how
7 are some of these measures claims-based? I mean,
8 all of this information is reported in hospice
9 claims.

10 He did ask, though, about hospice
11 revocations. Is it captured somehow, you know,
12 how else is it being captured? He just commented
13 on the importance of the hospice revocation
14 process.

15 MS. MASSUDA: Yeah. You know what?
16 I'll start with T.J.

17 DR. CHRISTIAN: Okay.

18 MS. MASSUDA: So, with the claims-based
19 measures we -- and any of these, we purposely
20 recognize that by bringing it together as a
21 composite, we have -- we overcome issues that can
22 be raised on any one individual measure indicator

1 here. Any one of the individual indicators.

2 So, we recognize that people raised
3 issues particularly when we brought the
4 transition measure up in the past about
5 revocation, and so -- but that, when you look at
6 these measures as a -- the likelihood these
7 issues start going away because the issues that
8 you can have on any one measure wouldn't have, as
9 you look at them, have a hospice behaving in
10 multiple ways.

11 So, the -- you know, some of the
12 limitations that we may have with claims as we
13 bring together multiple of the claims indicators
14 together, start becoming minimized or effectively
15 go away, the arguments that you can make about it
16 go away.

17 T.J., do you want to add to that
18 discussion?

19 DR. CHRISTIAN: Yeah, no, I think that
20 summed it up very well. And I guess the only
21 thing to add is just, you know, give reassurance
22 that indeed this is -- everything here is

1 calculable by claims data.

2 So, yeah, you know, we really think
3 that claims can be a rich source of information
4 that can be brought to the program. So, we see
5 this as a, you know, good opportunity to bring
6 this information to healthcare consumers.

7 Again, I would just really kind of
8 echo what Cindy was saying that, you know, every
9 individual indicator for any of their, you know,
10 limitations, given the limitations of the data
11 and what's not captured, what we're trying to do
12 here is look at all of these comprehensively and
13 just kind of broadly at the same time.

14 So, you know, as Cindy mentioned, if,
15 you know, due to, you know, limitations or bad
16 fortune if a, you know, hospice didn't do well on
17 one indicator, you know, certainly I think what
18 was trying to be done here is look across all the
19 ten indicators so that, you know, where one could
20 be bad luck, in situations where there's
21 multiple, that would be a much more compelling
22 story that shows a kind of consistency across the

1 various indicators.

2 CHAIR MERKELZ: Aaron, you asked for
3 further clarification related to the burdensome
4 transitions, Type 1 and Type 2, whether there
5 should be a time frame incorporated which would
6 be possible via claims data.

7 MEMBER TRIPP: Yeah. The comments that
8 we had gotten related to these was you might see
9 -- what you might be trying to get from those
10 measures might vary.

11 So, for example, with the Type 1 --
12 and let me pull up my more detailed notes -- with
13 hospitalization, if you're talking -- you might
14 see a difference with readmission within, like, a
15 short time frame versus a long time frame and
16 whether or not a hospice might be having live
17 discharges that might be indicative of trying to
18 avoid paying for procedures versus somebody who
19 might have -- who might be readmitted to a
20 hospice after a longer stay, which might have
21 indicated that their terminal diagnosis piece
22 might have sort of alleviated.

1 So, there is -- with it just sort of
2 being open-ended and then similar in Type 2 that
3 there could be factors that a time frame might
4 point to that are different than just sort of
5 having these two as open-ended, and we wondered
6 if that was something that had been considered or
7 not and whether that was, you know, chosen to not
8 have a time frame or if that just hadn't been
9 considered yet.

10 DR. CHRISTIAN: Hi, this is T.J. I can
11 jump in and clarify.

12 I'm sorry if it didn't -- so, it may
13 not have been in the paperwork that you see, but
14 we did -- and sorry it didn't get in -- we did
15 have a time frame specified.

16 It was on the shorter end. So, it
17 kind of speaks to the first example you gave, but
18 we're limiting it to kind of transitions within
19 two days for each of those transitions between
20 hospice and hospital.

21 MS. MASSUDA: And that's based on the
22 research that's out there that supports that.

1 DR. CHRISTIAN: Yeah. We took that
2 just from studies that had been published.

3 CHAIR MERKELZ: Someone asked regarding
4 clarification, whether or not revocations were
5 captured in that burdensome transfer measure whey
6 they are live discharged.

7 DR. CHRISTIAN: Yeah, no, so we did
8 make a distinction between, like, reasons for
9 live discharge.

10 I think in our information gathering,
11 I think, you know, I think that the point --
12 MedPAC had made the point that there's reasons to
13 include kind of live discharge broadly.

14 So, I think, you know, for that reason
15 and also kind of the point that Cindy was raising
16 earlier, we just, you know, again, it's kind of
17 part of a comprehensive, you know, ten-indicator
18 look. So, you know, we just -- we kept it as all
19 live discharge for all reasons.

20 CHAIR MERKELZ: Can any consideration
21 regarding adjusting any of the measures based on
22 patient case mix?

1 DR. CHRISTIAN: Yeah, I can take this,
2 too.

3 Yeah, so it's not risk adjusted, you
4 know. A lot of it tended to be like a process
5 measure.

6 So, you know, process measures
7 typically aren't, you know, patient or, you know,
8 case mix adjusted.

9 Another thing would be the, you know,
10 essentially the algorithm for calculating the
11 measure. Again, we were interested in, you know,
12 really the outliers of the extremes like the top
13 ten percent of the population.

14 So, you know, in that case, you know,
15 the case mix adjustment would not have a
16 meaningful impact on, you know, on the eventual
17 Hospice Care Index score.

18 You know, just given that as some of
19 the -- like, for instance, the nursing minutes
20 per day, that group that's not getting the point
21 was providing something like, you know, half the
22 average care as the other group and case mix

1 adjustment wouldn't make that go away because
2 we're really trying to capture more of the
3 extreme outliers, you know, category where it
4 wouldn't, you know, wouldn't have affected who
5 was in that category or not.

6 MEMBER GRADEVSKI: Just as a followup
7 comment -- this is Tzvetomir from NPHI -- the
8 area I guess I was most interested in in the case
9 mix adjustment is really the beneficiary -- per-
10 beneficiary spending.

11 One area is just a general -- what is
12 the general goal there for beneficiary spending?
13 Because from one perspective having higher per-
14 beneficiary spending, at least from a
15 productivity perspective, could be concerning.

16 On the other hand from a patient
17 perspective, higher spending could indicate, you
18 know, more attention paid to my individual need
19 or more services delivered, i.e., a generally
20 good thing.

21 So, I'm just generally interested in
22 what is the intent of the -- that individual

1 measure and I also just wanted to re-highlight
2 the comment I made earlier in the chat, is that
3 there are or seem to be significant differences
4 in the patient case mixes between hospices.

5 So, some hospices tend to see a
6 significantly high proportion of patients with a
7 terminal diagnosis of cancer and those spending
8 patterns of patients with -- I'm sorry,
9 significantly different than patients with
10 dementia, for example.

11 MS. MASSUDA: I'll start out, T.J.

12 DR. CHRISTIAN: Okay.

13 MS. MASSUDA: And what I was going to
14 say is one of the things about the Index is that
15 we are looking at it as the -- as a composite
16 which allows the measure to be looked -- to not -
17 - as opposed to getting into the individual
18 indicators that hospices are scoring across all
19 these as a whole.

20 So, you're not -- so that hospices as
21 we -- T.J. has talked about also -- are being
22 viewed across the entire spectrum so that they

1 get a score for all ten indicators and that's
2 their score for the index.

3 So, the individual issues that you can
4 -- that are -- are areas for hospices that can --
5 for room for improvement, but it's understood to
6 be an overall index score.

7 T.J., if you --

8 DR. CHRISTIAN: Yeah. I'm just going
9 to echo, Cindy, what you said. This particular
10 indicator was, you know, it was sort of an easy
11 one to come up with.

12 It was -- it's been used in other
13 settings. So, it was something we kind of
14 experimented with bringing it in.

15 You know, again, as Cindy said, you
16 know, it's, you know, this indicator, and really
17 none of the indicators, are, you know, meant for
18 isolation. It's more just a big, you know,
19 holistic picture.

20 So, it's not so much like having a
21 high rate of spending by itself. It's having a
22 high rate of spending in conjunction with the

1 same provider providing, you know, lower
2 provision of care across, you know, various
3 indicators again simultaneously at the same time.

4 So, again, we're just trying to paint
5 -- it's not so much like the individual
6 indicators, but just kind of painting a totality,
7 you know, picture of the hospice with these ten.

8 MS. MASSUDA: And one of the benefits
9 you see is that the measure does very well in
10 matching up well with, like, the CAHPS hospice
11 willingness to recommend the hospice so that
12 there's a very strong correlation between this
13 measure and the CAHPS score, which benefits very
14 well for supporting, you know, the support for
15 the measure, but also the consumers understanding
16 the measure.

17 And we've actually worked with the
18 consumer groups who have shown that looking at
19 this measure with this score, you know, the eight
20 out of ten is very understandable to appreciate,
21 you know, what that means about a hospice and
22 distinguishing between hospices.

1 MEMBER GRADEVSKI: One followup
2 question in terms of distinguishing between the
3 scores.

4 Have there been any analyses -- a
5 discipline analysis done on what a standard
6 deviation is in the score?

7 So, you know, is -- what is the
8 significance in scoring between a ten and a nine
9 or is it really the difference between a ten and
10 an eight?

11 DR. CHRISTIAN: I can take this. We
12 have. So, we did something with CAHPS analyses.
13 I mean, the broader difference in the scores is
14 going to have, like, more of a likelihood of a
15 statistic difference.

16 You know, again, like I said before,
17 I don't know if we're as interested in the --
18 kind of like the one-point differences like a ten
19 and a nine just because for any, you know, manner
20 of reasons it could be the, you know, bad luck or
21 just the limitations of the individual data, but
22 it's much more, you know, again, the -- kind of

1 like our general sense of, you know, the
2 interpretation of the score is that when there
3 is, you know, multiple indicators missed at once,
4 you're really going down to like a, you know,
5 seven, six, like in that area, then the hospice
6 is missing on multiple indicators, and then that
7 will be much more due to, you know, something
8 else besides, you know, bad luck going on.

9 And moreover that's where we see, you
10 know, as would be expected, you know, much more
11 likelihood to be a high statistical difference
12 between, you know, a ten and those lower scores,
13 as would be expected.

14 MEMBER GRADEVSKI: Okay. Thank you for
15 that clarification.

16 DR. CHRISTIAN: Thank you for asking.

17 CHAIR MERKELZ: Gerri, Janaki, I don't
18 see any additional questions at this time; is
19 that clear?

20 MS. PANCHAL: Yes. I don't see
21 anything else come in either and no hands are
22 raised.

1 CHAIR MERKELZ: Amy, at this time, do
2 we want to move to voting on the preliminary
3 analysis?

4 MS. MOYER: Sure. I think we are ready
5 to do that. And as a reminder to the group when
6 we pull the poll up, the preliminary
7 recommendation is conditional support. And the
8 condition attached to that is completion of the
9 NQF endorsement process.

10 MS. PANCHAL: Great. Voting is now
11 open for MUC2020-0030 Hospice Care Index Measure
12 for the Hospice Quality Reporting Program.

13 Do you vote to support the staff
14 recommendation as a workgroup recommendation?
15 Options are one, yes; two, no.

16 (Pause.)

17 MS. PANCHAL: I see 18 votes are in.
18 I'll go ahead and lock the voting now. Thank
19 you, everyone, for casting the votes.

20 We have 16 votes for yes and two votes
21 for no. In terms of percentages, we had 89
22 percent of the workgroup who voted yes and 11

1 percent who voted no.

2 CHAIR MERKELZ: All right. We will
3 move forward then with the adoption and
4 acceptance of this.

5 At this time, we'll move over into the
6 gaps discussion regarding the Hospice Quality
7 Reporting Program.

8 CMS has already identified some high-
9 priority meaningful measure areas which include
10 patient-focused episode of care and care
11 personalized and aligned with patient goals.

12 Additional workgroup-identified gaps
13 include safety, particularly in the area of
14 polypharmacy and medication reconciliation,
15 patient-reported outcomes around symptom
16 management, care aligned with and meeting patient
17 goals, communication of patient goals to next
18 site of care should the patient leave hospice,
19 and coordination of care.

20 To the workgroup, are there any other
21 identified gaps that should be brought to the
22 attention?

1 CHAIR LAMB: I'd like to bring forward
2 the one that we were talking about related to
3 hospice and teamwork.

4 Understanding that many of the
5 individuals, the professions that contribute to
6 hospice outcomes are not represented in claims
7 data, is to kind of look forward to how can we
8 capture the full team and how can we, you know,
9 in the absence of having that in claims data, are
10 there creative ways for us to really look at
11 providers who may not be direct billers?

12 So, I think it would be great to have
13 that one on the table, perhaps not an immediate
14 priority, but something we do need to look at
15 down the road especially given the limitations of
16 claims data.

17 CHAIR MERKELZ: Excellent. Thank you,
18 Gerri.

19 MS. MOYER: I have captured that.
20 Thank you.

21 MEMBER SALIBA: I think the other
22 concern that I have in looking at this, T.J., is

1 that it already looks like it's starting to cap
2 out.

3 And so, in that, you know, the
4 majority -- the overwhelming majority of
5 providers are scoring in what we consider to be
6 the good to excellent range.

7 And over time, it would be nice to
8 start thinking about ways to better discriminate
9 among -- across the organizations, particularly
10 since it's already highly correlated with -- I'm
11 sure MedPAC was a bit surprised it's very highly
12 correlated with what you're getting from patient
13 -- that summary question from your patients along
14 the way.

15 MS. MASSUDA: This is -- do you want a
16 comment from us or -- you directed it to T.J.
17 So, I wasn't sure if you wanted some feedback
18 from us or --

19 MEMBER SALIBA: Oh, sure. I'm just
20 identifying that as future area for support.

21 DR. CHRISTIAN: Sure. I can take it.
22 Yeah, no, appreciate that.

1 Cindy, I didn't know if you wanted to
2 say anything else in that regard.

3 MS. MASSUDA: I was going to give an
4 overview and all I was going to say is in -- when
5 we brought forward some of our other measures
6 like the seven hospice item sets, they did
7 perform in the 85 percent -- I mean, many of
8 those seven measures did perform very well.

9 I will say one of the things about
10 this measure, and we've looked at that, is that
11 it takes -- it's going -- because the data is
12 very consistent year over year in looking at this
13 data through the claims, it will take hospices
14 some effort to make improvements, which is why we
15 want to be sharing, you know, the ten indicators
16 through the confidential feedback reports that we
17 provide to help the hospices on these -- making
18 these improvements, but we don't -- I mean, the
19 same way it took years to reach much higher
20 numbers in the seven hospice item sets, it's
21 going to take -- it will take a while before this
22 measure reaches any sort of topping out or -- so,

1 we're not -- so, we do think it will be a measure
2 that will be in the program for many years.

3 I'll turn it to T.J. for some more
4 details.

5 DR. CHRISTIAN: Sorry, I lost my mute
6 button.

7 Yeah, no, absolutely. I guess we, you
8 know, continue to monitor this kind of mindful of
9 the topping out, yeah.

10 I think -- I mean, in some sense, one
11 of the benefit of this is it's kind of -- it
12 scored kind of relatively. So, it's a little bit
13 of a seesaw.

14 Hospices get, you know, get points if
15 they do, you know, relatively, you know, if
16 they're doing better in this one, if they're
17 doing, you know, kind of in the bottom ten
18 percent.

19 So, that will shift along; I think it
20 might help things from, you know, getting too
21 much more topped out, but, yeah, I appreciate the
22 comment and we'll continue to monitor that.

1 MEMBER SALIBA: I mean, I think I'm
2 thinking about it from a consumer perspective
3 and, you know, if in my market there's only,
4 like, one or two hospices that are scoring below
5 8, how it's going to help me more than what I
6 currently have available to me in decision-
7 making.

8 So I'm thinking about it more from
9 that perspective. And we're already facing that.
10 You know, we faced that with some of the other
11 measures as a committee that we look at, you
12 know, that they tend to -- you know, because so
13 many providers do so well on them, are they
14 really adding to the reporting from the
15 consumers' perspective?

16 DR. CHRISTIAN: Great point.

17 CHAIR MERKELZ: Yeah, absolutely.
18 Thank you, Debra. I also thought, along those
19 same line, it's kind of like a Yelp review:
20 everyone tells you where not to eat but doesn't
21 help you on what are the good recommendations.
22 Absolutely.

1 Amy, I want to make sure we capture
2 the other comments in the chat from Sepideh: also
3 including patient/family education as an area of
4 gap. Alice Bell recommending something about
5 perceived caregiver burden and how caregiver
6 burden is managed, impacted through hospice care.
7 Sepideh also commenting on coordination of care
8 and lacking communication and coordination with
9 the primary care and hospital staff. And that
10 also gets cited in what we had discussed last
11 year on communication of patient goals to next
12 site of care when they leave hospice, but
13 absolutely noting it.

14 I would further add to this regarding
15 telehealth. You know, hospice was called upon
16 significantly in this time period of COVID to be
17 able to provide telehealth visits for patients,
18 especially when we're excluded. And this is not
19 getting captured anywhere, and certainly not
20 getting recognized, I think, is a potential gap
21 right now that exists significantly within
22 hospice.

1 Gerri, Jan, any other comments or
2 anything else?

3 MS. PANCHAL: I don't see anything,
4 Kurt.

5 There is -- sorry, I don't know if you saw, but
6 there's a comment from Jennifer.

7 CHAIR MERKELZ: Absolutely.

8 MEMBER KENNEDY: Yeah, I just wanted
9 to thank CMS for putting the work in on this to
10 really develop something that will, you know,
11 show those low performing providers, because, you
12 know, the people who are doing the right thing
13 and giving good quality of care just don't want
14 to be lumped into that group.

15 MS. MASSUDA: Thank you very much,
16 Jennifer. Appreciate the comment.

17 CHAIR MERKELZ: Certainly, so much.
18 Thank you to CMS and Cindy, TJ, Alan, for
19 accommodating and responding back to the
20 questions.

21 Very surprising that we actually are
22 actually on track with time. And with that, I

1 will pass it over to Gerri to continue with the
2 Skilled Nursing Facility Quality Reporting
3 Program.

4 CHAIR LAMB: Thanks, Kurt. Great
5 discussion. Okay. So we're moving to our last
6 measure of the day, and it's skilled nursing
7 facility related to health care-associated
8 infections.

9 Amy, I'm thinking we already reviewed
10 the program so that we can move directly into the
11 public comments on this particular measure. So
12 let's see if we have any public comment.

13 (Pause.)

14 MS. PANCHAL: Gerri, there are no
15 hands raised and nothing has come through in the
16 chat either so far.

17 CHAIR LAMB: Okay. Thanks, Janaki.
18 So let's move on to the measure. Amy, if you
19 would intro the measure for us?

20 MS. MOYER: Absolutely. So, this
21 measure is a new measure and it's not currently
22 in the program. And it is a claims-based measure

1 of health care-acquired infections that result in
2 an admission to a hospital from a SNF setting.
3 So, it is looking at HAIs that are severe enough
4 to require that admission, and that's where the
5 claims come into play.

6 It is based on evidence, and because
7 it's an outcome measure what we're looking for is
8 that SNFs have the ability to reduce their health
9 care-acquired infections. And there are
10 interventions cited that can accomplish that,
11 including education, monitoring, and feedback on
12 infection rates from surveillance programs, and
13 feedback on infection control practices from
14 audits.

15 The measure does address a quality
16 challenge. I think this is something that's on a
17 lot of people's minds and was actually one of the
18 CMS-identified priority areas for the SNF
19 program.

20 There is some minor overlap with
21 existing measures in the program. The SNF
22 program does include hospital readmission

1 measures. Those are, largely, all-cause or more
2 preventable readmissions, whereas this one is
3 really very targeted for health care-acquired
4 infections and that readmission back to the
5 hospital.

6 There are also some other measures in
7 different PAC/LTC programs around health care-
8 acquired infections. But this measure has the
9 benefit in that it focuses on severe infections
10 and is the only one capturing this in the SNF
11 setting.

12 As I mentioned, the measure is claims-
13 based, and so gathering the data and calculating
14 the measure does not impose any additional data
15 burden on SNF providers.

16 The measure has been specified and
17 tested. They performed a split-half reliability
18 test, and then also face validity and the testing
19 of convergent validity.

20 And, let's see. The Rural Health
21 Group appreciated that this measure is being
22 introduced in a pay-for-reporting program, which

1 allows providers to gain experience with the
2 measure and with the result without being
3 penalized for performance right out of the gate.
4 They further stated that they recognize reducing
5 health care-acquired infections in SNFs is very
6 important. And with 86 percent of the SNFs
7 meeting the reporting threshold of 25 cases,
8 there was, hopefully, a minimal issue of low
9 volume for rural SNFs. Overall, they thought
10 this was appropriate for use in a rural setting.

11 The preliminary analysis
12 recommendation on this is conditional support for
13 rulemaking. And the conditions placed on that is
14 completion of the NQF endorsement process.
15 Again, a review of -- really, a deep dive into
16 the specifications, testing, and evidence of the
17 measure.

18 This measure, we think, adds a lot of
19 value to the program. There's variation among
20 the measure scores, which is helpful for patients
21 to use and will help SNFs become safer and more
22 efficient in patient care.

1 In terms of public comment, we had two
2 comments, generally supportive. It's questions
3 of -- in some ways related to quality
4 improvement. So, whether there would be
5 segmentation by type of infection to help SNFs
6 improve; the recommendation to use NHSN instead
7 of claims data for this; a recommendation to
8 track all health care-acquired infections in
9 SNFs, not just those requiring readmission. Some
10 concern over accuracy of coding and attribution
11 for the measure. And then, finally, a concern
12 that an unintended consequence would be that this
13 provides a disincentive to transfer patients out
14 of the SNF to the hospital and that it could
15 result in worse patient care in that way.

16 That is my summary of the measure. I
17 will turn it back over the Gerri.

18 CHAIR LAMB: Thanks, Amy.

19 So, let's see, does anybody have any
20 comments or questions?

21 MS. MOYER: My apologies. We also
22 have some slides from the developer on this one.

1 I missed that.

2 DR. LEVITT: Yeah. Is that okay,
3 Gerri and Kurt? I don't want to interrupt.

4 CHAIR LAMB: Definitely. Definitely.
5 Go into that.

6 DR. LEVITT: Yeah. Okay. Well,
7 again, I'll do the intro here. This measure
8 came, actually, out of a request from our
9 leadership about two years ago. I think it was
10 after yet another adenovirus outbreak in nursing
11 homes. Was there a way that we could look, using
12 claims data and a no-burden approach to looking
13 at overall health care-associated infection rate
14 or infection rate within a nursing home, or
15 within the SNF population within a nursing home -
16 - could that be a measure that we could develop?
17 Not for a specific type but, really, to look at
18 kind of the overall rate of infection.

19 And so that was our target at the
20 time, and we actually ended up, as we describe in
21 the slides in a few minutes, you know, holding an
22 expert panel on it. You know, we spent a lot of

1 work trying to say, well, how could we
2 conceptualize and use claims and try to find a
3 reliable -- and ending up being a very valid way
4 of being able to look at this that would be a
5 truly meaningful measure?

6 And so, you know, I was recently asked
7 the question whether it could be done. My answer
8 was: I think so. And so we went ahead and
9 started doing this. And in the meantime, then,
10 Casey Freeman came along. Casey has long
11 experience in terms of caregiving within the
12 nursing home and SNF world. Casey started,,
13 actually, as a nursing assistant, then became a
14 nurse and nurse practitioner and providing care
15 there. And then we were able to convince her to
16 join us at CMS and use that experience to
17 actually become part of our program. And I was
18 able to convince her to come and really help lead
19 the efforts for this measure.

20 So Casey's going to -- hopefully,
21 she's able to come along and present this
22 measure. I'll be able to also, hopefully, answer

1 questions as well. And we do have the Acumen
2 team that helped in terms of developing this
3 measure as well to answer, perhaps, any technical
4 questions that, you know, help to clarify things
5 as well.

6 So, Casey, you can take it away.

7 MS. FREEMAN: Thank you, Dr. Levitt.

8 Good afternoon, everyone. I'm very excited to
9 partnering with each of you to further the
10 development of this HAI measure. Our team did
11 create a small presentation, so if we could move
12 to the first slide.

13 We'd like to highlight two key
14 elements of this measure. We want to touch on
15 its rationale and its purpose, its specifications
16 and testing, and some other stakeholder feedback
17 that we have already received that helped to
18 inform this measure. We've also included a slide
19 with our references. And we're very excited
20 because we have just concluded a new COVID-19
21 analysis that we're sharing for the first time
22 today.

1 Next slide, please. As Dr. Levitt
2 said, we began this journey of measure
3 development more than two years ago. CMS's
4 Meaningful Measures Framework identifies HAIs as
5 known quality gaps. So we conducted an
6 environmental scan and found the Office of
7 Inspector General estimated that one-fourth of
8 all adverse events amongst its residents was due
9 to HAIs. More than half of those HAIs are
10 potentially preventable. Most stem from poor
11 processes of care, such as the lack of
12 handwashing, the way that nursing assistants and
13 staff handle laundry, the improper use of
14 personal protective equipment, and sharing of
15 equipment between patients. Additionally, COVID-
16 19 studies are revealing higher patient spread
17 due to poor infection control.

18 When this data was briefed to
19 leadership, the SNF HAI measure concept became
20 our team's top development priority. And to
21 note: improving health care-associated infection
22 outcomes was our priority prior to the COVID-19

1 pandemic beginning. This measure is important
2 because a very vulnerable population of patients
3 are contracting infections from the health care
4 they are receiving, and many of these infections
5 are preventable.

6 Next slide, please. With this in
7 mind, we set out to develop a measure that would
8 produce actionable data by identifying health
9 care-associated infections occurring during SNF
10 care. Because, again, we went the SNFs to focus
11 on improving the care processes that we spoke of
12 earlier: having excellent handwashing hygiene,
13 handling linens properly, making sure patient
14 equipment is cleaned appropriately to prevent
15 infection.

16 Our team also wanted to bring focus to
17 more than just the breaches in care processes.
18 We also wanted to target early identification of
19 infection. We wanted to encourage the aggressive
20 management of infections. We want SNFs to treat
21 in place, to use the most appropriate
22 antibiotics, and to work with their infection

1 preventionists to track and treat infections, and
2 to have good are coordination with acute care
3 providers. To meet this goal, we decided to only
4 include HAIs occurring during SNF care that
5 require hospitalization.

6 We also needed a measure that allows
7 comparison between SNF providers and does not add
8 assessment burden. And this measure does all of
9 those things. By using Medicare fee-for-service
10 claims, this measure will estimate the risk
11 standardized rate of HAIs that are acquired
12 during SNF care and result in hospitalizations.

13 Next slide, please. The
14 specifications speak to how this outcome measure
15 meets all of these goals. The HAIs are
16 identified using the principal diagnosis code and
17 the present on admission indicator on the
18 hospital -- I'm sorry, on the re-hospitalization
19 claim within the incubation window.

20 To be clear, this measure only
21 includes residents hospitalized for the treatment
22 of an infection as the primary reason for

1 admission to the hospital. Incidental infections
2 are not included.

3 For example, a resident admitted for
4 a hip fracture or a stroke who's found to have a
5 concurrent UTI or a concurrent upper respiratory
6 infection would not be included in this measure.

7 Knowing that appropriate attribution
8 is critical for this measure, we implemented an
9 incubation window that was recommended by our TEP
10 and aligns with the CDC's health care-associated
11 infection incubation window.

12 To further address attribution, the
13 SNF HAI definition includes chronic infections,
14 infections with long incubation periods, HAIs
15 that are treated during emergency department
16 visits and observation stays, and preexisting
17 infection by applying a reinfection time frame.

18 This measure is risk adjusted to level
19 the playing field to control for differences in
20 resident casement such as sex, age, prior
21 hospitalizations, co-morbidities, and clinical
22 conditions and treatment.

1 And when this measure is calculated,
2 the final HAI rate allows for peer comparison by
3 category. SNFs are designed as better than, no
4 different, or worse than the national average.

5 Next slide, please.

6 Our team is very encouraged by the
7 stakeholder feedback that we have received so far
8 and have used this feedback to inform the SNF
9 HAI's measures ongoing development.

10 This feedback includes guidance
11 provided by the technical expert panel in 2019 at
12 the onset of measures development, which included
13 recommendations from our CDC colleagues on
14 identifying the time windows and the types of
15 health care-associated infections to include in
16 this measure, and, most recently, the feedback
17 from our public comment period held this summer.

18 Next slide, please.

19 As the measure development team, we
20 appreciate the high standards that NQF requires
21 for endorsement and we always strive to develop a
22 best in class measure. With that in mind, we're

1 pleased to share this measure's testing results,
2 which match other NQF-endorsed measures. The SNF
3 HAI measure has high reportability.

4 After examining the total number of
5 SNFs that would meet the 25 stay requirement over
6 a 12-month period, fiscal year 2019 data revealed
7 that 84.9 percent of SNFs meet this criteria.
8 So, again, this indicates high reportability.

9 Using the same fiscal year 2019 data,
10 we found this measure identifies risk-adjusted
11 scores ranging from as low as 2.34 from our
12 nation's best performers to SNF HAI rates of
13 17.59 from our nation's worst performers.

14 This data shows variability and
15 confirms a performance gap that should be
16 addressed. Our testing shows this measure is
17 reliable. Using both fiscal year 2018 and fiscal
18 year 2019 data, we conducted split-half testing
19 to assess the internal consistency of the measure
20 using Spearman's rank correlation to assess the
21 correlation between HAI rates of two randomly
22 assigned groups.

1 The average correlation from 20
2 iterations was .5, which was moderate reliability
3 which matches reliability scores in other NQF--
4 endorsed measures.

5 And finally, the C-statistic of this
6 model is .72, which shows good model
7 discrimination. So this is a valid measure of
8 SNF HAIs.

9 Next slide, please.

10 Lastly, our team wanted to share some
11 exciting findings from a new analysis comparing
12 the SNF HAI rates calculated from fiscal year
13 2019 data with the currently reported rates of
14 COVID-19 in nursing homes today.

15 This information was not available to
16 share with our stakeholders during the TEP or the
17 public comment period. So we're really grateful
18 for the opportunity to share it with you. A key
19 takeaway from this analysis is that poorer-
20 performing SNFs with higher HAI rates also have a
21 higher number of COVID-19 cases.

22 This data is represented in Table 1

1 with the SNF providers divided into five equal
2 groups. The data shows our best infection
3 control performers are in the first Quintile.

4 They have the fewest health care-
5 associated infections and the fewest number of
6 COVID cases per 1,000 residents and they display
7 the very best ability to keep COVID completely
8 out of their buildings.

9 The higher the quintile of the HAI
10 rate on the table, the higher the number of
11 COVID-19 cases and the less likely the SNF will
12 remain COVID-free during the pandemic.

13 Table 2 represents the same data from
14 fiscal year 2019 but the SNF providers are
15 divided by bootstrapping into three performance
16 categories: better than, same as, and worse than.
17 And, again, the data shows that SNFs who
18 performed poorly on the SNF HAI measure have
19 higher rates of COVID-19 in their facilities
20 today.

21 Once again, the SNF HAI measure can
22 predict those SNFs more likely to have COVID-19

1 outbreaks, which means this measure is performing
2 exactly as we want it to. This measure uses the
3 best available low-burden claims data to measure
4 each SNF's ability to prevent and appropriately
5 manage health care-associated infections.

6 And because this measure captures
7 those universal factors that impact infection
8 control across all SNFs irrespective of the type
9 of health care-associated infections, the measure
10 was able to differentiate those SNFs more likely
11 to have a worse COVID-19 outbreak.

12 And as a reminder, the data used to
13 determine a SNF HAI rate was for fiscal year
14 2019, which predates the beginning of the COVID-
15 19 pandemic.

16 We believe that if adopted in the SNF
17 QRP this measure could predict those SNFs that
18 might once again be more likely to have higher
19 rates of infection from future pandemic.

20 And on behalf of our team, I want to
21 thank you for investing your time reviewing this
22 valuable measure. Alan and I and our team are

1 here to answer any questions you have, and at
2 this time I'd like to turn the discussion back
3 over to the committee chairs.

4 DR. LEVITT: And just if I could just
5 interrupt, just go back to the table for a second
6 just to kind of --

7 MS. FREEMAN: Oh, I'm sorry, Alan.

8 DR. LEVITT: No, I'm sorry. Just to
9 explain something.

10 You know, first of all, I mean,
11 there's, obviously, an understanding that, you
12 know, prevention -- there is -- we believe there
13 is likely a piece in terms of the COVID outbreaks
14 or the degree of the COVID outbreak that's
15 occurring within the skilled nursing facilities
16 that likely is due to factors within SNFs'
17 control.

18 I mean, obviously, there are things
19 that may not be there. And when we actually
20 first did this analysis we first did it actually
21 on fiscal year 2018 data because we were still
22 waiting for the 2019 data to come along.

1 And we found -- and this was earlier
2 in the pandemic, probably, you know, around the
3 summer time when there were a lot of facilities
4 that didn't -- you know, were COVID naive, and we
5 were impressed with results that you really saw,
6 in many ways, the same thing as you would see in
7 Table 1.

8 And we said, well, let's keep looking
9 and seeing, we're going to now -- let's take a
10 different data set. Let's now wait and look at
11 fiscal year 2019. Let's see what's happening,
12 you know, as this pandemic continues to,
13 unfortunately, become nationwide and see what's
14 happening.

15 And, again, you know, from a
16 reliability standpoint using the 2019 data, we
17 really are seeing the same thing even as the
18 percents of SNFs that may have no COVID goes down
19 because, you know, they're few and far between
20 but you're still seeing with the average number
21 of cases how that's continuing to progress based
22 on the HAI rate, which really did give us a lot

1 of validation that this really is a meaningful
2 measure, that this is a measure that, you know,
3 we are looking at.

4 We are taking claims data. We are
5 looking at a particular aspect of the HAIs, which
6 is actually the transfer of those residents who
7 went out for an HAI because it's kind of looking
8 at a severity of the HAI that would require that
9 to go out.

10 And not only is it really a measure
11 that can -- you know, looking at the performance
12 within a SNF but it has predictive ability to it.
13 It's really a meaningful measure.

14 I know I use the -- I apologize. I
15 get passionate sometimes and I used the war
16 analogy this morning, talking about COVID
17 vaccination, which I probably -- I should not
18 have used.

19 But this measure really is radar. It
20 is radar that really could be used to help to,
21 you know, for SNFs to use for their own internal
22 quality improvement activity but then also to

1 help identify those who may be at greater risk
2 for pandemics which were totally unpredictable.

3 There was no -- you know, there's no
4 reason, you know, COVID and the transmissability
5 of COVID in terms of a particular HAI prior to
6 this how do you predict that. But if you look at
7 a measure that's a global HAI together within a
8 SNF that this is what such a measure can do.

9 I apologize for taking away from the
10 chairs. Now I'll pass it back to you.

11 CHAIR LAMB: Thank you, Alan. Thank
12 you, Casey. That was very helpful and we're
13 honored to get data right off the presses here.
14 So thank you for that as well.

15 I think we're going to open this up
16 for questions for you as well as possibly NQF.
17 But maybe if we start with some of the questions
18 from the public comments that you have not yet
19 answered.

20 You've answered several of them in
21 this presentation related to the rationale for
22 tracking the one -- the infections that lead to

1 hospitalizations.

2 Two questions that have come up are
3 the issue of how the nursing homes might use this
4 for quality improvement. This is intended as a
5 global measure.

6 When they translate this into so how
7 can we deal with this, the question I think that
8 came out in public comments was is there a
9 possibility or a plan to segment these by
10 infection that is leading to hospitalization.

11 So I'll stop there and get that
12 answer, and then I'll give you the other
13 question.

14 MS. FREEMAN: Sure. Thanks, Gerri.

15 Yes, we did look at whether or not we
16 should segue that, sort of differentiate between
17 UTIs versus sepsis versus skin infections, and
18 what we found was that the data really supported
19 if we provide this global look at all infections
20 it allows the SNFs who, I guess, in November,
21 actually the 28th, based on legislation, is now
22 required to have an infection preventionist.

1 So we were very excited to know that
2 this data can become a tool for the infection
3 preventionist who can then use it to look at the
4 observed rate and also the risk adjusted rate to
5 be able to track those SNFs -- I'm sorry, track
6 those cases within the SNFs but also track those
7 cases that require transfer to the hospital
8 because, again, we don't just want the SNFs to
9 concentrate on UTIs or line infections.

10 We really want them to please look at
11 hand washing which, you know, the current studies
12 show are only at 45 percent for nurses going in
13 and out of the building, in and out of rooms, and
14 only 60 percent going in and out of isolation
15 rooms.

16 So we really want that infection
17 preventionist, which is now required as a part of
18 the conditions of participation, to use this data
19 as a tool to really help strengthen their
20 internal infection prevention and infection
21 control program.

22 So thank you for the question.

1 CHAIR LAMB: Thank you.

2 The other question that we got is, and
3 this is a clarification, this indicator is
4 Medicare fee-for-service only and does not
5 include Medicare Advantage. If that's accurate,
6 how many people are we not tapping into and
7 comments about the implications of that.

8 MS. FREEMAN: Sure. Thank you.

9 So when we think through how this data
10 is going to be utilized for facilities, we
11 believe strongly that, again, that infection
12 preventionist is going to look at the rate of
13 HAIs and their skilled population and then
14 strengthen their infection control procedures
15 across the whole facility so we believe that will
16 not only benefit Medicare patients but all
17 patients within the SNFs because, again, when we
18 educate staff and when we try to encourage
19 vigilance in hand washing, we make sure linens
20 are appropriately handled, folks are wearing
21 protective equipment, those things will be
22 implemented throughout the entire facility, not

1 just targeted at SNF patients.

2 DR. LEVITT: Do we have the -- do we
3 have the reportability? I was trying to find
4 that quickly. Do we have the reportability of
5 the measure we're using?

6 MS. FREEMAN: The reportability is 85
7 percent.

8 DR. LEVITT: Right. Right.

9 MS. FREEMAN: Eighty-five percent.

10 DR. LEVITT: Right.

11 CHAIR LAMB: Alan, do you want to
12 clarify that, what that means?

13 DR. LEVITT: Well, again, so if it is
14 -- because we are -- you know, we are limiting
15 our data set here. We're, obviously, taking a --
16 what is really the best, most reliable data that
17 we can then use in terms of the necessity to be
18 able to risk adjust material and stuff.

19 So when we're doing that, as you
20 mentioned, Gerri, you know, the down side is,
21 obviously, well, first of all, does that reflect
22 care throughout all, you know, the residents in a

1 nursing home.

2 In this case, you said we believe that
3 it does, that -- you know, that, you know,
4 whether somebody is a Medicare fee-for-service
5 versus, you know, different insurer or whatever
6 that would reflect such care.

7 The second issue is really what about
8 reportability. Does that, you know, not allow
9 certain SNFs to have enough cases to be able to
10 report on this measure, and that's why I asked
11 the question of Casey again to clarify that.

12 CHAIR LAMB: Thank you.

13 Let's open it up. Other questions,
14 comments, about this measure?

15 MS. PANCHAL: Hi, Jerry. There was a
16 question from Ed.

17 CHAIR LAMB: Ed?

18 MS. PANCHAL: Yes.

19 CHAIR LAMB: Do you want to -- Ed, go
20 ahead.

21 MEMBER DAVIDSON: I think you have
22 already addressed that and that was the fee-for-

1 service versus Medicare Advantage. It sounds
2 like you're losing about 15 percent, roughly, and
3 Medicare Advantage falls into that box.

4 But while I'm speaking, just for
5 clarification and completeness, even though I
6 think this is unavoidable, does potentially
7 unnecessary or inappropriate antibiotics use fall
8 into the unintended consequence category?

9 MS. FREEMAN: Thank you so much for
10 the question.

11 DR. LEVITT: Do you want me --

12 MS. FREEMAN: Sorry. Sorry. I was
13 having trouble getting off mute.

14 Again, when we think through the
15 legislation that was passed in 2016, that
16 required the second phase to have an antibiotic
17 stewardship program.

18 We finally timed into phase three,
19 which has, again, the infection preventionist,
20 and one of the roles of the infection
21 preventionist is to look at antibiotic
22 stewardship programs and to ensure that they're

1 following up with local labs to make sure the
2 most appropriate antibiotics are being used and
3 to make sure that the attendings within the
4 nursing homes are able to have access to that
5 information and are selecting the most
6 appropriate antibiotics.

7 So we're excited to see how this
8 measure will help inspire and strengthen those
9 stewardship programs.

10 DR. LEVITT: And if I could just add,
11 we are always concerned about the unintended
12 consequences of our outcome measures and actually
13 Gene's probably snickering in the background.

14 We actually are our worst critics in
15 terms of trying to say, well, what we are doing
16 or asking, you know, what potentially could be
17 unintended consequences and then what, you know,
18 should we be monitoring.

19 I think one of the questions that came
20 up earlier is well, will SNFs, for example, not
21 want to transfer their residents and keep them.
22 And again that's, you know, something that we

1 will need to monitor.

2 We'll need to monitor mortality rates,
3 actually, within the SNFs and see if that has any
4 effect. Will SNFs prematurely just try to
5 discharge residents out because they want to be
6 within an incubation window that would allow them
7 to go out.

8 So once again, you know, we have data
9 already, you know, knowing where -- rates of
10 transfer based on date.

11 These are things we kind of really
12 have to know up front to be able to look at in
13 our monitoring and evaluation of any measures we
14 adopt in the program, particular a measure like
15 this.

16 One thing to point out is, again, that
17 some of the building block of this measure was
18 really based on readmission measures from SNFs
19 which are already adopted in the SNF value-based
20 purchasing program, for example.

21 And so some of those, I guess,
22 perverse motivations are already, you know, built

1 in there to those measures that, again, we will
2 need to continue to monitor.

3 I mean, it is something we really have
4 to monitor in all of our outcome measures in
5 terms of potential consequences and, you know, be
6 open to considering them and looking at them.

7 CHAIR LAMB: And I'm glad you asked
8 that because that was also one of the public
9 comments. So that was very helpful.

10 We've got a couple questions here I
11 think that goes back, Casey, to what you've
12 already looked at, which is this is a global
13 measure. So to move this into prevention, and I
14 think you addressed it.

15 So please just kind of briefly repeat
16 it if you did. We have a comment about the
17 difficulty preventing the HAIs unless we know
18 which ones are more prevalent and what the data
19 show. We also have a question about follow-up on
20 quality improvement efforts depending on the
21 infection.

22 So I guess the questions are coming

1 around, given this is a global measure, what's
2 the translation into really dealing with specific
3 infections that are leading into the
4 hospitalization.

5 MS. FREEMAN: Thank you for the
6 question.

7 So I guess the first thing I'd like to
8 say is this measure does exclude certain
9 infections.

10 So we don't have chronic infections.
11 We don't include infections with long incubation
12 windows and we also apply a reinfection time
13 frame so that SNFs aren't held accountable for
14 infections that they were treated for and, you
15 know, acquired somewhere else or acquired in a
16 hospital, treated in the hospital, and then came
17 to the SNF with those infections sort of in a
18 resolving state.

19 So we do work hard to make sure that
20 attribution is appropriate and we're not
21 including infections that couldn't have been
22 prevented.

1 With that said, we do believe that the
2 infections included in this measure can either be
3 prevented or managed in the SNF. In our public
4 comment document, we did have some stakeholder
5 comments that was very meaningful related to C.
6 diff and we do recognize and appreciate that C.
7 diff could potentially cause a hospitalization.

8 With that being said, we believe that
9 it can be managed in a SNF when it's found early,
10 when there are preventative protocols put in
11 place when patients are initially put on the
12 antibiotics to help prevent C. diff from
13 occurring.

14 So we believe that having a measure
15 that looks at global infection control because
16 the data shows that hand washing really has such
17 poor compliance in general, and when our
18 surveyors go into buildings they have a very
19 specific guideline that they use to walk through
20 how they're going to evaluate and judge a
21 facility once a year on infection. And infection
22 control violations is still the highest, the most

1 frequently given tag for nursing homes.

2 So there is so much room for
3 improvement that we believe without targeting
4 specific infections we can still make great
5 gains.

6 And, again, when you look at the
7 correlation between the SNF HAI measure from data
8 prior to COVID and then the COVID numbers, it
9 really shows that those facilities that are
10 struggling with COVID struggle with all
11 infections.

12 DR. LEVITT: It really is the global
13 looking at things, you know, having an infection
14 preventionist. Infection preventionist, part of
15 the role really should be is knowing what
16 infections are going on within that SNF -- you
17 know, what types of infections, where are they
18 happening. You know, are there particular
19 outbreaks within those areas.

20 SNFs -- in terms of the staff
21 education that goes on, in terms of the ability
22 to effectively kind of manage and monitor and

1 have antibiotics stewardship, these are global
2 issues that are involved in terms of infection
3 control and management that we're talking about
4 here that go across all -- you know, all types of
5 health care-associated infections.

6 Whether it's a urinary tract infection
7 or a bloodstream infection, those sorts of
8 fundamental aspects that are really under a SNF's
9 control are what we're trying to deal with here.

10 CHAIR LAMB: Just so that, you know,
11 that you're aware, that seems to be a common
12 question that's showing up in the chat.

13 DR. LEVITT: Yeah.

14 CHAIR LAMB: I think that you both
15 answered it, you know, comprehensively.

16 We do have two more. Is there going
17 to be a way for SNFs to compare their data to
18 comparable sites, according to things like
19 region, facility size, and so forth?

20 MS. PANCHAL: And, Gerri, I feel I
21 just wanted to make a note that Alice Bell has
22 her hand raised as well. So --

1 CHAIR LAMB: I saw that, yeah, and
2 we'll go to you, Alice, right next.

3 MS. FREEMAN: So thank you for the
4 question.

5 We actually felt so strongly about
6 this measure and its ability to help improve
7 infection control within SNFs.

8 Today we did publish dry run reports
9 for all SNFs from fiscal year 2018 and '19 data,
10 and those dry run reports include the performance
11 year, the dates of that time span, the number of
12 states that were included in the measure as well
13 as the number of observed cases as well as the
14 risk-adjusted rate and a national observed
15 average.

16 So this will be able to compare their
17 observed rate, their risk-adjusted rate as well
18 as the national average.

19 Dr. Levitt?

20 (No response.)

21 CHAIR LAMB: Okay. And, Alice, thank
22 you for your patience. If you would come on here

1 and ask your question.

2 MEMBER BELL: Sure. Thank you so
3 much, Gerri, and thank you, Casey and Dr. Levitt.
4 And this question may constitute such an
5 exception that it doesn't significantly impact
6 the data.

7 But I was just curious, given that
8 we're using hospitalization as kind of the
9 measure of severity of infection, two factors.
10 Thinking of other variables that may lead to
11 hospitalization, are there any regulations state
12 by state that would limit a SNF's ability to
13 manage certain infections that may force them to
14 hospitalize a patient that, you know, may not
15 need to be hospitalized in another geographic
16 location. That was the first.

17 And then the second being those
18 patients who are hospitalized because the patient
19 or the family member demands hospitalization, not
20 because the SNF has an inability to manage the
21 infection.

22 MS. FREEMAN: Alice, that's a great --

1 those are two great points. We did not look at
2 whether or not -- because it's claims based and
3 we just know that they're admitted. We don't
4 know what the mechanism of the admission was,
5 whether it was driven by the attending or driven
6 by the family.

7 What we do know is that emergency room
8 staff felt the need to admit the patient. So I
9 think that that's something that we would love to
10 dig in deeper and look at to really appreciate
11 the comments.

12 And with regard to state by state
13 regulations, I don't want to -- I don't think I'm
14 experienced enough to answer that. I only know
15 that, you know, we have conditions of
16 participation, which -- within Medicare and we
17 require SNFs to be able to give IV antibiotics.
18 Some SNFs have ventilators.

19 So I definitely think that it would be
20 a great variable to look at for those SNFs that
21 don't provide ventilator care whether or not they
22 have an increase in admissions related to

1 pneumonias and things like that.

2 So a great point. I wish I had a
3 better answer. I'm just not familiar enough with
4 the state regulations at that level.

5 MEMBER BELL: No, that's very helpful.
6 Thank you so much.

7 MS. FREEMAN: Great. Thanks, Alice.

8 CHAIR LAMB: I don't think we have any
9 more comments or questions. So I think we are
10 ready, Amy, for the vote.

11 MS. MOYER: All right. And as a
12 reminder, as we get the slide ready to go, the
13 preliminary recommendation -- the preliminary
14 analysis for this is conditional support and the
15 condition placed on it is that the measure go
16 through the NQF endorsement process --
17 successfully completing the endorsement process.

18 MS. PANCHAL: Thank you, Amy.

19 Voting is now open for MUC2020-0002,
20 Skilled Nursing Facility Healthcare-Associated
21 Infections Requiring Hospitalization Measure for
22 the skilled nursing facility quality reporting.

1 Do you vote to support the staff
2 recommendation as the workgroup recommendations?
3 The options are, one, yes; two, no.

4 I see that we have 14 votes in. We'll
5 wait for a couple more seconds to see if any
6 additional votes trickle in.

7 Seventeen votes in. Is there anyone
8 else who is still trying to get their votes in.
9 All right. I'll go ahead and lock those votes.

10 We have -- voting is now closed. We
11 have 17 votes for one, yes, and zero votes for
12 no, and that means 100 percent of the committee
13 voted for yes.

14 CHAIR LAMB: Thank you, Janaki. In
15 all the years I've been doing this I don't know
16 that I've ever seen 100 percent vote. So, clear
17 agreement.

18 Okay. We are now moving into then the
19 gaps discussion. So would anybody like to
20 propose a gap? Let me just give you an overview
21 for reference.

22 The previous gaps that have been

1 identified in the CMS high priority areas are
2 related to what we just covered: healthcare-
3 associated infections, exchange of electronic
4 health information and interoperability, and we
5 in the work group have previously identified care
6 coordination and involvement of patients and
7 caregivers, bidirectional transfer of
8 information, quality and safety of care
9 transitions, patient and family engagement, and
10 care aligned with and meeting patient goals.

11 So additional gaps that you would like
12 to recommend?

13 (No response.)

14 CHAIR LAMB: One more call. Gaps.

15 Okay. Not hearing any then, we have
16 completed our MUC voting portion of the day and
17 I'm going to turn it over now to Kurt to talk
18 about gap discussions.

19 CHAIR MERKELZ: Thank you, Gerri, and
20 as pointed out, there is no measures under
21 consideration for our pre-rulemaking for the
22 value-based purchasing.

1 Amy, do you want to give an overview
2 of the program?

3 MS. MOYER: Sure. I am actually going
4 to let Alan kick this off. You may notice this
5 is not a program we have had a lot of discussion
6 about previously as part of MAP PAC/LTC, and part
7 of why we're discussing it today was this program
8 was updated as part of the Consolidated
9 Appropriation Act of 2021.

10 So late-breaking news and changes.
11 And Alan's going to walk us through that Act and
12 some of the changes.

13 DR. LEVITT: This is all my fault,
14 actually, bringing this. I asked for this to be
15 on the agenda.

16 I think we have informally -- I've
17 asked, especially when we have had some free time
18 in the past or extra time to, even though this
19 program -- just as a reminder, this SNF value-
20 based purchasing program was mandated by PAMA
21 back in 2014 and it was mandated essentially as a
22 single measure program.

1 And one of the discussions I brought
2 up here before, even though we are tasked with
3 this program we, obviously, you know, are limited
4 by statute, are still kind of interested, well,
5 what sort of measures potentially could, you
6 know, could be included if they ever expanded
7 this program.

8 And so we have talked about this
9 before in the past, and, again, last month in the
10 midst of the 5,600-page Consolidated
11 Appropriation Act of 2021 bill there were three
12 pages that were part of that bill that was
13 looking at an expansion of this program, which is
14 something I think we have all been looking at for
15 a while to essentially take the program from
16 being what it currently exists at to being in a
17 more expanded form.

18 And, hopefully, I've joined --
19 hopefully, I've asked for Lang Le, who's the
20 program lead of SNF VBP. I don't know if he's
21 joined yet or not. But, hopefully, he's
22 listening as well.

1 But the reason I asked us to add this
2 to the agenda was to begin the discussion
3 because, as you know, I believe in the
4 partnership and I believe in getting the feedback
5 up front in terms of well, now we have been
6 offered this opportunity to finally expand this
7 program -- you know, what we'd be looking at.

8 In a nutshell, what we're being
9 allowed to do through this legislation, which is
10 all within a may. So it's not like the IMPACT
11 Act where, if you remember, we were forced to --
12 you knew these measures applied, these measures
13 by this date, so to speak. And so we were kind
14 of within a certain constraint.

15 What they're allowing us to do here is
16 to add, essentially, up to 10 measures in this
17 program and it's within a may structure beginning
18 on or after October of 2023, and the 10 measures
19 they were looking at primarily in areas of
20 functional status, patient safety, care
21 coordination, patient experience of care and then
22 the ubiquitous other measures as deemed

1 appropriate by the secretary.

2 And the way we really looked at this
3 program is that even if it's a SNF VBP program
4 and we have had discussions already with our
5 office of general counsel is that we believe that
6 this program should also reflect kind of the
7 depth and breadth of the care that's provided
8 within a SNF or really within a nursing home.

9 So it really could, you know,
10 potentially extend not just for the SNF
11 population or SNF services but also for the long-
12 term care population, as well.

13 And so that's kind of how we're
14 looking at it and envisioning these things. In
15 terms of the types of measures that we're looking
16 at in general, we have measures already that have
17 been adopted within the SNF QRP that have come
18 through you, that have come through the
19 committee.

20 We also have measures that have been
21 publicly reported on nursing home compare or the
22 nursing home quality initiative. Some of them

1 are also included then in the calculation of
2 Five-Star, which you heard about as well, and
3 they're a combination of short stay and long stay
4 measures, as well.

5 There were also other measures that we
6 have actually discussed here that may not have
7 yet been proposed or adopted in the SNF QRP. An
8 example is CoreQ measure, which we -- the
9 committee of several years ago we brought was for
10 a measure that, you know, Dr. Gifford came and
11 the committee supported that measure.

12 It hasn't yet been proposed or adopted
13 in the SNF QRP. But, again, that's a potential
14 measure. Again, that's been reviewed, the
15 measure that looks at the experience of care.
16 Again, that's a potential measure. We have
17 talked about PROMs measures, patient-reported
18 outcome measures here as well.

19 So kind of we're given a -- it's an
20 open slate but in some ways we really want to
21 also look at if we're going to be using a set of
22 a maximum of 10 measures to kind of include depth

1 and breadth population, taking all these
2 characteristics.

3 You know, what sort of measures should
4 we look at? And so that's kind of what I wanted
5 to open to discussion here so we can -- you know,
6 we can really start so that, you know, as we
7 start, you know, proposing and adopting measures
8 into this program it's measures that we both, you
9 know, believe should be measures that are part of
10 this.

11 CHAIR MERKELZ: Thank you for that,
12 Alan. Certainly, this is -- you know, the work
13 group has not had the opportunity in the past to
14 previously discuss gaps within this program. We
15 can certainly afford to go into further
16 discussion regarding these type of gaps in other
17 areas to be looking for in more detail.

18 Any comment from the work group?

19 CHAIR LAMB: You know, first, I
20 appreciate you bringing this to us so that we can
21 think about it. One thing that comes to mind is
22 the approach that we just reviewed with the

1 hospice index, which is conceptually to try and
2 kind of cross the quality continuum from safety,
3 you know, at different points in time,
4 transitions of care, and when I -- you know,
5 interestingly enough, the hospice measure has 10
6 indicators, which is what's a good cross section
7 that really speaks to value and high-quality care
8 across the SNF and to choose measures
9 accordingly.

10 You know, co-chairing the patient
11 experience and function I would expect that there
12 needs to be functional measures in there. Those
13 are absolutely critical to SNF care, care
14 coordination, all of the issues that show up in
15 the research related to hospital readmissions and
16 losing ground when people come back to the SNF.
17 So I would want to see a cohesive kind of
18 coherent set of 10 measures that really give us a
19 good sense of quality in the SNF.

20 MEMBER MAHAJAN: This is Raj. I just
21 wanted to get a few words in. My only concern
22 with a composite measure that will have almost

1 double digit diverse measures is the -- you know,
2 it dilutes how individual measure might be
3 addressed.

4 You know, going back to Five-Star
5 system, we had the points there and the score so
6 people could pick and choose on how to be more
7 effective, you know, and again, from overall
8 quality improvement, just ground rules, people
9 can only address two to three top items at one
10 time.

11 If you try to address everything it
12 becomes a little difficult. So and I think
13 during our last in-person meeting there were at
14 least five or six high-priority or low-hanging
15 fruit identified and if I were to, you know,
16 throw that in there I'm not sure how far, Alan,
17 you all are into having decided that there will
18 be 10-ish measures to make a composite measure.

19 I just find it hard for facilities to
20 then get a direction with how they come up with a
21 score that, you know, gets them to that composite
22 value. So we are going from one -- just one

1 measure on readmission to 10. Even with one it
2 was kind of hard to get them onboard.

3 You know, again, this thing will
4 evolve over time, but I think what we have
5 learned in this pandemic, infection control,
6 staffing, and exchange of information has been
7 kind of like the top thing, staff retention being
8 the most important thing other than infection
9 control, which is obvious.

10 So I would personally suggest we stay
11 focused. We add a few measures but not 10. Two,
12 three, four should be the max.

13 MS. PANCHAL: Gerri, we have three
14 hand raises. We have Terrie followed by Mary and
15 then Alice.

16 CHAIR LAMB: Okay. Why don't we just
17 go through it and, Kurt, I think you and I are
18 in this together so let's start with Terrie.

19 Janaki, who are the other two people?

20 MS. PANCHAL: Mary, and then Alice.

21 CHAIR LAMB: And then Alice. All
22 right.

1 Terrie, if you would go first.

2 DR. BLACK: Right. Yeah. Thank you
3 for taking my question.

4 So, you know, in my past roles within
5 NQF I've been on the leadership consortium. I've
6 been on a shared decision-making action team.
7 One thing that keeps coming up in terms of, you
8 know, patient and family engagement and what's
9 important to patients, and oftentimes even within
10 my own clinical role and practice there is a
11 bunch of clinicians or work groups coming up that
12 what we think is important to patients.

13 So I guess my question is what, if
14 any, opportunities are there to ask patients what
15 is important in terms of meaningful data and how
16 do we arbitrarily come up with 10 because of the
17 hospice indicator or the PSI-90.

18 You know, to me, it seems like there
19 should be several key elements that are posed to
20 patients and families to say what would be
21 meaningful to you in terms of value and what is -
22 - if you're trying to make a decision on this

1 metric what are things that you'd want to know.

2 And I agree, Gerri, being a rehab
3 nurse function is very important. Patient
4 experience is very important. But, you know,
5 there might be other things that while we think
6 is very important, patients or their families
7 might not put as much weight on.

8 So I keep hearing this, we need the
9 patient's perspective. But yet, I'm not seeing
10 how that input is taking into consideration some
11 of these quality measures.

12 So thank you.

13 DR. LEVITT: Yeah. If I could just --
14 you know, let me just clarify just for a second.

15 First of all, it's a great point and
16 I think it's something we're in the very early
17 stages here now of trying to figure out, you
18 know, what to do based on this legislation, and
19 taking perspectives not just from here but also
20 including perspectives from, you know, residents
21 and families and taking all of that into account
22 is going to be really important.

1 The legislation -- just to clarify,
2 the legislation allows us to include up to 10
3 measures within a -- you know, this VBP program.
4 We were envisioning, you know, trying to take,
5 you know, a mixture of what's been successful
6 already, you know, in terms of measures that have
7 already been specified.

8 Some of them, you know, likely have
9 been NQF endorsed. You know, to take time as a
10 mix that would include -- and, again, as
11 legislation said, you know, please, you know,
12 strongly consider these are the categories we
13 want you to have, you know, measures from.

14 Those don't all have to be from those
15 categories, but to have those. It's hard to mix
16 those things, giving an example like function.
17 We all agree function is very important.
18 However, again, there are -- you know, what does
19 function mean?

20 We have the SNF residents. The goal
21 is really in many of those residents to improve
22 the functional status. A lot of them are there

1 with different goals.

2 For the long stay residents within a
3 nursing home, the goal is to maintain function or
4 not to lose function. And so, again, same kind
5 of global domain but, really, two different, you
6 know, measures that are getting involved and, you
7 know, how do we end up mixing these things.

8 And so it doesn't have to be a maximum
9 of 10. It can be -- you know, it can be adopted
10 in any sorts of way or approaches to it. But,
11 you know, it's really getting the sort of
12 feedback as to, you know, the types of measures,
13 you know, where should we really be looking to
14 really get that sort of feedback.

15 I apologize for having to interrupt.

16 DR. BLACK: No. No. Thank you for
17 that and, again, I think we -- if we would, with
18 this group, just a response to that, you know, I
19 think in this group we could very much come up
20 with a composite and, again, if we presented that
21 to the public or to the lay person it could be a
22 very different group.

1 So I just think, you know, rather than
2 just trying to fit something into what we have
3 done in the past, you know, I think we just need
4 to consider patients and caregivers in this in
5 terms of what's meaningful to them.

6 CHAIR LAMB: Thanks, Terrie.

7 Mary?

8 MEMBER VAN DE KAMP: Thank you. Not
9 to be repetitive but maybe affirmative, I think,
10 Gerri, you said it with your sentence of patient
11 experience and then, Terrie, totally support your
12 thought on family engagement.

13 To determine value, I think that term
14 is very subjective and therefore I think it does
15 need to have a personal component to it, and a
16 lot of what I've heard on many of these
17 gatherings is that value always has a cost
18 effectiveness and I totally appreciate that if
19 you look at the value of the dollar and the
20 results and the outcome.

21 But I think it's been easier using
22 claims data to be heavily focused on the

1 financial as it is -- as you've articulated, Dr.
2 Levitt, how hard it is to bring a nonclaims-
3 related measure to the table.

4 But I think function relative to the
5 goal of the patient as well as finding ways to
6 really look at the patient's goals, we have had a
7 lot of focus on that; are we meeting the goals
8 and how does that fit.

9 So I think I also like a composite
10 score. Recognizing that -- whether it's 10 or 5,
11 it allows for a balanced view of taking the
12 considerations.

13 But I challenge us and I so appreciate
14 the opportunity early in the initiative to have
15 the discussion about how you really do address
16 the value that's not so easily measured in the
17 claims data.

18 So no specific answers, but support
19 Terrie and the conversation around patients'
20 experience and function in ways that really look
21 at the patient value as well as the cost
22 effectiveness.

1 CHAIR LAMB: Thanks, Mary. And I just
2 would note that there are several comments in the
3 chat emphasizing the importance of that
4 stakeholder group. So I think, Alan, you've
5 spoken to that that group will be involved.

6 Alice?

7 MEMBER BELL: Thank you, and I support
8 everything that's been said thus far, and the one
9 thing I would add, and Dr. Levitt, I think you
10 touched on this a little bit, but we tend to look
11 at function at a point in time or multiple points
12 in time, and I think the concept of consistency
13 and sustainability is so important.

14 So how we figure out looking at even
15 points in time post-direct intervention and how
16 we look across time and setting for beneficiaries
17 to look, really, at consistency and
18 sustainability because a patient often reaches a
19 point of performance and that's almost an
20 indication that they're done, and we find that
21 many of these patients it's just the predictor of
22 the next slide or decline, and so we just have to

1 think about that component.

2 CHAIR LAMB: Other comments?

3 MS. PANCHAL: Gerri, we have Rikki's
4 hand raised as well.

5 CHAIR LAMB: Rikki?

6 Rikki, we're not getting sound.

7 DR. MANGRUM: Can you hear me now?

8 CHAIR LAMB: Yes.

9 DR. MANGRUM: Oh, okay. Sorry, wrong
10 microphone.

11 One of the thoughts that I was having
12 during the preceding conversation, I think those
13 of you who know me know that I worry a lot about
14 the patient's perspective and caregiver's
15 perspective and how we include that. And
16 thinking sort of aspirationally about how we
17 could apply the value part of this thinking
18 there, I begin to wonder whether there isn't room
19 somewhere in these programs to include a
20 consideration of costs that are paid by patients
21 and their families.

22 So what is the co-pay burden on the

1 individuals and their families, and even more
2 expansively to think about the many other costs
3 that families often accrue whether it's expensive
4 parking fees or so on.

5 So, again, I'm trying to think loudly
6 outside the box and imaginatively. But I think
7 in the many conversations that I have with
8 patients and caregivers that is something that is
9 very strongly on their mind and it affects what
10 they're able to do.

11 CHAIR MERKELZ: Absolutely. Thank
12 you, Rikki. I'm thinking as well as provider
13 services so much is needed after discharge from a
14 skilled nursing facility level to maintain and
15 continue to succeed in the home through such
16 services as provider services that aren't
17 generally going to be captured anywhere. That's
18 predominantly an out-of-pocket expense.

19 You know, part of it also, I think
20 echoing what everyone said, I really like what
21 Gerri stated as well. Very interested in,
22 potentially, capturing rolling up both health-

1 related and nonhealth-related goals that patients
2 could, potentially, establish and put in place
3 specifically for return at home.

4 We know a lot of what we want patient
5 -- what patients want to achieve after discharge.
6 They want disease managed. They want to be safe.
7 Medications have to be reconciled, and looking at
8 quality of life from a -- potentially, from a
9 health-related and nonhealth-related goals and
10 goal setting would be something, I think, would
11 be very interesting as well.

12 And burden. I think burden on the
13 caregivers and how we could potentially capture
14 that burden would be important for this group,
15 certainly, from a value-based component.

16 Anything else, Janaki or Gerri,
17 please?

18 CHAIR LAMB: Just to comment, it
19 strikes me that that would give us the
20 opportunity to expand how we think about care
21 coordination.

22 So many of our care coordination

1 measures are based on exchange of information
2 across systems, and I think what, Kurt, you were
3 just mentioning really pushes the envelope, which
4 is in a lot of situations people are leaving
5 these settings, going home, totally dependent on
6 family members and caregivers, and their ability
7 to manage all of those services with or without
8 support has a huge influence on readmissions. So
9 just looking at communication and readmissions
10 doesn't tell that story. So I totally support
11 what Kurt just said.

12 Okay. Any last comments on the value-
13 based purchasing and, again, Alan, thank you for
14 bringing that to this group and allowing us to
15 share our thoughts on it.

16 DR. LEVITT: Everybody please continue
17 to think about this and, again, you know, one of
18 the challenges -- I think I talked about this
19 before -- is, you know, we all have great ideas
20 in terms what we would like to see.

21 The question always ends up being,
22 well, how do you operationalize it, you know,

1 into a measure that then can, you know,
2 differentiate performance between providers,
3 which is really what's, you know, trying to be
4 looked at within such a program.

5 And, you know, so keep thinking about
6 it and thank you for your interest and, you know,
7 this is the beginning and, you know, we want to
8 try to get this right.

9 And thank you particularly for the
10 suggestion that, you know, really the
11 conversation shouldn't just be here. It should
12 be, you know, with, you know, residents and
13 families and, you know, really try to get opinion
14 as to what sort of measures would they really
15 find most meaningful for them to be part of such
16 a program as well.

17 So thank you, in particular, for that.

18 CHAIR LAMB: Thanks. Okay. So we're
19 going to move into our last topic of gaps, which
20 is home health quality reporting, and Amy, if you
21 would intro us.

22 MS. MOYER: Absolutely. So we did not

1 have any measures this year for this program.

2 But we do want to still provide input and
3 feedback to CMS on any potential gaps in areas we
4 feel could benefit from additional measurement.

5 This is a pay for reporting and public
6 reporting program, and home health agencies that
7 do not submit their data will have their annual
8 market basket percentage increase reduced by 2
9 percent.

10 Program goals are alignment with the
11 mission of the National Academy of Medicine and,
12 namely, effectiveness, efficiency, equity,
13 patient centeredness, safety, and timeliness of
14 care. We did want to just spend a little time on
15 this program as well.

16 CHAIR LAMB: Thanks, Amy.

17 So here's your opportunity. Just to
18 start the conversation, we talked a little bit
19 about home health before and COVID and the need
20 to consider home health and hospice in the COVID
21 measures down the road, and you have some of the
22 priority areas, again, care coordination that we

1 have mentioned, patient goals, functional status,
2 and wound care.

3 Other things that you would like to
4 have on our consideration list related to gaps?

5 DR. LEVITT: We did have one question
6 about the capturing wound care holistically.
7 Yeah.

8 Just trying to get a better
9 understanding as to, you know, what's the -- what
10 does the committee mean by that and what type of
11 measure could potentially be developed regarding
12 -- you know, regarding that gap?

13 CHAIR LAMB: Would anybody like to
14 speak to that?

15 (No response.)

16 DR. LEVITT: We do take your word
17 seriously, by the way, if you haven't noticed.
18 So that's why we ask.

19 DR. MANGRUM: Does anybody remember
20 what we talked about last year?

21 (Laughter.)

22 MS. MOYER: I am looking through my

1 notes right now.

2 CHAIR LAMB: I remember somebody was
3 really passionate about that. So I'm hoping that
4 passionate person is here to fill us in.

5 MEMBER SALIBA: I don't remember being
6 passionate about this but, Alan, we do have a
7 plastic surgeon here in Los Angeles that has done
8 some work looking at issues about present on
9 admission and, you know, a wound being reported
10 in one setting but not another at times of
11 transition.

12 So I don't know if that's relevant to
13 this. But she's published some papers and I
14 think actually presented some of that data at CMS
15 before.

16 But, you know, basically, she just
17 showed that one site shows that it's present on
18 admission but the site that discharged them
19 doesn't show it at all in administrative data,
20 and sort of trying to figure out ways to
21 effectively track that.

22 But I don't know if that's what that

1 particular bullet is about. Does that ring a
2 bell with anybody?

3 DR. LEVITT: I can just tell you that,
4 you know, one of the challenges we have in these
5 national programs is taking an important domain
6 and saying, well, because we have had -- we had
7 an improvement in surgical wounds that was part
8 of a measure of the home health quality reporting
9 program and, again, the problem is is numbers.

10 And so, you know, in order to be able
11 to, you know, have a measure to be meaningful
12 there have to be enough patients that are in
13 enough home health agencies that would be in the
14 denominator in order for, you know, such a
15 measure to be useful.

16 And that's been one of the challenges
17 here is that, you know, there are not as many
18 agencies, for example, that may be caring for
19 enough of these sorts of patients to make it
20 meaningful. I mean, obviously, you want to be
21 able to capture something like this. But that is
22 the flip side, yeah. That's our challenge.

1 MEMBER SALIBA: Well, I think -- I
2 think the other challenge -- sorry to come back
3 to this now, Alan, some of the conversation
4 around this.

5 It's also that this concern that, you
6 know, how frequently is the home health provider
7 in the home and in control of the wound. It's
8 sort of the attribution issue that came up here
9 versus the family caregiver or the other paid
10 caregivers who are doing the day to day
11 management of the wound.

12 I think that also came up. But you're
13 right. I mean, it's a numbers -- part of it's --
14 particularly if you look at, say, stage four,
15 three or four is my -- is suggested numbers,
16 yeah.

17 CHAIR LAMB: That's helpful, Deb.

18 Amy, would it be possible to go back
19 to our notes from last go round and fill in any
20 pieces in case we're not remembering kind of all
21 the pieces of this discussion, which, you know,
22 we may not be?

1 MS. PANCHAL: Gerri, we have a hand
2 raised from Gene.

3 CHAIR LAMB: From Gene?

4 MS. PANCHAL: Mm-hmm.

5 CHAIR LAMB: Gene, please go ahead.

6 DR. NUCCIO: Just a couple of items.

7 One, it says long-term tracking and
8 functional status. I'd argue that creating a
9 change in functional status measure might be
10 integrated, that is, looking at functional status
11 across a number of functions and the change
12 created by the agency might be more valuable than
13 simply whether or not an agency created any
14 improvement in any single functional status item
15 might be useful.

16 And the second, it's sort of in
17 conjunction with the first two bullets there and
18 that is to look at the value of the promise
19 instrument and that is patient-reported outcome,
20 and perhaps triangulating the results from PROMs
21 with what the clinicians say about the patient
22 and perhaps what the caregiver says about the

1 patient.

2 So raising the level in both of these,
3 sort of raise the level of sophistication in the
4 measurement QRP items.

5 DR. ANDERSEN: This is Dan Andersen.
6 I would just add that, you know, looking at this
7 and occurring measures on the next couple slides
8 what I don't see reflected is any focus on HAIs
9 or infection prevention.

10 I'm actually thinking that the measure
11 we just discussed for the SNF program, you know,
12 if and when implemented would be a good candidate
13 for alignment in this setting, as well.

14 DR. LEVITT: Thank you for that segue,
15 Dan.

16 One of the things, again, we didn't
17 discuss today but, you know, when -- actually,
18 when thinking of this model of whether a claims-
19 based infection or claims-based measure of health
20 care-associated infections or the like that would
21 require hospitalization, even if we initially
22 first developed this within the SNF setting, if

1 successful -- like, it looks like it really is
2 successful -- could apply to other settings
3 whether it actually could be home health within a
4 global measure, ESRD within a global measure.

5 A long stay nursing home population,
6 because even though many of them are Medicaid
7 patients within the nursing home, a lot of them
8 have Medicare.

9 And so, again, these are things
10 actually that we are looking at that, you know,
11 again, if this concept and the approach is
12 appropriate, again, how could it potentially
13 apply exactly like you just described within home
14 health.

15 DR. ANDERSEN: Alan, I would argue as
16 well that it means the PAC long-term care
17 settings, these kind of injurious HAIs leading to
18 hospitalizations could probably be taken a step
19 farther and use those assessment tools to risk
20 adjustment rather than just rely on our claims to
21 some kind of hybrid method down the road. I know
22 that's -- we were looking at that on mission up

1 front and I think it showed promise.

2 DR. LEVITT: Yeah. Yeah. We're an
3 open book right now in terms of potentially, you
4 know, how to deal with these different things.

5 And to be honest we are also -- you
6 know, Casey and I were involved -- just so you
7 know, we developed a claims-based measure. I
8 know we're going to back to a measure we already
9 conditionally supported, but just to tell you, I
10 mean, you know, we're continuing to look at
11 everything.

12 We're already -- you know, we have
13 been in discussions with Digital Bridge with the
14 CDC whether or not, you know, as we get much more
15 familiar with electronic recordings similarly of
16 health care-associated infections, how could we
17 potentially make a digital measure using the same
18 sort of concepts that we use with claims that
19 way, too.

20 So, you know, we're always trying to
21 look at -- you know, it may be fine for 2021 but,
22 you know, what is it going to look like two or

1 three years down the line.

2 MS. PROCTOR: Hi, this is Joan
3 Proctor.

4 CHAIR LAMB: Joan, did you have a
5 comment?

6 Yeah, go ahead.

7 MS. PROCTOR: Yeah. I was just going
8 to kind of echo the things that Alan was going
9 over here. You know, I think -- I think one of
10 the overarching comments we got back was the
11 surprise that we didn't have any measures on our
12 radar -- I mean, on our map, measures under
13 consideration for our individual program, and
14 just wanted to reassure everyone that our work
15 continues in this area in not only developing
16 things that are cost setting but developing
17 things that are specific for home health.

18 We definitely are interested and
19 looking forward to getting the additional
20 feedback that you -- clarifications you're going
21 to give us relative to the wound care and
22 holistic and, of course, you know, we have done

1 some of the work here on terms of patient
2 engagement with our transfer of health that is in
3 our program and across settings.

4 And I think one of the things that,
5 you know, I was a little bit surprised just now
6 with the definition about long-term tracking of
7 functional status because I thought that last
8 year's comments, and that probably we could get
9 some clarification on that, but I thought last
10 year's comments was relative to the long-term
11 stay patients who are kind of like maintenance
12 patients because that's something we have heard,
13 you know, in rule making and stuff and feedback
14 from the industry I found interesting.

15 So, you know, as we're looking back
16 and going through this process and taking a look
17 at the transcript and stuff, could we get some
18 clarification on not just that but also the long-
19 term tracking.

20 Appreciate it.

21 MS. MOYER: All right. I will talk on
22 the long-term tracking. My recollection of that

1 was, and this is not just for home health, but
2 the ability to kind of track it as patients move
3 in and out of different settings and across the
4 settings versus just kind of the shorter surveys
5 that we were doing. But I will verify that.

6 CHAIR LAMB: And one thing to add that
7 I think came up for hospice that also is relevant
8 to home health is -- going forward is how
9 telehealth is used and the relative -- you know,
10 and this would be a good one in terms of bringing
11 patient experience and preferences in is that
12 relative balance between the in-person and the
13 use of technology and what's the right fit for
14 patients, and I think we spoke about that in
15 hospice. Also relevant here. So any other
16 comments? Jennifer?

17 MEMBER KENNEDY: This is Jennifer. I
18 would just -- thank you for saying that because
19 there is no way right now that hospice can
20 capture the patient's voice. The TEP survey is
21 filled out by their loved one or their caregiver.
22 So we have no way to capture patient experience

1 than themselves who receive the care. So I would
2 love to see something like that.

3 CHAIR LAMB: Thanks, Jennifer.

4 Any other final comments related to
5 gaps in home health?

6 MS. PANCHAL: Gerri, Alice -- Alice's
7 hand is raised, as well.

8 CHAIR LAMB: Go for it, Alice.

9 MEMBER BELL: Sorry again. Just for
10 clarification on the long-term tracking, I would
11 agree that I think what we were speaking about
12 was, again, more of that sustainability issue and
13 tracking over transitions of care and looking at
14 the impact of a transition of care on loss or
15 promotion of functional performance.

16 CHAIR LAMB: Great. Janaki, are you
17 seeing any other hands?

18 MS. PANCHAL: Oh, aside from Amy.

19 MS. MOYER: As we were working on the
20 COVID measures and looking across programs, I was
21 struck by the lack of any immunization measures
22 of this program.

1 I see we have one for the patients,
2 and I think earlier someone raised some of the
3 concerns about tracking of data or getting that
4 data for home health.

5 I wasn't sure if that -- if you all
6 view that as a gap or if that's just normal.

7 MS. PROCTOR: I think we did consider
8 it a gap. I think one of the things that we have
9 dealt with, though, is the removal that came
10 along recently really had to do with us.

11 You know, there were changes in the
12 guidelines and it threw what we did have in our
13 program out of compliance with those guidelines.
14 But I don't think it's something that's off of
15 our radar. It's definitely something I'm noting
16 here as a concern that you guys are bringing
17 forward in that.

18 CHAIR LAMB: Thanks, Joan.

19 Okay. I'm going to turn it back over
20 to Kurt for a public comment.

21 CHAIR MERKELZ: Yes, at this time we
22 open up the floor for public comments based on

1 the day's conversations.

2 And Janaki, you'll let us know if
3 there's anything coming in.

4 MS. PANCHAL: Nothing. I don't see
5 anything so far, Kurt. No hands are raised and
6 no comments in the chat box.

7 CHAIR MERKELZ: All right. Well,
8 Janaki, at this time I'll turn it back to you
9 then.

10 MS. PANCHAL: Great. Thank you so
11 much. Our next slide, please.

12 So as we wrap up our meeting today, we
13 will just quickly look at some of the next steps
14 and then I'll turn it over to Gerri and Kurt to
15 kind of give a summary and a recap of the day.

16 So what you see here is just a high-
17 level overview of the MAP rulemaking approach and
18 some of the milestones that we have. In April
19 through August, we go through nominations.

20 In September, we have our MAP
21 coordinating committee strategic meeting and then
22 our MAP orientation meeting where -- meeting

1 where you -- some of you might have attended
2 that.

3 In October, we had a workgroup
4 orientation meetings where I'm sure some of you
5 attended that, as well. In December, MUC list
6 gets released. We are currently in that early to
7 mid-January time period where we have our virtual
8 review meetings.

9 In late January is when we have the
10 MAP coordinating committee virtual meeting to
11 finalize the recommendations from today's
12 meeting, and February 1st is when the final
13 report goes to HHS, and then March is the
14 rulemaking report is published.

15 Next slide, please.

16 To give some of the more concrete
17 dates and guidance that we talked about, after --
18 following this meeting we have a public
19 commenting period and work group recommendations
20 which will open on January 12th and it will close
21 on January 20th.

22 Following that will be the

1 coordinating committee in-person meeting, which
2 will be on January 25th and then the final
3 recommendations will go to CMS on February 1st,
4 like I said, so those are some of the key dates
5 that are coming up in this month and early next
6 month.

7 Next slide, please.

8 Sorry, next slide, please.

9 I'm not sure. Maybe -- Ray, are you
10 able to proceed next? Oh, there we go.

11 So this is the end of our work group
12 meeting today and we have some contact
13 information for the project team as well as --
14 the first thing here is linked to the project
15 page.

16 This is a public page. All of our
17 materials should be on this page as well as
18 upcoming events and even the materials that are
19 there should be on the project page.

20 The second -- the second link that you
21 see here is to the workgroup share point side.
22 This is only visible and available to the

1 workgroup members. This is not open to the
2 public. This is only visible to the work group
3 members.

4 So most of the material gets posted
5 here as well as so you can reference back to it,
6 and if you have any questions or concerns or you
7 need to get in touch with the project staff, our
8 -- the project inbox email is listed there as
9 well. It's mappac-ltc@qualityforum.org.

10 Any questions before I hand it over to
11 Gerri and Kurt?

12 (No response.)

13 MS. PANCHAL: Okay. Back to you,
14 Gerri and Kurt, to just provide a summary and a
15 recap.

16 CHAIR MERKELZ: I'll start off because
17 I know Gerri can be more eloquent than myself at
18 this time.

19 But I certainly want to thank CMS and
20 NQF for this opportunity. I'm really impressed
21 with the robustness of the discussions and the
22 measures that came before us. I mean, looking

1 specifically at, you know, health care-associated
2 infections and, you know, very reportable and
3 actionable measure, you know, what we're looking
4 at from a public health emergency and quickly
5 moving the dial on something that's so important
6 as COVID vaccination.

7 And I think the composite from a
8 hospice care index, although, you know, it
9 certainly really blurs the line between integrity
10 and quality, it does really get to the concepts
11 behind data and making data actionable, which for
12 hospice has very often been amiss.

13 Claims data, very useful. Really
14 excited about the next direction and how we're
15 using claims data but just as a reminder with the
16 --- certainly with the meaningful measures of
17 keeping patient and family perspectives at the
18 height of what we do.

19 So often as we look at quality we look
20 at what the system expects and what the system
21 delivers, and we really need to keep our eyes on
22 what the patient really expects and what the

1 patient receives.

2 So let's not, you know, lose sight of
3 that most important group as we continue our
4 measure development work.

5 Gerri?

6 CHAIR LAMB: Thanks, Kurt.

7 Just a couple things to add, which is
8 that we'd like to acknowledge the NQF staff. We
9 have gone through five measures and if you
10 noticed we accepted each of the preliminary
11 recommendations.

12 So thank you for the quality work that
13 you've done, extensive work that you've done.
14 Amazing, as usual.

15 And, of course, as Kurt is saying to
16 CMS, thank you for the very clear message of
17 partnership with NQF as well as our committee
18 work, also to acknowledge the CDC folks and the
19 Abt folks who have been on this call.

20 And then to each of our committee
21 members on long-term care, post-acute long-term
22 care, you hung in the whole day. I also want to

1 acknowledge every one of you and I think
2 everybody on the committee was a discussant and
3 you were all prepared.

4 Kurt and I know you were prepared, and
5 we didn't need to get there but thank you for all
6 that preparation. It made it a much richer
7 conversation and I'm sure you shared many of the
8 things you were concerned about.

9 So thank you. I'm hoping that in the
10 end of this year we will get to see each other
11 again face to face, God willing, and please take
12 Alan's encouragement this morning to all of us,
13 which is this is a very difficult time, a very
14 important time.

15 Get those vaccinations, wear your
16 mask, social distance, and just do all the great
17 work you're already doing. Thanks so much, and I
18 think -- Amy, I don't know if you had final
19 comments.

20 DR. LEVITT: Can I say one thing? I
21 apologize, guys, I also, I just wanted to
22 reiterate, you know, obviously, next year,

1 hopefully we can all be together again and, you
2 know, despite all the challenges, how well this
3 meeting was run today, and I think that's a
4 testimony to everybody, first of all, on the work
5 group.

6 I hope you all felt that you had a
7 chance to participate and, certainly, it really
8 appeared that you did. Thank you to the chairs,
9 you did it once again. Kurt and Gerri did a
10 great job in terms of really including everybody
11 within the discussion. And particularly, thank
12 you to the NQF staff.

13 This was a challenging year. You
14 know, we -- you know, we brought measures with
15 your understanding, you know, in terms of the
16 COVID vaccination measures and you allowed us to
17 -- you know, to bring it because we really do
18 value the partnership and you gave that sort of
19 understanding and gave that context to all of
20 this and then even such things as the VBP model
21 to be able to add that as well.

22 It makes me feel proud of the work

1 that we do and it really does reinforce. I mean,
2 you know, this has been a challenging year. But
3 I think one thing we really have all learned
4 together is that we need more of this, that, you
5 know, we need this sort of partnership to really
6 help continue, first of all, to rid ourselves of,
7 unfortunately, what's happened with public health
8 emergency but really to move health care forward.
9 Let's not go back to the way it was. Let's move
10 things forward and moving forward together.

11 Thank you. Thank you so much for
12 allowing me to be part of this.

13 MS. MOYER: And I will just echo
14 everyone. Thanks. I thought we set a very
15 challenging agenda for all of you today and you
16 just handled it gracefully. So impressed.

17 So we got through everyone and on
18 time, and it always -- the quality of the
19 discussion and the feedback I just -- I
20 appreciate that so much.

21 We could not do this without the many
22 people who volunteer to come together and share

1 their time on our work group. So I just -- I
2 appreciate it just so very much from all of you.

3 I also want to say we had a phenomenal
4 team working in MAP this year and I appreciate
5 all of you as well. This was very much a team
6 effort.

7 So thank you all, and I hope you have
8 a wonderful week.

9 (Whereupon, the above-entitled matter
10 concluded at 5:37 p.m.)

11
12
13
14
15
16
17
18
19
20
21
22

A			
Aaron 2:2 41:1 78:14 80:12 81:1 88:5,19 135:2 Aaron's 89:9 ABDUR-RAHMAN 2:8 ability 15:7 26:17 57:8 114:14 124:9 155:8 169:7 170:4 173:12 186:21 188:6 189:12 213:6 226:2 able 22:16,17,19 25:21 28:11,22 29:1 35:2 36:13 38:2 57:11,15 57:16 76:1 80:6 88:10 93:4 95:6 113:2 130:13 152:17 160:4 160:15,18,21,22 170:10 176:5 178:18 179:9 181:4 182:12 188:16 190:17 211:10 218:10,21 231:10 236:21 above-entitled 92:11 238:9 absence 147:9 absolutely 13:1 17:15 29:17 73:21 74:18 84:5 117:6 150:7 151:17,22 152:13 153:7 154:20 200:13 211:11 214:22 Abt 3:10 100:17 101:6 234:19 academic 116:7 Academy 1:16 215:11 accept 62:20 84:6 85:12 acceptability 43:11 113:1 acceptable 53:19 acceptance 62:15 146:4 accepted 234:10 access 14:10 43:7,11 49:6 181:4 accessible 96:5 accessing 88:4 accommodate 126:10 accommodating 153:19 accomplish 155:10 account 27:17 61:8,22 90:22 204:21 accountable 184:13 accountants 66:15 accounted 33:6 accrue 211:3	accumulate 109:20 accuracy 158:10 accurate 80:9 177:5 accurately 125:9 131:9 achieve 108:7 212:5 achievement 9:19 acknowledge 10:6 234:8,18 235:1 ACNP-BC 2:5 ACNS-BC 2:5 acquired 74:5 156:8 164:11 184:15,15 acronyms 30:3 Act 123:21 194:9,11 195:11 196:11 action 203:6 actionable 163:8 233:3 233:11 activities 70:10 71:18 103:7 105:20 activity 61:11 173:22 actual 13:19 Acumen 161:1 acute 31:6 51:1 86:19 164:2 acute/long-term 90:16 90:18 Adams 2:9 99:19 add 15:9 26:5,6 27:3 34:9 46:5 86:10 128:14 133:17,21 152:14 164:7 181:10 196:1,16 202:11 209:9 221:6 226:6 234:7 236:21 added 127:21 adding 66:13 151:14 addition 46:6 74:6 109:4 additional 24:20 48:4 49:22 50:2 56:2 70:3 94:7 98:16 112:9 144:18 146:12 156:14 192:6 193:11 215:4 224:19 Additionally 162:15 address 9:17 13:5,15 39:10 94:5 111:21 117:4,18 121:4 155:15 165:12 201:9 201:11 208:15 addressed 18:15 73:18 119:20 120:17 130:13 167:16 179:22 183:14 201:3 addresses 63:6 123:22 124:11 addressing 47:5 93:17	adds 131:18,20 157:18 adenovirus 159:10 adequately 66:5 119:19 Adjourn 5:11 adjust 178:18 adjusted 138:3,8 165:18 176:4 adjusting 137:21 adjustment 138:15 139:1,9 222:20 administration 58:5 administrative 66:14 217:19 admission 103:5,7 121:5 155:2,4 164:17 165:1 190:4 217:9,18 admissions 190:22 admit 190:8 admits 55:16 admitted 115:7 165:3 190:3 adopt 182:14 adopted 170:16 182:19 197:17 198:7,12 206:9 adopting 199:7 adoption 146:3 advantage 57:7 177:5 180:1,3 adverse 162:8 advisory 1:14 59:14 60:3 advocating 98:8 affiliated 83:4 affirmative 207:9 afford 199:15 afternoon 6:5,11 8:19 11:5 161:8 AGCNS-BC 2:9 age 165:20 agencies 215:6 218:13 218:18 agency 20:12,18 26:18 220:12,13 agenda 6:10 194:15 196:2 237:15 ages 42:5 aggregates 101:16 aggressive 163:19 ago 48:1 96:8 159:9 162:3 198:9 agree 72:8 88:11 130:11 131:12 204:2 205:17 227:11 agreed 118:2 agreement 192:17 agrees 90:10 Ah 30:19	ahead 6:3 34:15 36:8 37:16 58:17 61:4,7 69:11 76:10 80:17 85:3 94:12 98:22 110:6 114:19 129:4 129:16 145:18 160:8 179:20 192:9 220:5 224:6 Alan 2:12 6:20 10:1 20:2,5 21:2 27:8 29:9 34:13,15 35:8 50:11 53:14 56:20 60:10,17 62:14 79:1 80:11 99:11 101:2 109:16 116:22 117:1 153:18 170:22 171:7 174:11 178:11 194:4 199:12 201:16 209:4 213:13 217:6 219:3 222:15 224:8 Alan's 15:21 52:12 131:15 194:11 235:12 algorithm 138:10 Alice 1:12 31:20 43:17 43:18 46:20 152:4 187:21 188:2,21 189:22 191:7 202:15 202:20,21 209:6 227:6,8 Alice's 227:6 aligned 74:10 146:11 146:16 193:10 alignment 90:17 215:10 221:13 aligns 107:18 165:10 all-cause 156:1 alleviated 18:11 135:22 Alliance 1:13 allow 51:17 179:8 182:6 allowed 196:9 236:16 allowing 196:15 213:14 237:12 allows 107:6 140:16 157:1 164:6 166:2 175:20 205:2 208:11 alluded 57:19 Alright 76:10,12 83:17 92:14 93:8 alternatively 44:13,15 alternatives 88:17 Amazing 234:14 AMDA 1:19 American 1:12,16,21 2:1 amiss 233:12 amount 118:17 Amy 2:18 6:7,15 7:8,14 8:19 9:4 10:8 11:19

12:21 15:18 16:16,19 33:20 34:9,13 35:20 37:1,15 47:9 50:12 51:14 52:5,5 60:5 62:3 64:22 73:11 75:12 76:5,10 84:3 85:17 88:20 91:8 92:16,19 93:5,21 98:21 101:4 110:5 145:1 152:1 154:9,18 158:18 191:10,18 194:1 214:20 215:16 219:18 227:18 235:18	APN-c 1:13 apologies 158:21 apologize 10:14,17 78:18 90:5 117:4 173:14 174:9 206:15 235:21 apparatus 40:4 appear 60:1 113:7 appeared 236:8 applicable 9:14 52:20 application 36:3 77:8 APPLICATIONS 1:3 applied 76:15 196:12 apply 184:12 210:17 222:2,13 applying 165:17 appreciate 6:11 34:17 41:2 46:1 88:18 92:1 92:16 142:20 148:22 150:21 153:16 166:20 185:6 190:10 199:20 207:18 208:13 225:20 237:20 238:2,4 appreciated 113:5 156:21 approach 112:12 117:21 159:12 199:22 222:11 229:17 approaches 206:10 appropriate 14:15 67:6 112:21 157:10 163:21 165:7 181:2,6 184:20 197:1 222:12 appropriately 80:5 163:14 170:4 177:20 Appropriation 194:9 195:11 Appropriations 123:21 approval 78:22 approve 42:9 approved 17:18 April 60:15 229:18 APRN 2:5 arbitrarily 203:16 arc 103:11 area 48:12 52:7 63:12 77:9 81:11 90:8,12 139:8,11 144:5 146:13 148:20 152:3 224:15 areas 39:9 47:16,17,19 47:20 48:8,13,21 74:1 74:15,19,19 105:18 111:21 131:19 141:4 146:9 155:18 186:19 193:1 196:19 199:17 215:3,22 argue 220:8 222:15	arguments 133:15 Ariel 2:9 99:19 articulated 208:1 aside 227:18 asked 23:19 132:6 135:2 137:3 160:6 179:10 183:7 194:14 194:17 195:19 196:1 asking 34:14 82:19 144:16 181:16 aspect 173:5 aspects 108:22 124:10 187:8 aspirationally 210:16 assess 167:19,20 assesses 103:6,8 assessment 33:11 164:8 222:19 assigned 167:22 assist 37:9 assistance 6:11 assistant 160:13 assistants 162:12 assisted 30:10 associated 169:5 193:3 Associates 3:10 100:18 101:7 Association 1:12,22 associations 126:5 assume 78:19 assuming 16:16 attached 115:3 145:8 attempt 31:22 47:22 attendance 10:6,12 attended 230:1,5 attending 190:5 attendings 181:3 attention 74:20 139:18 146:22 attribution 158:10 165:7,12 184:20 219:8 audits 155:14 August 229:19 authorization 15:6 18:13 automated 18:2 availability 14:22 68:2 74:11 79:17 80:2,9 130:16 available 56:12 57:5 58:11,14 95:7 110:18 112:13 132:4 151:6 168:15 170:3 231:22 average 119:5 138:22 166:4 168:1 172:20 188:15,18 avoid 135:18	aware 81:9 187:11 Awesome 36:16 37:18 38:1 <hr/> B <hr/> B 38:11 back 6:4,16 12:8 15:19 19:7 21:8,22 43:2 48:6 51:4 59:10 60:6 60:14 62:4,10 63:3 67:15 71:2 73:1 75:6 75:7 79:6 86:12,17 88:21 91:18 95:20 96:14,20 109:17 114:16 115:7,22 127:11 153:19 156:4 158:17 171:2,5 174:10 183:11 194:21 200:16 201:4 219:2 219:18 223:8 224:10 225:15 228:19 229:8 232:5,13 237:9 background 181:13 bad 10:11 121:22 134:15,20 143:20 144:8 baking 23:12 balance 226:12 balanced 208:11 based 45:5,6 53:17 54:11 56:5 61:15 69:17 77:19 101:14 102:8 104:17 111:17 117:22 118:6 121:10 122:22 136:21 137:21 155:6 156:13 172:21 175:21 182:10,18 190:2 194:20 204:18 213:1,13 221:19 228:22 basically 64:3 81:8 217:16 basis 73:3 basket 215:8 baton 49:11 beauty 117:21 becoming 18:18 133:14 began 162:2 beginning 47:18 92:5 93:15 163:1 170:14 196:17 214:7 begins 51:19 behalf 11:9 36:19 170:20 behaving 133:9 behavior 100:16 behaviors 113:22 believe 6:13 17:7 30:22
--	--	--	---

35:22 39:21 53:3
 58:10 60:5 64:14 65:2
 65:22 70:13 71:9 77:4
 99:1 170:16 171:12
 177:11,15 179:2
 185:1,8,14 186:3
 196:3,4 197:5 199:9
believer 62:6
believes 102:16
bell 1:12 43:20 44:14,19
 44:21 45:3,10,14,20
 46:1,14 152:4 187:21
 189:2 191:5 209:7
 218:2 227:9
belonged 31:2
beneficial 99:9
beneficiaries 88:3
 209:16
beneficiary 81:22 96:19
 139:9,10,12,14
beneficiary's 127:15
benefit 82:1 96:20
 150:11 156:9 177:16
 215:4
benefits 28:18 132:2
 142:8,13
best 47:22 68:20 109:9
 123:10 166:22 167:12
 169:2,7 170:3 178:16
better 26:22 78:9
 101:19 103:15 109:15
 122:3 148:8 150:16
 166:3 169:16 191:3
 216:8
beyond 69:4 121:5
 125:21
bidirectional 193:7
big 94:19 141:18
bigger 78:8
biggest 87:8
bill 195:11,12
billers 147:11
billing 67:15
bit 21:7 24:4 29:13 46:5
 54:15 63:1 68:8 79:4
 116:4 128:1,16,19
 148:11 150:12 209:10
 215:18 225:5
BLACK 2:5 20:8 30:17
 30:20,22 31:12,15
 203:2 206:16
blanket 72:14
block 182:17
bloodstream 187:7
blurs 233:9
board 129:10
book 223:3
bootstrapping 169:15

borders 88:1
borrowed 116:9
bottom 118:14,18,18,22
 119:4 128:18 150:17
box 53:12 98:19 180:3
 211:6 229:6
breaches 163:17
breadth 197:7 199:1
break 70:14 72:10
 85:20 89:1 91:7,20
breakdown 112:15
brick 89:11 90:3
bridge 103:10 223:13
brief 50:17
briefed 162:18
briefly 54:19 65:15
 73:20 183:15
bring 7:22 22:22 43:19
 49:10 101:10 114:4
 126:2 130:21 132:4
 133:13 134:5 147:1
 163:16 208:2 236:17
bringing 126:19 131:21
 132:20 141:14 194:14
 199:20 213:14 226:10
 228:16
brings 103:21
broadening 114:3,5
broader 68:8 130:10
 143:13
broadly 134:13 137:13
BROCK 2:15
brought 61:18 87:2
 133:3 134:4 146:21
 149:5 195:1 198:9
 236:14
BSN 1:17
Budnitz 2:9 22:17 24:6
 24:9 25:1 30:2,19
 32:6 46:4,4 67:8
 71:12 82:18 83:11,15
 91:21
building 176:13 182:17
buildings 169:8 185:18
built 53:20 111:1
 182:22
bullet 218:1
bullets 220:17
bunch 203:11
burden 18:2 112:9
 152:5,6 156:15 164:8
 210:22 212:12,12,14
burdensome 127:1
 135:3 137:5
button 150:6

C

C 11:13 31:13 185:5,6

185:12
C-statistic 168:5
CAHPS 103:7,14
 107:15 142:10,13
 143:12
calculable 134:1
calculate 32:5
calculated 22:13 108:1
 166:1 168:12
calculating 138:10
 156:13
calculation 13:19 112:7
 113:17 198:1
call 7:16 11:4,20 25:8
 35:21 36:21 52:6
 57:20 61:3 84:2 89:3
 92:19 193:14 234:19
called 152:15
cancer 140:7
candidate 221:12
cap 148:1
capacity 130:14
capture 47:22 139:2
 147:8 152:1 212:13
 218:21 226:20,22
captured 20:14 66:5
 88:20 109:1 132:11
 132:12 134:11 137:5
 147:19 152:19 211:17
captures 77:4 119:15
 121:5 170:6
capturing 156:10
 211:22 216:6
care- 156:7 169:4
care-acquired 155:1,9
 156:3 157:5 158:8
care-associated 154:7
 159:13 162:21 163:9
 165:10 166:15 170:5
 170:9 187:5 221:20
 223:16 233:1
career 21:15
carefully 108:18
caregiver 152:5,5 219:9
 220:22 226:21
caregiver's 210:14
caregivers 74:9 105:14
 107:14 109:9 193:7
 207:4 211:8 212:13
 213:6 219:10
caregivers' 107:18
caregiving 160:11
caring 218:18
case 32:19 50:3 75:5
 137:22 138:8,14,15
 138:22 139:8 140:4
 179:2 219:20
casement 165:20

cases 157:7 168:21
 169:6,11 172:21
 176:6,7 179:9 188:13
Casey 2:10 100:3
 160:10,10,12 161:6
 174:12 179:11 183:11
 189:3 223:6
Casey's 160:20
casting 38:19 145:19
categories 26:8,19
 55:11 70:15 86:21
 101:14 169:16 205:12
 205:15
categorization 24:17
category 24:14 139:3,5
 166:3 180:8
cause 185:7
caution 111:9
caveat 17:16 81:20
CDC 2:10,11,12 25:2
 26:6 46:5 70:17 71:8
 71:12,13 82:18
 166:13 223:14 234:18
CDC's 165:10
census 32:9
centeredness 215:13
Centers 2:8,9
certain 32:6 57:15
 179:9 184:8 189:13
 196:14
certainly 48:18 49:13
 49:17 53:5 55:13,15
 55:17 68:18 71:18
 74:13 75:13 79:7,11
 83:1 88:11 89:5 92:16
 93:22 94:4,5 109:13
 114:7 117:11 127:4
 134:17 152:19 153:17
 199:12,15 212:15
 232:19 233:9,16
 236:7
CFCM 2:11
chairs 1:9 171:3 174:10
 236:8
challenge 13:16 18:3
 59:9 63:7 155:16
 208:13 218:22 219:2
challenges 32:10
 213:18 218:4,16
 236:2
challenging 72:11
 236:13 237:2,15
chance 36:2 236:7
CHANG 2:17
change 32:1,17 86:20
 220:9,11
changed 108:4
changes 59:3 63:11

194:10,12 228:11
chaos 42:12
characteristics 77:20
 199:2
charts 115:13
chat 7:10 9:2 12:15,19
 15:22 16:13 17:3
 19:17 24:10,19 37:8
 42:17 43:17 53:9,12
 70:4 71:2 76:8 84:1
 85:16 98:19 140:2
 152:2 154:16 187:12
 209:3 229:6
CHC 1:17
CHCQM 1:19
check 48:6
checking 12:17 91:10
CHEGINI 1:13
Chicago 11:1
chief 50:22
choice 6:18 24:16
choices 36:8 76:2
choose 102:5 200:8
 201:6
choosing 29:3
chosen 136:7
Christian 3:10 100:17
 101:6 104:4,5 115:10
 117:17 125:22 127:8
 127:22 129:13,16
 130:1,18 132:17
 133:19 136:10 137:1
 137:7 138:1 140:12
 141:8 143:11 144:16
 148:21 150:5 151:16
Christy 2:11 99:21
chronic 165:13 184:10
churning 127:9
CIC 1:19
Cindy 2:13 100:9,9,14
 100:22 101:5 104:7
 106:20 109:21 117:4
 120:12 121:17 132:5
 134:8,14 137:15
 141:9,15 149:1
 153:18
circle 48:5
circulates 68:5
circumstances 23:6
 61:2 101:22
cited 152:10 155:10
claim 164:19
claiming 123:12
claims 96:4 103:10
 104:12 108:1,2 112:6
 130:2,6 131:6,10,13
 131:18,19 132:3,3,9
 133:12,13 134:1,3

135:6 147:6,9,16
 149:13 155:5 158:7
 159:12 160:2 164:10
 170:3 173:4 190:2
 207:22 208:17 222:20
 223:18 233:13,15
claims- 101:13 156:12
 221:18
claims-based 95:21
 101:9,21 104:8 132:7
 132:18 154:22 221:19
 223:7
clarification 15:1 16:5
 17:1 41:3 46:2 50:13
 56:3,4 70:5 95:18
 96:11 97:20 127:2,7
 127:18 135:3 137:4
 144:15 177:3 180:5
 225:9,18 227:10
clarifications 16:3
 224:20
clarified 16:11 46:20
 65:22 126:22
clarifies 43:22
clarify 19:21 31:5 53:13
 70:12 82:17 84:3
 109:15 136:11 161:4
 178:12 179:11 204:14
 205:1
clarifying 7:21
clarity 18:21 46:9 86:1
class 166:22
classification 69:16
cleaned 163:14
cleaning 70:6 71:18
clear 13:19 14:2 40:17
 63:19 82:20 144:19
 164:20 192:16 234:16
cleared 10:7
clearer 18:18
clearly 20:20
clerks 67:14
click 36:8
clinical 165:21 203:10
clinically 53:2
clinician 61:18
clinicians 203:11
 220:21
clinics 42:11
close 49:11 50:4 73:17
 85:3 230:20
closed 65:3 85:5
 192:10
closing 60:11
CMD 1:11,19
CMS 2:8,9,10,11,12,13
 2:13,14,14 8:13 39:9
 47:4,18 48:8 57:5

59:14,18 62:7 63:14
 68:18 70:17 71:8
 73:21 77:17 82:11
 86:20 89:18 97:13,16
 98:11 101:5 102:16
 111:1,13 125:3,16
 146:8 153:9,18
 160:16 193:1 215:3
 217:14 231:3 232:19
 234:16
CMS' 102:20
CMS's 162:3
CMS-identified 155:18
Co- 1:9
co-chairing 200:10
co-morbidities 165:21
co-pay 210:22
Coalition 1:15 11:9
code 164:16
coding 158:10
coherent 200:18
cohesive 200:17
colleagues 21:6 22:17
 23:17 67:5 82:16
 166:13
collect 7:17 20:3 25:2
collected 22:14 32:8
 98:2
collecting 16:6 44:6
 96:4
collection 17:13 18:4
 22:19 30:9 31:20
 33:18 40:4 112:9
collegial 125:1
color 36:7
combination 198:3
combines 101:13 104:8
 108:18
come 53:7 59:15 62:9
 71:7 75:2 76:7 86:17
 91:18 96:20 115:12
 117:16 131:14 141:11
 144:21 154:15 155:5
 160:18,21 171:22
 175:2 188:22 197:17
 197:18 200:16 201:20
 203:16 206:19 219:2
 237:22
comes 58:4 59:21 63:5
 199:21
comfortable 28:17
coming 6:4 25:3 34:21
 62:4 70:4 81:10,18,21
 91:16 98:16 183:22
 203:7,11 229:3 231:5
comment 4:3,8,13,18
 5:2,9 9:22 29:22 43:9
 49:14 52:11 53:4 55:5

55:6 61:8,12 67:6,18
 73:11 76:4 77:11
 78:10 79:6,8 82:13
 88:18 91:2 95:19
 114:7 116:22 117:12
 119:14 120:1,1
 121:19 127:17 139:7
 140:2 148:16 150:22
 153:6,16 154:12
 158:1 166:17 168:17
 183:16 185:4 199:18
 212:18 224:5 228:20
commented 132:12
commenter 44:1
commenting 74:15
 94:2 152:7 230:19
comments 7:16,21 9:2
 12:8,9,19 14:17,19
 15:20 16:4 25:5,9
 28:14 40:16 42:22
 43:14 49:22 50:1 52:7
 53:6,9 60:6 61:4 75:1
 76:7,17 85:18 88:6,21
 89:22 91:22 94:1,4
 95:14 98:3,16,18
 99:13,14 100:7
 105:18 110:21 113:14
 113:15,15 116:14
 125:7 135:7 152:2
 153:1 154:11 158:2
 158:20 174:18 175:8
 177:7 179:14 183:9
 185:5 190:11 191:9
 209:2 210:2 213:12
 224:10 225:8,10
 226:16 227:4 228:22
 229:6 235:19
committee 3:11 39:3
 43:6 85:9,10 94:16
 151:11 171:3 192:12
 197:19 198:9,11
 216:10 229:21 230:10
 231:1 234:17,20
 235:2
common 187:11
communication 146:17
 152:8,11 213:9
community 9:20 14:15
 81:21 121:13 129:8
comparable 106:14
 113:6 187:18
compare 25:18 28:10
 28:11 56:9,16 57:8,11
 57:16 58:14 108:21
 187:17 188:16 197:21
compared 27:15 90:2
comparing 107:22
 168:11

comparison 27:12 28:4 28:8,21 29:1 87:1 164:7 166:2	concurrent 165:5,5 condition 60:8 112:19 145:8 191:15	consumers 28:22 102:5 104:1 134:6 142:15	142:12 167:20,21 168:1 186:7
compelling 134:21	conditional 112:18 145:7 157:12 191:14	consumers' 151:15	cost 207:17 208:21 224:16
complete 18:3 41:11 51:18 109:10	conditionally 223:9	contact 70:7 231:12	costs 210:20 211:2
completed 45:13,14 46:10 65:21 193:16	conditions 111:17 157:13 165:22 176:18 190:15	CONTEXTS 4:1	counsel 197:5
completely 23:5 169:7	conducted 105:20 162:5 167:18	context 27:4 54:1,4,14 56:7 86:18 87:3 113:3 236:19	count 81:6
completeness 180:5	confidential 149:16	continuation 49:15 50:8,9	counted 40:6 83:7,12
completing 25:4 191:17	confirm 105:21	continue 15:14 42:8 49:15 50:10 75:7 150:8,22 154:1 183:2 211:15 213:16 234:3 237:6	counting 32:12 33:6
completion 19:22 145:8 157:14	confirms 167:15	continues 128:19 172:12 224:15	County 95:2
complex 53:2	conflict 11:10,11	continuing 172:21 223:10	couple 14:2 37:4 38:17 64:17 77:15 79:3 96:8 96:22 99:12 114:21 125:7 183:10 192:5 220:6 221:7 234:7
compliance 27:11 185:17 228:13	conflicts 10:7 11:2 50:19 51:3	continuity 90:21	course 45:18 66:3 68:10 116:10 126:5 224:22 234:15
component 207:15 210:1 212:15	confusing 46:5	continuum 200:2	CoV-2 50:7
components 47:11 55:14,18 111:4,15 113:19 114:12 121:21 125:11	conjugate 42:7	contract 24:11,15 26:18	covariant 69:18
composite 100:15 101:13 110:12 112:14 113:2 122:18 125:8 128:6,8 132:21 140:15 200:22 201:18 201:21 206:20 208:9 233:7	conjunction 141:22 220:17	contracted 20:13,19 69:20 72:2 82:5,22	coverage 4:5,10,15 12:11 13:2 14:9 38:7 64:9 84:16
comprehensive 102:4 109:6 137:17	cons 70:21 72:8 81:12	contracting 163:3	covered 193:2
comprehensively 134:12 187:15	consensus 34:22 111:6	contribute 102:17 105:8 147:5	COVID 6:9 8:20 9:8 10:14 11:16 13:12 64:9 69:3 75:10 81:16 98:7 114:10,11 152:16 169:6,7 171:13,14 172:4,18 173:16 174:4,5 186:8 186:8,10 215:19,20 227:20 233:6 236:16
concentrate 176:9	consequence 158:12 180:8	control 2:10 155:13 162:17 165:19 169:3 170:8 171:17 176:21 177:14 185:15,22 187:3,9 188:7 202:5,9 219:7	COVID-19 15:11 25:14 29:3 56:11 61:5 161:20 162:22 168:14 168:21 169:11,19,22 170:11
concept 22:10 74:4 95:15 105:12 162:19 209:12 222:11	consequences 181:12 181:17 183:5	convergent 156:19	COVID-free 169:12
concepts 223:18 233:10	consider 29:4 41:10 47:5 66:20 67:7 77:18 98:11 148:5 205:12 207:4 215:20 228:7	conversation 6:22 8:10 64:4 208:19 210:12 214:11 215:18 219:3 235:7	COX 1:13
conceptual 128:22	consideration 7:15 12:10 69:15 73:14 94:6 99:1 131:9 137:20 193:21 204:10 210:20 216:4 224:13	conversations 87:10 211:7 229:1	Cox's 126:21
conceptualize 160:2	considerations 208:12	converting 122:6	CPHQ 1:21
conceptually 128:3 200:1	considered 69:190:11 98:5 117:15 121:7 136:6,9	convince 160:15,18	create 161:11
concern 35:19 53:16 113:10 147:22 158:10 158:11 200:21 219:5 228:16	consistency 106:5,13 107:21 134:22 167:19 209:12,17	coordinate 36:21	created 220:12,13
concerned 97:1 181:11 235:8	consistent 106:11 108:11 124:5 149:12	coordinating 3:11 94:15 229:21 230:10 231:1	creating 122:20 220:8
concerning 115:5 139:15	consistently 123:18	coordination 48:20 74:8 146:19 152:7,8 164:2 193:6 196:21 200:14 212:21,22 215:22	creative 49:5 147:10
concerns 14:10 18:8,10 18:15 43:6 54:22 96:6 228:3 232:6	Consolidated 123:21 194:8 195:10	coordinators 70:10	crisis 59:7
concluded 161:20 238:10	constitute 189:4	core 45:16	criteria 14:2 104:17 167:7
conclusion 108:17	constraint 196:14	CoreQ 198:8	criterion 8:8 104:14 110:14 128:18
concrete 63:9 230:16	constructed 67:10 99:8 112:5	correct 64:4,5,7 71:11 123:4	critical 13:5 165:8 200:13
	construction 113:1	correlated 148:10,12	critics 181:14
	consumer 113:19 142:18 151:2	correlation 107:12,17	cross 48:17 200:2,6
			cross- 91:9
			CRRN 2:5

curious 19:10 189:7	42:1,2 69:9,14 179:21	31:22 32:18 33:1,15	108:8 127:3 135:14
current 24:16 32:9 33:8	day 5:10 116:21 118:5	33:16 40:6 45:8 66:8	143:9,13,15 144:11
70:13,13 77:16 84:5	127:19 138:20 154:6	66:21 67:2,6 68:22	differences 89:11
98:2 128:5 176:11	193:16 219:10,10	69:8 70:19,21 82:17	123:12 125:16,19,21
currently 11:12 13:7	229:15 234:22	83:2 104:14 122:5	140:3 143:18 165:19
25:7 30:17 41:5 44:10	day's 229:1	218:14	different 17:21 20:17
68:20 72:2,14 73:7	days 97:17 115:18,21	department 165:15	33:14 41:13,14 42:5,6
93:1 103:3 109:1	115:21 116:1 121:22	dependent 213:5	43:9 61:5 77:18 87:12
110:18 112:13 124:19	129:18 136:19	depending 183:20	89:16 114:13 116:4
151:6 154:21 168:13	DE 2:2 207:8	depth 111:7 197:7	120:16 121:9 128:1
195:16 230:6	deal 10:17 175:7 187:9	198:22	128:16 130:13 131:5
cut 89:20	223:4	describe 159:20	136:4 140:9 156:7
CWOCN 1:13	dealing 50:6 184:2	described 67:13 89:12	166:4 172:10 179:5
cycle 60:10	dealt 228:9	90:4 222:13	200:3 206:1,5,22
	death 97:14 110:20	description 90:4	223:4 226:3
	127:4,14,15	110:11	differentiate 104:19
D	Deb 219:17	descriptions 93:6	106:9 107:7 170:10
daily 73:3	debate 81:15	design 74:10 112:14	175:16 214:2
Dan 2:4,9 16:13 17:5	Debra 2:1 151:18	designed 166:3	differently 49:5 128:20
19:13 24:3,20 25:12	December 230:5	desk 96:8	difficile 31:13
29:19 32:4 39:15,17	decided 164:3 201:17	despite 58:4 236:2	difficult 41:17 201:12
44:9 46:4,13 58:15	decides 89:18	detail 55:9 115:14	235:13
63:20 67:8,19 71:12	decision 61:15,19	120:8 199:17	difficulty 37:7 183:17
71:13 79:2 82:18 92:2	96:18,21 203:22	detailed 135:12	dig 190:10
221:5,15	decision- 151:6	details 18:7 47:9 52:10	digit 201:1
Dan's 21:8	decision-making 203:6	99:9 150:4	digital 49:3 223:13,17
data 9:13 17:13 18:1,3	decisions 17:10 109:10	determinations 61:15	dilutes 201:2
18:22 27:2 32:11	116:16 117:11	determine 104:18	dipping 128:4
33:17 52:19 54:12,16	deck 97:12 98:1	170:13 207:13	direct 147:11
56:11 57:1,4,5,11,15	decline 209:22	determined 26:21	directed 148:16
57:22 58:6 61:6 75:20	decrease 72:19	determining 104:20	direction 201:20 233:14
86:4 93:12 96:4	deemed 196:22	develop 153:10 159:16	directly 20:11 45:1 70:7
102:22 103:11 104:10	deep 47:10 157:15	163:7 166:21	73:2 91:19 154:10
104:12 108:1,1	deeper 190:10	developed 22:18 86:2	director 2:17,18,19 6:7
109:10 112:8,9 114:3	define 119:12	99:8 216:11 221:22	discernible 125:16
130:3,6,16 131:10,13	defining 23:17	223:7	discharge 96:13,18
131:16,17 132:3,4	definitely 20:21 81:1,12	developer 16:8 71:8	103:5,7 114:22 115:1
134:1,10 135:6	126:15 159:4,4	99:4 111:12 158:22	115:6,20,22 116:2
143:21 147:7,9,16	190:19 224:18 228:15	developers 8:1 16:20	121:5,22 127:5 137:9
149:11,13 156:13,14	definition 15:2 17:22	59:2 89:10	137:13,19 182:5
158:7 159:12 162:18	70:13 71:1,6,20	developing 23:12 161:2	211:13 212:5
163:8 167:6,9,14,18	165:13 225:6	224:15,16	discharged 137:6
168:13,22 169:2,13	degree 171:14	development 15:14	217:18
169:17 170:3,12	degrees 111:15	47:20 48:4,10 100:14	discharges 135:17
171:21,22 172:10,16	deliberation 34:18	101:7 111:6 126:6	discipline 143:5
173:4 174:13 175:18	delivered 103:12	161:10 162:3,20	disciplines 103:17
176:2,18 177:9	139:19	166:9,12,19 234:4	130:5 131:19
178:15,16 182:8	delivering 70:8	deviation 143:6	disclosures 51:16
183:18 185:16 186:7	delivers 233:21	DHEERAJ 1:19	discrepancy 113:8
187:17 188:9 189:6	delivery 10:15	diagnosis 135:21 140:7	discriminate 148:8
203:15 207:22 208:17	demands 90:1 189:19	164:16	discrimination 168:7
215:7 217:14,19	dementia 140:10	dial 233:5	discuss 32:5 73:19
228:3,4 233:11,11,13	demonstrate 105:22	dialog 82:4	90:7 100:16 101:8
233:15	112:3	dictate 40:5	103:18 199:14 221:17
data's 9:13	demonstrates 102:10	died 103:9	discussant 235:2
date 182:10 196:13	107:17	dietary 70:10	discussed 27:20 54:3
dates 188:11 230:17	denominator 21:7	diff 185:6,7,12	55:22 71:16 75:15
231:4	22:14 23:18,22 24:12	difference 29:21 55:2	152:10 198:6 221:11
Davidson 1:14 11:7,8			

discussing 54:5 65:17
76:14 92:22 194:7
discussion 8:16 10:20
19:11 20:15 35:4,11
39:8 43:15 46:22 47:2
47:22 50:9,14 52:16
55:11 60:2,21 65:13
70:20 72:7 73:18
74:14 75:8 77:5 81:1
133:18 146:6 154:5
171:2 192:19 194:5
196:2 199:5,16
208:15 219:21 236:11
237:19
discussions 74:7
193:18 195:1 197:4
223:13 232:21
disease 2:9 212:6
disincentive 158:13
disincentivize 77:19
disparities 11:15
display 169:6
displayed 106:18
displays 105:5
distance 235:16
distinction 102:11
137:8
distinctions 106:1
distinguishing 142:22
143:2
distributed 78:21
distribution 14:11
87:11 107:6 117:22
118:7
dive 6:8 99:9 157:15
divergent 68:17
diverse 201:1
divided 40:7 169:1,15
division 51:1 99:16
DNP 2:5,5
document 185:4
doing 8:20,21 27:16
98:7 150:16,17
153:12 160:9 178:19
181:15 192:15 219:10
226:5 235:17
dollar 207:19
dollars 77:13
domain 206:5 218:5
dose 25:3 33:15 40:8
41:5 42:9 44:4,7,7
45:6,7 46:9,11
doses 11:16 33:6 44:5
double 128:4 201:1
double-check 80:21
dozen 78:3
DPT 1:12
driven 113:20,21 190:5

190:5
dry 188:8,10
due 27:18 69:4 134:15
144:7 162:8,17
171:16
duplication 97:22
116:21 127:19
duplicative 97:16
dying 103:2

E

earlier 20:15 71:16 87:4
126:21 127:17 137:16
140:2 163:12 172:1
181:20 228:2
earliest 79:22
early 43:4 91:18 163:18
185:9 204:16 208:14
230:6 231:5
earned 104:15,21 105:2
earning 107:2
ease 96:3
easier 207:21
easily 78:20 208:16
easy 66:15 111:10
112:1 141:10
eat 151:20
echo 134:8 141:9 224:8
237:13
echoing 211:20
Ed 1:14 11:7 41:22 42:1
69:9,11,12 179:16,17
179:19
EdD 1:17
educate 177:18
educated 17:10
education 66:1 86:8
152:3 155:11 186:21
effect 15:6 104:13
182:4
effective 77:11 201:7
effectively 49:20
117:19 118:1,6,16
119:8 127:8 130:4
133:14 186:22 217:21
effectiveness 207:18
208:22 215:12
efficiency 215:12
efficient 13:21 157:22
effort 149:14 238:6
efforts 160:19 183:20
eight 101:19 106:21
122:13,16 142:19
143:10
Eighty-five 178:9
either 12:19 33:8,16
39:14 75:4 76:8 98:1
98:20 108:7 144:21

154:16 185:2
elaborate 119:21
elected 81:22
electronic 49:2 74:3
193:3 223:15
element 117:14
elements 161:14
203:19
eligible 32:21 71:14,21
eloquent 232:17
else's 120:1
email 51:9 232:8
emergency 15:5 17:18
23:7 40:11 55:17 98:9
114:10 165:15 190:7
233:4 237:8
emphasizing 209:3
employed 72:2
employee 20:18 26:8
51:2 55:11
employees 20:13 72:11
employment 70:15
encompassing 129:21
encourage 95:6 124:21
163:19 177:18
encouraged 166:6
encouragement 235:12
end-of-life 81:14 128:9
ended 159:20
endorsed 168:4 205:9
endorsement 66:4 77:4
84:13 86:5 111:7
112:20,21 145:9
157:14 166:21 191:16
191:17
ends 68:4 213:21
engagement 74:2 126:5
193:9 203:8 207:12
225:2
enormous 28:18
ensure 106:8 180:22
entire 92:4 129:21
140:22 177:22
entirely 82:20 112:5
envelope 213:3
environment 74:12,22
93:20
environmental 162:6
envision 92:8
envisioning 197:14
205:4
episode 146:10
equal 169:1
equipment 162:14,15
163:14 177:21
equity 215:12
erroneous 31:16
especially 90:16 147:15

152:18 194:17
ESRD 222:4
ESRDs 89:13
essentially 95:18
122:22 138:10 194:21
195:15 196:16
EST 1:9
establish 212:2
established 73:22
106:11
estimate 164:10
estimated 162:7
Eugene 2:6 27:5 50:12
53:11,12,22 89:7
119:13,20 120:2
Eugene's 49:14 56:5
121:18
evaluate 185:20
evaluating 36:4
evaluation 112:22
182:13
events 162:8 231:18
eventual 138:16
eventually 59:3
everybody 6:16 15:19
28:17 33:21 38:2
68:11 92:15 101:4
110:4 213:16 235:2
236:4,10
everyone's 6:11
evidence 13:9,14 63:6
77:1 84:10 111:5,16
155:6 157:16
evolve 22:20 202:4
evolves 19:1
evolving 40:9
exact 13:22 18:21,21
22:14 76:17,18
exactly 17:12 76:13
129:1 170:2 222:13
examination 82:13
examining 167:4
example 10:3 32:8,11
32:18 33:3 118:10
121:21 135:11 136:17
140:10 165:3 181:20
182:20 198:8 205:16
218:18
excellent 56:21 67:9
90:14 91:3 147:17
148:6 163:12
exception 189:5
exchange 74:2 193:3
202:6 213:1
excited 125:4 161:8,19
176:1 181:7 233:14
exciting 168:11
exclude 184:8

excluded 152:18
existing 109:1 155:21
exists 152:21 195:16
expand 16:14 17:11
 53:14 196:6 212:20
expanded 195:6,17
expansion 16:21
 195:13
expansively 211:2
expect 62:12 70:17
 108:13 200:11
expectation 56:13
expected 27:16 144:10
 144:13
expecting 85:3
expects 233:20,22
expense 211:18
expensive 211:3
experience 48:19 78:3
 103:8 157:1 160:11
 160:16 196:21 198:15
 200:11 204:4 207:11
 208:20 226:11,22
experienced 190:14
experimented 141:14
expert 94:17 105:15
 159:22 166:11
EXPERTS 2:3
explain 44:10 171:9
expression 14:17
extend 197:10
extended 53:1
extensive 26:14 234:13
extent 26:19 41:17
external 101:22
extra 92:16 194:18
extreme 119:9 139:3
extremely 54:19 72:11
 123:11
extremes 138:12
eyes 233:21

F

FAAN 1:11 2:5
face 156:18 235:11,11
faced 151:10
FACHE 2:15
facilities 9:12 11:14,17
 13:17 20:17 26:14,17
 30:4,7,10,12,18 33:4
 42:13,20 55:4 61:6
 66:2 70:2 76:16 77:15
 78:4 81:13,18 82:6
 86:8 113:7 169:19
 171:15 172:3 177:10
 186:9 201:19
facilities' 15:7
facility 4:2,12 5:1,3,6

9:10 12:12 13:4 32:21
 33:9,9,17 45:2 48:9
 57:8 67:11 69:2,3
 71:10,14 72:3 75:15
 77:9 81:19 83:1,4,12
 84:17 154:2,7 177:15
 177:22 185:21 187:19
 191:20,22 211:14
facing 151:9
FACP 1:19
FACRM 1:21
fact 59:6 86:22 89:14
factors 61:22 136:3
 170:7 171:16 189:9
FAHA 2:5
fail 93:12
fails 9:12
fair 87:18 121:14 128:2
fairly 113:12
fall 48:2 102:1 180:7
falls 118:7,11 180:3
familiar 191:3 223:15
families 57:14 108:20
 109:8 203:20 204:6
 204:21 210:21 211:1
 211:3 214:13
family 74:1 105:14
 113:20 189:19 190:6
 193:9 203:8 207:12
 213:6 219:9 233:17
famous 131:15
FAOTA 1:21
far 30:21 53:9 154:16
 166:7 172:19 201:16
 209:8 229:5
farther 222:19
fatality 31:11
fault 194:13
favorite 36:7
FCCP 1:20
FDA 78:21
feasibility 13:22 73:16
feasible 112:7
feature 110:22
February 230:12 231:3
federal 2:7 59:16 60:1
 104:11
fee-for- 179:22
fee-for-service 164:9
 177:4 179:4
feedback 4:6,11,21 5:5
 5:7,8 23:9,11 39:9
 43:5 62:7 105:11
 111:1,12 113:4 126:4
 126:16 148:17 149:16
 155:11,13 161:16
 166:7,8,10,16 196:4
 206:12,14 215:3

224:20 225:13 237:19
feel 15:8,12 36:10 62:22
 63:11 64:1 74:20
 95:21 96:17 97:15,19
 98:4 119:19 129:8
 187:20 215:4 236:22
feels 48:1
fees 211:4
felt 14:14 15:3 112:11
 113:12 188:5 190:8
 236:6
fewest 169:4,5
field 165:19
figure 204:17 209:14
 217:20
fill 217:4 219:19
filled 51:16 226:21
fills 102:19
final 13:22 43:14 61:3
 166:2 227:4 230:12
 231:2 235:18
finalize 79:19 230:11
finalized 77:2 84:11
finally 158:11 168:5
 180:18 196:6
financial 53:20 54:8
 208:1
find 126:12 160:2 178:3
 201:19 209:20 214:15
finding 208:5
findings 168:11
fine 52:13 54:17 223:21
first 9:7 14:2 21:8,21,22
 24:21 25:2 31:21 32:1
 32:2 33:15,21 34:17
 37:20 40:8 44:6 46:8
 50:15 52:9 67:21
 77:14 78:4 92:20 99:4
 99:13 106:17 126:1
 127:9 136:17 161:12
 161:21 169:3 171:10
 171:20,20 178:21
 184:7 189:16 199:19
 203:1 204:15 220:17
 221:22 231:14 236:4
 237:6
fiscal 93:14,15 104:11
 167:6,9,17,17 168:12
 169:14 170:13 171:21
 172:11 188:9
fit 111:12 114:1 207:2
 208:8 226:13
fits 80:15
five 91:15 92:16 169:1
 201:14 234:9
Five-Star 198:2 201:4
flip 218:22
flipping 80:14

floor 228:22
flu 24:1 27:3 28:3,6
 29:4 31:8,10 44:10
 58:12 67:17 68:6
fluctuations 108:15
fluid 132:1
FNAP 1:21
focus 111:11 163:10,16
 208:7 221:8
focused 85:22 202:11
 207:22
focuses 156:9
focusing 11:15
folded 96:9,17 117:10
folk 125:18
folk's 24:16
folks 24:11 67:13 71:15
 71:17,18,22 81:9 83:6
 87:6 130:22 177:20
 234:18,19
follow 25:11 65:15
 68:19
follow-up 18:10 37:9
 183:19
followed 77:3 84:12
 86:3 202:14
following 181:1 230:18
 230:22
followup 139:6 143:1
food 71:19
force 64:4 189:13
forced 196:11
forgotten 99:15
form 51:16 195:17
forms 22:18
formulation 128:15
forth 187:19
fortune 134:16
FORUM 1:1
forward 6:21 8:6 35:5
 39:22 53:16 54:19
 58:21 65:12 101:10
 109:13 146:3 147:1,7
 149:5 224:19 226:8
 228:17 237:8,10,10
foster 42:21
found 107:12 108:3
 162:6 165:4 167:10
 172:1 175:18 185:9
 225:14
foundational 29:12
four 14:16 86:21 93:15
 113:15 202:12 219:14
 219:15
fracture 165:4
frame 59:2 60:5,16
 96:14 115:8 135:5,15
 135:15 136:3,8,15

165:17 184:13
frames 96:11 97:21
 115:3
Framework 162:4
free 36:10 96:20 194:17
Freeman 2:10 100:3
 160:10 161:7 171:7
 175:14 177:8 178:6,9
 180:9,12 184:5 188:3
 189:22 191:7
freezer 10:16
frequency 22:6
frequently 59:22 60:9
 186:1 219:6
front 99:13 182:12
 196:5 223:1
frontline 66:10,11,21
 68:9,11 69:4 70:5
fruit 201:15
full 6:10 7:19 8:15,19
 35:14 39:7 44:3 45:7
 64:4 78:21 147:8
full-time 69:19
fully 14:13 23:12 86:2
 119:15
function 200:11 204:3
 205:16,17,19 206:3,4
 208:4,20 209:11
functional 9:18 74:2
 196:20 200:12 205:22
 216:1 220:8,9,10,14
 225:7 227:15
functions 220:11
fundamental 89:10
 187:8
fundamentally 89:15
funding 11:12
furnished 53:1
further 43:21 68:10
 70:4 73:11 74:7,13
 119:21 127:7 131:8
 135:3 152:14 157:4
 161:9 165:12 199:15
future 19:5 98:5 148:20
 170:19

G

gain 157:1
gains 186:5
game 66:8
GAO 120:19 123:22
gap 8:18 43:15 46:21
 47:2 63:5 80:15,22
 86:14 90:8,11 102:20
 103:10 120:20 121:1
 152:4,20 167:15
 192:20 193:18 216:12
 228:6,8

gaps 4:6,11,21 5:5,7,8
 47:4,21 48:10 50:2
 65:13 73:19 74:8,14
 74:17,21 93:1 120:14
 123:19 146:6,12,21
 162:5 192:19,22
 193:11,14 199:14,16
 214:19 215:3 216:4
 227:5
gate 96:2 157:3
gathered 18:1
gathering 112:7 116:11
 137:10 156:13
gatherings 207:17
GELLER 2:11
Gene 90:14 91:3 220:2
 220:3,5
Gene's 181:13
general 15:8 112:11
 113:12,15 139:11,12
 144:1 162:7 185:17
 197:5,16
generally 14:15,19
 48:14 139:19,21
 158:2 211:17
geographic 125:20
 189:15
geographical 126:12
Geriatrician 11:1
Geriatrics 2:1
Gerri 1:9,11 6:14 9:7
 16:12 17:3 41:20
 43:16 75:7 76:6 78:11
 89:2 144:17 147:18
 153:1 154:1,14
 158:17 159:3 175:14
 178:20 187:20 189:3
 193:19 202:13 204:2
 207:10 210:3 211:21
 212:16 220:1 227:6
 229:14 232:11,14,17
 234:5 236:9
getting 19:9 21:8 28:17
 29:7 34:22 40:17
 42:11 49:18 57:10
 60:6 79:6,21 93:9
 138:20 140:17 148:12
 150:20 152:19,20
 180:13 196:4 206:6
 206:11 210:6 224:19
 228:3
Gifford 198:10
give 7:14 16:19 36:2
 48:8 50:12,13 93:5
 99:4 113:2 118:10
 121:14,16 133:21
 149:3 172:22 175:12
 190:17 192:20 194:1

200:18 212:19 224:21
 229:15 230:16
given 15:4 18:5 49:1
 87:1 118:5,13 123:8
 134:10 138:18 147:15
 184:1 186:1 189:7
 198:19
gives 107:11 121:12
 122:6,9 123:15
giving 13:7 92:16
 153:13 205:16
glad 183:7
global 174:7 175:5,19
 183:12 184:1 185:15
 186:12 187:1 206:5
 222:4,4
goal 52:22 58:3 72:17
 75:22 80:4 90:16
 93:17 124:22 139:12
 164:3 205:20 206:3
 208:5 212:10
goals 9:16 48:20 72:22
 74:11 93:19 146:11
 146:17,17 152:11
 164:15 193:10 206:1
 208:6,7 212:1,9
 215:10 216:1
God 235:11
gotten 122:17 126:16
 135:8
government 125:2
gracefully 237:16
GRADEVSKI 1:15
 139:6 143:1 144:14
granted 40:9
graph 106:18
graphic 103:12 105:5
grateful 168:17
greater 174:1
greatly 108:5
ground 200:16 201:8
group 6:19 70:17
 111:10 123:13 138:20
 138:22 145:5 153:14
 156:21 193:5 199:13
 199:18 206:18,19,22
 209:4,5 212:14
 213:14 230:19 231:11
 232:2 234:3 236:5
 238:1
groups 15:3 55:7
 142:18 167:22 169:2
 203:11
guess 17:9 18:9,14,16
 28:7 32:16,19 34:19
 45:3 57:2 59:1 63:21
 67:21 79:3 82:12
 83:13 126:11 133:20

139:8 150:7 175:20
 182:21 183:22 184:7
 203:13
guidance 40:2 166:10
 230:17
guideline 185:19
guidelines 68:19
 228:12,13
guiding 7:9
gun 10:22

H

H1N1 68:6
HAI 161:10 162:19
 165:13 166:2 167:3
 167:12,21 168:12,20
 169:9,18,21 170:13
 172:22 173:7,8 174:5
 174:7 186:7
HAI's 166:9
HAIs 155:3 162:4,9,9
 164:4,11,15 165:14
 168:8 173:5 177:13
 183:17 221:8 222:17
half 78:3 119:6 138:21
 162:9
hand 6:13 7:11 17:3
 20:4 37:8 39:14 41:21
 69:10 75:7 78:14 89:3
 94:11 114:16 139:16
 176:11 177:19 185:16
 187:22 202:14 210:4
 220:1 227:7 232:10
handful 125:11
handle 162:13
handled 24:22 177:20
 237:16
handling 163:13
hands 12:18 53:8 59:4
 75:4 76:7 91:5 98:19
 144:21 154:15 227:17
 229:5
hands-on 70:8
handwashing 162:12
 163:12
happen 96:10
happened 237:7
happening 172:11,14
 186:18
happens 115:9
happy 94:21 117:18
hard 67:1 184:19
 201:19 202:2 205:15
 208:2
hate 57:3 60:20
HAYNIE 2:17
HCI 101:12,16 102:4,19
 103:10,15 104:8

head 49:18 123:6	174:12 183:9 191:5	235:9	identifying 125:20
health 2:15 5:8 11:15	219:17	HOPPE 1:16	148:20 163:8 166:14
23:6 27:9,21 40:11	helping 102:5,6	hospice's 102:3	IFCs 61:3
43:10 46:7 49:2 55:16	helps 46:13 103:10	hospices 93:12 101:18	IHSAN 2:8
74:3,12 86:22 87:7,19	Hey 104:4	102:12 104:19 106:1	imaginatively 211:6
88:14 89:13,17,19	HH 5:8	106:19,20 107:1,5,8,8	immediate 147:13
90:2,7 98:9 100:5	HHS 86:20 230:13	108:6,13 109:7	imminent 97:14 110:20
113:4 114:9 154:7	Hi 16:12 72:4 78:11	110:13 113:9,11	immunization 227:21
155:1,8 156:3,7,20	95:9 136:10 179:15	118:12,13,15,16,19	immunizations 24:22
157:5 158:8 159:13	224:2	119:7 120:15 121:8	impact 11:13 103:15
162:21 163:3,8	high 47:15 48:13 66:12	121:15 122:12 123:11	114:11 138:16 170:7
165:10 166:15 169:4	123:9 140:6 141:21	124:8,16 140:4,5,18	189:5 196:10 227:14
170:5,9 187:5 193:4	141:22 144:11 166:20	140:20 141:4 142:22	impacted 152:6
214:20 215:6,19,20	167:3,8 193:1	149:13,17 150:14	implement 15:4 49:21
218:8,13 219:6	high- 146:8 229:16	151:4	79:19
221:19 222:3,14	high-priority 73:22	hospital 4:7 27:12 50:5	implementation 86:7
223:16 224:17 225:2	111:21 201:14	51:1 52:4,18 61:16	114:9
226:1,8 227:5 228:4	high-quality 200:7	74:12,21 96:12 99:22	implemented 14:14
233:1,4 237:7,8	higher 28:19 77:18	115:7,20 116:1 127:5	59:8 63:2 68:16 97:12
health- 211:22	107:13,13 121:21	127:11,13 136:20	165:8 177:22 221:12
health-related 212:9	123:2 139:13,17	152:9 155:2,22 156:5	implementing 67:22
healthcare 1:16,20 2:2	149:19 162:16 168:20	158:14 164:18 165:1	97:17
4:5,10,15 12:11 13:3	168:21 169:9,10,19	176:7 184:16,16	implication 54:8
14:9 17:22 20:11	170:18	200:15	implications 177:7
23:22 26:12,13 32:19	higher- 107:7	hospitalization 5:4	implied 32:14
38:7 42:14 45:9 58:12	highest 185:22	135:13 164:5 175:10	importance 55:17,19
64:10 66:21 68:13	highlight 161:13	184:4 185:7 189:8,11	131:7 132:13 209:3
69:2,4 71:1,7 73:5	highly 112:6 148:10,11	189:19 191:21 221:21	important 15:10 39:8
79:10 81:17 84:16	hip 165:4	hospitalizations 164:12	41:10 63:15 66:9
88:12 95:1 134:6	historical 26:6	165:21 175:1 222:18	87:13 88:13 109:19
healthcare- 74:4 193:2	hit 8:7	hospitalize 189:14	121:8 128:10,11,14
Healthcare-Associated	hold 16:17 81:1	hospitalized 164:21	130:12 157:6 163:1
5:4 191:20	holding 159:21	189:15,18	202:8 203:9,12,15
hear 10:20 11:5 19:10	holistic 109:6 141:19	hospitals 27:14,17 31:6	204:3,4,6,22 205:17
24:6 69:13 95:11	224:22	54:8 55:3 81:10	209:13 212:14 218:5
100:6 210:7	holistically 216:6	HQRP 4:17,21	233:5 234:3 235:14
heard 8:3 14:21 15:19	home 5:8 27:21 86:22	huge 213:8	importantly 59:1
28:14 34:3,6 43:3	87:7,19 88:13 89:13	Hughes 2:11 99:21	impose 156:14
66:19 85:18 110:20	89:17,19 90:2,7 93:20	hung 234:22	impressed 172:5
130:22 198:2 207:16	95:4 100:5 159:14,15	hybrid 222:21	232:20 237:16
225:12	160:12 179:1 197:8	hygiene 163:12	improper 162:13
hearing 48:15 67:21	197:21,22 206:3	hypothetical 70:19	improve 79:9,14 158:6
193:15 204:8	211:15 212:3 213:5		188:6 205:21
heavily 207:22	214:20 215:6,19,20	I	improved 9:18
Heidi 2:13 100:2	218:8,13 219:6,7	i.e 139:19	improvement 102:7
height 233:18	222:3,5,7,13 224:17	idea 10:11 22:10 125:8	107:9 121:13,16
held 166:17 184:13	226:1,8 227:5 228:4	ideas 213:19	124:7,21 141:5 158:4
hello 27:21	homeless 95:1	identical 55:1	173:22 175:4 183:20
help 35:3 78:9 95:6	homes 159:11 168:14	identification 163:18	186:3 201:8 218:7
109:8,22 149:17	175:3 181:4 186:1	identified 47:8,17,21	220:14
150:20 151:5,21	honest 223:5	48:18 74:8,14 105:19	improvements 43:12
157:21 158:5 160:18	honored 174:13	120:14 125:15 146:8	149:14,18
161:4 173:20 174:1	hope 28:16 88:20 236:6	146:21 164:16 193:1	improving 11:13
176:19 181:8 185:12	238:7	193:5 201:15	162:21 163:11
188:6 237:6	hopefully 43:13 80:6	identifies 162:4 167:10	in-person 201:13
helped 161:2,17	157:8 160:20,22	identify 102:6,21	226:12 231:1
helpful 34:19 62:14	195:18,19,21 236:1	104:15 121:6 123:10	inability 189:20
66:2 86:9 157:20	hoping 95:5 217:3	174:1	inappropriate 180:7

inbox 232:8	114:22 115:4,17	221:20 223:16 233:2	143:17 195:4 211:21
incentive 53:20 75:18	117:20 118:5,10	influence 213:8	224:18
incentivize 77:19	121:20 122:5 129:20	influences 43:7	interesting 212:11
Incidental 165:1	132:22 134:9,17	influenza 68:6	225:14
include 23:19,20 70:19	141:10,16 164:17	inform 161:18 166:8	interestingly 200:5
71:15 90:19 99:5	177:3 203:17	informally 194:16	internal 167:19 173:21
128:12 137:13 146:9	indicators 97:21 101:14	information 13:8,13	176:20
146:13 155:22 164:4	101:17 102:2,4,10	18:19 22:19 23:13	Internet 87:18
166:15 177:5 184:11	104:9,22 105:2,6,13	42:19 49:2 54:9 63:6	interoperability 74:4
188:10 198:22 205:2	105:17,22 107:3	74:3 98:2 110:17	193:4
205:10 210:15,19	108:19,22 112:16	111:16,20 112:13	interpret 112:1
included 20:10 21:4	117:20 118:9 120:3	114:4 116:10 132:8	interpretation 144:2
24:5,12 26:7 40:18	121:9 123:18 124:1	134:3,6 137:10	interrupt 60:20 159:3
59:16 71:20 74:1,8	133:1,13 134:19	168:15 181:5 193:4,8	171:5 206:15
78:6 81:6,17 82:7	135:1 140:18 141:1	202:6 213:1 231:13	interrupting 90:6
86:21 114:5 116:15	141:17 142:3,6 144:3	information-gathering	intervention 15:11
128:7 161:18 165:2,6	144:6 149:15 200:6	105:19	209:15
166:12 185:2 188:12	indices 122:21,21	informed 76:2	interventions 155:10
195:6 198:1	individual 2:3 9:18	initial 47:14 106:19	intimately 87:22
includes 164:21 165:13	13:11 27:13,14,17	initially 185:11 221:21	intro 154:19 159:7
166:10	45:6 110:12 132:22	initiation 19:22	214:21
including 9:18 105:14	133:1 134:9 139:18	initiative 102:21 197:22	introduce 12:21 50:18
129:2 152:3 155:11	139:22 140:17 141:3	208:14	76:11 98:22 99:15
184:21 204:20 236:10	142:5 143:21 201:2	injurious 222:17	introduced 156:22
inclusion 82:13 98:12	224:13	Injury 1:14	introduction 7:19 52:10
incomplete 15:12 16:14	individual's 49:18	Innovation 1:16	99:4
16:21 17:8,11 18:11	individually 111:5	innovative 112:12	intros 75:12
21:12	individuals 36:20 53:2	inpatient 4:2 9:9,12	investing 170:21
incorporate 114:3	70:11 82:8 95:3,8	12:12 30:18 48:9 55:3	invite 12:9
incorporated 68:7	147:5 211:1	99:19	involved 11:1 70:8
135:5	industry 123:16,19	input 4:4,9,14,19 5:3	94:22 187:2 206:6
incorrect 71:11	124:4,22 125:3	14:7 48:8 59:21	209:5 223:6
increase 43:13 75:22	225:14	204:10 215:2	involvement 193:6
190:22 215:8	infected 13:12	Inspector 162:7	involving 74:9
increases 93:15 110:15	infection 42:19 74:5	inspire 181:8	IRF 4:6 21:13 24:2 28:3
incubation 164:19	155:12,13 158:5	instance 44:5 54:6 70:6	38:8
165:9,11,14 182:6	159:13,14,18 162:17	138:19	IRFs 29:21 31:6,9 89:12
184:11	162:21 163:15,19,22	instances 87:17 88:2,2	irrespective 170:8
independent 32:3	164:22 165:6,11,17	instructions 42:17 51:9	isolated 95:3
index 4:20 94:6 95:16	169:2 170:7,19	instrument 220:19	isolation 141:18 176:14
96:9 101:9,12,13	175:10,22 176:2,16	insult 23:3	issue 33:2 113:11 157:8
102:13,17 104:8,21	176:20,20 177:11,14	insurer 179:5	175:3 179:7 219:8
104:21 105:7,10,12	180:19,20 183:21	integrated 220:10	227:12
105:16 106:5,22	185:15,21,21 186:13	integrity 233:9	issued 40:3
107:2,5,7,13,18,22	186:14 187:2,6,7	intelligence 23:4	issues 10:16 14:11
108:4,11,13,18 109:5	188:7 189:9,21 202:5	intended 27:9,12 175:4	37:12 43:11 55:12
109:8 110:22 127:1	202:8 221:9,19	intensive 30:12	73:19 120:17,21
127:21 129:12,20	infections 5:4 15:11	intent 25:1 32:7 33:7	121:4 124:5 132:21
130:15 138:17 140:14	154:8 155:1,9 156:4,8	139:22	133:3,7,7 141:3 187:2
141:2,6 145:11 200:1	156:9 157:5 158:8	interacting 73:2,3,4	200:14 217:8
233:8	163:3,4,9,20 164:1	interaction 70:11	item 47:14 103:6 117:9
indicate 139:17	165:1,13,14 166:15	interdisciplinary	117:9 124:18 127:1
indicated 135:21	169:5 170:5,9 174:22	102:15 129:10,21	128:5 131:11 149:6
indicates 106:22 167:8	175:17,19 176:9	130:8	149:20 220:14
indication 27:2 209:20	184:3,9,10,11,14,17	interest 50:20 51:17	items 87:16 201:9
indicative 135:17	184:21 185:2 186:4	105:19 214:6	220:6 221:4
indicator 97:11,15	186:11,16,17 187:5	interested 25:4 48:11	iterations 168:2
104:13,16 105:8	189:13 191:21 193:3	138:11 139:8,21	IV 190:17

J

Jan 153:1
Janaki 2:19 7:1 8:3
 12:14 17:4 36:10
 53:11 75:1 76:9 84:1
 89:6 91:5 94:9 144:17
 154:17 192:14 202:19
 212:16 227:16 229:2
 229:8
Janice 3:11 94:11,12
January 1:6 230:9,20
 230:21 231:2
Jennifer 1:17 81:5 82:2
 83:19 90:19 95:9,12
 98:15 109:18 114:19
 116:14 127:17 129:3
 129:4 153:6,16
 226:16,17 227:3
Jennifer's 87:4 130:19
Jerry 179:15
Jill 1:13 126:21
Jim 11:10
Joan 2:14 100:5 224:2
 224:4 228:18
job 236:10
join 10:19 160:16
joined 11:4 195:18,21
joining 50:16
journal 70:1
journals 69:17
journey 162:2
judge 185:20
jump 36:10 50:11 52:11
 53:12 122:19 136:11
jumping 10:22

K

KAMP 2:2 207:8
keep 9:1 12:14 46:19
 60:18 72:18,18 169:7
 172:8 181:21 204:8
 214:5 233:21
keeping 233:17
keeps 203:7
Kennedy 1:17 81:8 82:9
 83:9,13,17 95:9,10,13
 114:20 116:17 129:3
 129:6,15,17 130:17
 153:8 226:17
kept 137:18
key 128:10 161:13
 168:18 203:19 231:4
kick 194:4
kicked 93:5
Kindred 1:20 2:2 50:17
 51:2
Kindred's 50:22
kinds 89:16 90:3

120:17,20

King 95:1
knew 18:6 196:12
knowing 70:21 165:7
 182:9 186:15
known 68:20 162:5
Kurt 1:9,11 7:8 8:9 16:6
 29:11 46:21 49:10
 69:9 93:8 94:10 98:19
 153:4 154:4 159:3
 193:17 202:17 213:2
 213:11 228:20 229:5
 229:14 232:11,14
 234:6,15 235:4 236:9
KURTIS 1:16

L

labs 181:1
lack 18:20 46:9 86:1
 162:11 227:21
lacking 152:8
Lang 195:19
language 73:9
large 108:14 123:8
largely 110:17,22 156:1
lasting 37:5
Lastly 168:10
late 66:8 78:18 230:9
late-breaking 194:10
Laughter 216:21
laundry 162:13
lay 206:21
layperson 129:7
Le 195:19
lead 39:20 99:20,21
 100:10 160:18 174:22
 189:10 195:20
leadership 159:9
 162:19 203:5
leading 175:10 184:3
 222:17
LeadingAge 2:2 41:2
 87:6 131:1
leads 100:4
learn 42:15 94:18
learned 7:11 202:5
 237:3
learning 30:3
leave 71:22 117:12
 130:7 146:18 152:12
leaving 36:11 213:4
led 100:14
legislation 175:21
 180:15 196:9 204:18
 205:1,2,11
lends 22:9
length 97:1
lesser 26:18

let's 6:3 16:17 20:3 22:3
 25:22 30:15 38:17
 61:21 77:7 81:4 84:1
 90:20 91:9 106:17
 154:12,18 156:20
 158:19 172:8,9,10,11
 179:13 202:18 234:2
 237:9,9
Lett 11:10
level 27:11,13 30:12
 44:2 53:19 165:18
 191:4 211:14 221:2,3
 229:17
levels 114:14
Levitt 2:12 10:1 21:5
 25:11 27:22 30:21
 31:9,13,18 32:4 34:16
 44:9,18,20,22 45:8,11
 45:15,21 46:3 56:17
 56:20 60:18 67:4
 68:18 79:3 82:15 88:5
 90:5 99:11 109:16
 110:4,9 117:2,7 159:2
 159:6 161:7 162:1
 171:4,8 178:2,8,10,13
 180:11 181:10 186:12
 187:13 188:19 189:3
 194:13 204:13 208:2
 209:9 213:16 216:5
 216:16 218:3 221:14
 223:2 235:20
LIAISONS 2:7
life 97:11,18 116:21
 127:19 128:11 129:19
 131:3 212:8
lifetime 131:5
light 60:19
likelihood 133:6 143:14
 144:11
limit 15:11 16:4 94:4
 189:12
limitations 130:20
 133:12 134:10,10,15
 143:21 147:15
limited 129:19 130:4
 195:3
limiting 66:20 136:18
 178:14
Lindley 2:12 26:4,5,5
 31:4 67:16,19
line 119:1 131:15
 151:19 176:9 224:1
 233:9
linens 163:13 177:19
lines 19:17
link 231:20
linked 231:14
list 72:19 216:4 230:5

listed 30:5 47:14 71:3
 105:17 232:8
listening 195:22
little 13:18 21:7 24:4
 29:13 63:1,16 68:8
 79:4 115:5 116:4
 128:1,16,19 150:12
 201:12 209:10 215:14
 215:18 225:5
live 135:16 137:6,9,13
 137:19
LIVESAY 2:5 72:4
living 30:10
local 181:1
location 189:16
lock 37:16 38:21 64:22
 145:18 192:9
logged 51:8
long 48:1 135:15
 160:10 165:14 184:11
 198:3 206:2 222:5
long- 50:4 54:7 64:10
 197:11 225:18
long-established 68:12
long-term 1:3,20 4:7
 30:4 31:6 42:6,17
 50:22 52:4,18 55:3
 61:6 65:13 74:12,21
 83:1 99:22 220:7
 222:16 225:6,10,22
 227:10 234:21,21
longer 29:14 32:22
 135:20
look 21:11,15,17,18,21
 23:15 32:9 35:18
 48:15 49:7,8,19 58:22
 88:14 90:20,21
 122:14 131:20,21
 133:5,9 134:12,18
 137:18 147:7,10,14
 151:11 159:11,17
 160:4 172:10 174:6
 175:15,19 176:3,10
 177:12 180:21 182:12
 186:6 190:1,10,20
 198:21 199:4 207:19
 208:6,20 209:10,16
 209:17 219:14 220:18
 223:10,21,22 225:16
 229:13 233:19,19
looked 69:19 111:4
 116:7 140:16 149:10
 183:12 197:2 214:4
looking 6:21 22:10
 23:22 25:16 26:2 29:6
 48:16 57:9 58:2 77:20
 79:16 90:18 97:22
 109:13 115:13 119:2

124:3 126:17 140:15 142:18 147:22 149:12 155:3,7 159:12 172:8 173:3,5,7,11 183:6 186:13 195:13,14 196:7,19 197:14,15 199:17 206:13 209:14 212:7 213:9 216:22 217:8 220:10 221:6 222:10,22 224:19 225:15 227:13,20 232:22 233:3	60:12 61:11 149:17 151:7 163:13 225:13 233:11 manage 170:5 186:22 189:13,20 213:7 managed 152:6 185:3,9 212:6 management 2:20 93:18 146:16 163:20 187:3 219:11 Manager 2:19 Managing 2:17 mandate 15:7 56:22 mandated 57:22 194:20 194:21 Mangrum 2:6 120:8 210:7,9 216:19 manner 125:1 143:19 map 1:3 3:11 6:6 21:12 59:14,15 60:11 94:15 131:14 194:6 224:12 229:17,20,22 230:10 238:4 mappac-ltc@qualityf... 232:9 MAPs 62:15 March 230:13 market 151:3 215:8 marketing 124:17 Mary 2:2 202:14,20 207:7 209:1 mask 235:16 Massuda 2:13 100:9 101:2,5 120:12 122:1 123:4,6,14 131:12 132:15,18 136:21 140:11,13 142:8 148:15 149:3 153:15 match 167:2 matches 168:3 matching 142:10 material 55:8 178:18 232:4 materials 71:5 231:17 231:18 matter 2:3 62:3,8,11 73:1 92:11 94:17 238:9 matters 72:22 109:11 max 110:15 202:12 maximize 79:11 maximum 198:22 206:8 MBA 1:19 2:5 MD 1:11,13,16,19,20 2:1,9,11,12 mean 17:8 18:9 19:7 21:13 35:1 39:19 40:15 57:21 59:4,5,11	66:10 68:4 72:13 109:18 123:20 128:2 128:3 132:7 143:13 149:7,18 150:10 151:1 171:10,18 183:3 205:19 216:10 218:20 219:13 223:10 224:12 232:22 237:1 meaning 47:15 105:1 meaningful 47:16 48:15 66:11 73:22 102:11 102:21 104:18 106:1 113:19 121:1 123:12 138:16 146:9 160:5 162:4 173:1,13 185:5 203:15,21 207:5 214:15 218:11,20 233:16 means 41:16 62:22 65:6 66:18 71:21 108:10 142:21 170:1 178:12 192:12 222:16 meant 24:12 28:20 141:17 measure's 106:10,14 167:1 measured 54:5 130:6 208:16 measurement 2:18,18 13:21 15:1 102:20 215:4 221:4 measuring 18:6 45:5,6 129:9 mechanism 190:4 Medicaid 2:8 88:3 222:6 medical 50:22 53:1 129:11 Medicare 2:8 81:22 88:3 104:11 164:9 177:4,5,16 179:4 180:1,3 190:16 222:8 medication 146:14 Medications 212:7 Medicine 1:17,20 215:11 MedPAC 111:19 120:19 137:12 148:11 meet 72:21 100:3 106:3 110:14 113:9 120:14 122:8 164:3 167:5,7 meeting 10:4 48:2,6 74:10 93:19 94:19 120:22 146:16 157:7 193:10 201:13 208:7 229:12,21,22,22 230:10,12,18 231:1 231:12 236:3	meetings 120:16,18 230:4,8 meets 44:8 102:13 164:15 Megan 2:12 26:4,5 31:4 32:4 44:9 67:16 member 10:13 11:7 19:20 41:1 42:1 43:20 44:12,14,19,21 45:3 45:10,14,20 46:1,14 50:21 51:6,11,20 56:4 66:7,22 69:14 70:22 74:16 77:10 78:17 80:13 81:3,8 82:9 83:9,13,17 86:12,16 94:16 95:9,13 114:20 116:17 129:3,6,15,17 130:17,19 135:7 139:6 143:1 144:14 147:21 148:19 151:1 153:8 179:21 189:2 189:19 191:5 200:20 207:8 209:7 217:5 219:1 226:17 227:9 members 1:10 36:18 43:10 64:1 65:7,8 87:5,11 213:6 232:1,3 234:21 mentioned 79:7 86:17 104:7 106:21 126:3 126:14 128:17 134:14 156:12 178:20 216:1 mentioning 213:3 Merkelz 1:9,11 25:6,10 29:17 34:13 47:1 49:13 51:4 52:9,14 53:5,10 55:10 58:17 60:4 62:13 65:10 69:11 70:3 73:10,21 74:18 75:5 92:14 93:21 95:12 98:14,21 110:5 114:18 116:13 116:18 117:6,8 119:13 120:2,7 121:17 126:20 127:16 129:4 132:5 135:2 137:3,20 144:17 145:1 146:2 147:17 151:17 153:7,17 193:19 199:11 211:11 228:21 229:7 232:16 message 234:16 met 1:8 44:2 method 18:22 222:21 methodology 122:20 metric 101:21 204:1 MHA 2:11 MICHAEL 2:17
M			
MA 1:17 magic 35:13 Magladry 2:13 100:2 Mahajan 1:19 10:13,21 77:10 200:20 maintain 206:3 211:14 maintenance 225:11 majority 30:6 101:18 107:1 108:6 148:4,4 making 17:10 59:7,11			

Michelle 49:2
microphone 25:5,9
 210:10
mid-January 230:7
middle 40:10 59:6
midst 195:10
migrate 89:19
milestones 229:18
mind 49:19 59:11 163:7
 166:22 199:21 211:9
mindful 150:8
minds 114:8 155:17
minimal 113:10 116:19
 117:14 157:8
minimized 133:14
minimum 116:19 118:3
minor 155:20
minute 89:1 91:18
 119:11
minutes 5:6 10:20
 64:17 91:9,16 92:17
 94:5 97:2,5,5,6
 117:16 118:18 119:6
 138:19 159:21
MIPS 61:17
missed 144:3 159:1
missing 70:22 144:6
mission 215:11 222:22
mitigating 85:18
mitigation 14:6 15:13
 15:16 34:2 35:1,12,18
 38:15 39:12 41:8
 55:22 58:21,21 60:8
 62:22 65:16 66:6,20
 76:19,21,22 84:8,9
 85:13 86:13 89:22
mitigations 85:21
mix 137:22 138:8,15,22
 139:9 205:10,15
mixes 140:4
mixing 206:7
mixture 205:5
MLS 2:6
model 11:16 100:10
 168:6,6 221:18
 236:20
moderate 168:2
moment 16:18 50:17
MONDAY 1:6
monitor 150:8,22 182:1
 182:2 183:2,4 186:22
monitoring 10:17
 155:11 181:18 182:13
month 195:9 231:5,6
months 21:18,19
morning 7:1 8:4 10:4
 10:15 11:6 15:20 34:4
 43:3 57:19 63:4 79:5

79:8 82:5 86:18 88:8
 92:6 173:16 235:12
mortality 182:2
mortar 89:11 90:3
motivations 182:22
move 7:18 8:4 29:11
 35:4 46:21 50:2,4
 53:3 65:12,12 75:10
 91:19 110:8 145:2
 146:3,5 154:10,18
 161:11 183:13 214:19
 226:2 237:8,9
movement 49:1
moving 17:19 42:21
 54:19 57:18 154:5
 192:18 233:5 237:10
Moyer 2:18 6:3,7 9:6
 10:10 11:3,18 12:1,4
 12:13 13:1 17:15
 18:17 34:11,15 35:22
 36:15 37:6,17,22
 38:13 47:12 50:15
 51:7,13 52:3,15 53:22
 54:18 59:13 60:7
 62:17 64:5,7 65:2,14
 66:19 67:3 70:12 71:6
 73:13 75:13 76:12
 84:5 85:21 86:10,15
 91:14 92:2 93:8 99:3
 109:22 110:10 145:4
 147:19 154:20 158:21
 191:11 194:3 214:22
 216:22 225:21 227:19
 237:13
MPH 1:14,19,20 2:1,4,8
 2:9,12,14,15,17,19
MS/CCC-SLP 2:2
MSN 2:9,10
MSPH 2:19
MUC 49:9 193:16 230:5
MUC20-0002 5:3
MUC20-0030 4:20
 92:22
MUC20-0044 4:4,9,14
MUC2020 64:9
MUC2020-0002 191:19
MUC2020-0030 145:11
MUC2020-44 38:6
 84:15
MUCs 94:19
Muldoon 1:20 50:16,21
 50:21 51:6,11,20 66:7
 66:22 74:16 78:12,17
multi-step 7:6
multi-time 19:3
multiple 36:20 41:4
 102:2 103:17 133:10
 133:13 134:21 144:3

144:6 209:11
mute 25:8 27:7 28:1
 69:12 150:5 180:13

N
naive 172:4
NATANOV 2:14
nation's 167:12,13
national 1:1,13,14,15
 1:18 11:8 27:10 102:9
 166:4 188:14,18
 215:11 218:5
nationally 29:22 118:8
 118:12,15
nationwide 80:10
 172:13
nature 102:15 130:12
near 19:5
necessarily 27:2 60:7
necessary 58:7
necessity 55:16 178:17
need 10:5 11:19 19:21
 22:5,6 41:18 48:13
 51:15 52:6 59:15 61:7
 61:9 63:1,11 74:20
 87:15 91:15 139:18
 147:14 182:1,2 183:2
 189:15 190:8 204:8
 207:3,15 215:19
 232:7 233:21 235:5
 237:4,5
needed 62:8 164:6
 211:13
needs 8:12 9:17 15:14
 63:16 97:16,19
 200:12
network 31:2
never 19:8
new 13:4 42:11 49:8
 110:17 114:8 154:21
 161:20 168:11
news 194:10
NHPCO 95:15 98:8
NHS 87:18
NHSN 21:6 22:17 23:16
 28:1 29:21 30:6 31:10
 31:14 40:5 41:3 56:11
 56:14 58:7 65:19 67:5
 87:21 88:15 92:4
 158:6
NIA 11:12
nice 6:17 148:7
nine 21:18 122:16
 143:8,19
no-burden 159:12
nominations 229:19
non-binding 59:18 60:3
non-employee 26:19

non-employees 24:15
non-support 14:18
NON-VOTING 2:7
nonclaims- 208:2
noncontracted 83:8,10
nonemployees 83:7,10
nonhealth-related
 212:1,9
nonvolunteers 83:11
normal 61:12 228:6
normally 23:2
note 162:21 187:21
 209:2
noted 14:12
notes 70:20 88:21
 135:12 217:1 219:19
notice 194:4
noticed 216:17 234:10
noting 152:13 228:15
November 175:20
NPHI 139:7
NQF 2:16 3:11 6:7 7:8
 8:1 15:21 16:8 17:5
 22:10 34:3,6 55:20
 60:5 66:4,4 77:4
 84:12 86:4 101:4
 106:4 112:20 120:18
 145:9 157:14 166:20
 174:16 191:16 203:5
 205:9 232:20 234:8
 234:17 236:12
NQF's 71:1 96:8
NQF-- 168:3
NQF-endorsed 167:2
nuances 59:5
NUCCIO 2:6 27:7 53:15
 54:15 89:8 119:22
 120:5 122:19 123:5,7
 125:6 220:6
number 17:9 18:5 29:21
 29:22 30:11 31:5
 35:13 43:5 56:8 66:15
 66:17 167:4 168:21
 169:5,10 172:20
 188:11,13 220:11
numbers 43:13 149:20
 186:8 218:9 219:13
 219:15
numerator 22:13 40:7
 45:11 65:21 104:14
 122:5
nurse 129:19 160:14,14
 204:3
nurses 176:12
nursing 4:12 5:1,3,6
 11:14,17 30:7 33:4
 42:13,20 70:1 75:15
 76:16 77:9 81:13

84:17 87:7 97:1,4
117:16 119:5 129:11
138:19 154:2,6
159:10,14,15 160:12
160:13 162:12 168:14
171:15 175:3 179:1
181:4 186:1 191:20
191:22 197:8,21,22
206:3 211:14 222:5,7
nutshell 196:8

O

objective 13:6
observation 165:16
observed 107:4 176:4
188:13,14,17
obvious 202:9
obviously 10:16 33:5
57:10 69:6 80:4
131:18 171:11,18
178:15,21 195:3
218:20 235:22
occasions 56:8
Occupational 1:21
occur 69:4
occurring 163:9 164:4
171:15 185:13 221:7
October 62:5 196:18
230:3
offer 109:6
offered 196:6
office 10:15 67:15 73:1
162:6 197:5
officer 50:22
oftentimes 203:9
OIG 111:18 123:22
onboard 202:2
once 16:20 35:9 86:4
144:3 169:21 170:18
182:8 185:21 236:9
one-fourth 162:7
one-point 108:8 143:18
one-time 19:2
ones 18:15 183:18
ongoing 166:9
online 12:16
onset 166:12
open 8:10 9:21 38:6
52:12 53:6 64:9 74:13
76:3 77:7 84:15
145:11 174:15 179:13
183:6 191:19 198:20
199:5 223:3 228:22
230:20 232:1
open-ended 136:2,5
operational 72:10
operationalize 88:9
213:22

operationally 21:16
opinion 90:10 214:13
opportunities 43:12
48:3 102:7 203:14
opportunity 4:3,8,13,18
5:2,9 7:20 8:13 16:2
34:7 39:8 48:7 49:4
121:15,16 123:15
124:4,6 134:5 168:18
196:6 199:13 208:14
212:20 215:17 232:20
opposed 89:13 123:12
140:17
Option 38:11 64:13,13
64:14 65:4,5
options 84:21 108:21
145:15 192:3
order 30:5,7 31:7 59:16
72:21 218:10,14
organization 1:18
36:19,21
organizational 36:18
organizations 72:13
79:13 120:20 148:9
orientation 48:2 229:22
230:4
original 73:8
originally 40:14
OT/PT 82:6
OTR/L 1:21
ought 31:5 66:11 87:21
out-of-pocket 211:18
outbreak 159:10 170:11
171:14
outbreaks 170:1 171:13
186:19
outcome 155:7 164:14
181:12 183:4 198:18
207:20 220:19
outcomes 74:2 146:15
147:6 162:22
outliers 123:10 138:12
139:3
outside 58:1 211:6
outstanding 99:16
overall 8:18 72:17
77:12 105:9 141:6
157:9 159:13,18
201:7
overarching 224:10
overcome 132:21
overlap 110:19 155:20
overview 7:2,14,15
15:21 52:4 54:4 99:7
102:5 149:4 192:20
194:1 229:17
overwhelming 148:4
owns 100:11,11

P

P-R-O-C-E-E-D-I-N-G-S
6:1
p.m 1:9 6:2 92:12,13
238:10
PAC 222:16
PAC/LTC 1:4 6:6 156:7
194:6
Pacific 91:10
page 231:15,16,17,19
pages 195:12
paid 82:21 139:18
210:20 219:9
pain 93:17
paint 142:4
painting 142:6
pair 97:14
palliative 1:18 74:11
Pam 19:18
PAMA 194:20
PAMELA 1:21
PANCHAL 2:19 12:17
16:12 17:2 36:12,16
37:11,18 38:1,5,16
41:20 43:16 53:8 64:8
64:20 65:3 69:9,12
75:3 76:6 78:11 84:14
85:1 89:2,7 91:6
94:10 98:18 144:20
145:10,17 153:3
154:14 179:15,18
187:20 191:18 202:13
202:20 210:3 220:1,4
227:6,18 229:4,10
232:13
pandemic 68:6 163:1
169:12 170:15,19
172:2,12 202:5
pandemics 174:2
panel 1:14 94:16 101:4
105:15 159:22 166:11
papers 217:13
paperwork 136:13
parity 122:9
parking 211:4
part 12:4 24:2 45:22
47:2 54:7 57:19 87:1
89:22 124:13 130:9
137:17 160:17 176:17
186:14 194:6,6,8
195:12 199:9 210:17
211:19 214:15 218:7
219:13 237:12
part-time 69:20
PARTICIPANT 44:17
participants 7:12
participate 236:7
participation 111:18

176:18 190:16
particular 15:2 26:17
46:10 77:21 78:7,9
95:2 118:20 123:1
131:11 141:9 154:11
173:5 174:5 182:14
186:18 214:17 218:1
particularly 13:16
42:14 86:18 96:12
131:2 133:3 146:13
148:9 214:9 219:14
236:11
partnering 161:9
partners 125:2
partnership 1:3,15 23:9
32:12 196:4 234:17
236:18 237:5
parts 47:3
party 78:18
pass 21:6 49:11 117:1
154:1 174:10
passed 180:15
passionate 173:15
217:3,4,6
paste 89:20
patience 188:22
patient 13:4 21:17
32:16 48:19,20 70:7
74:10 113:21,22
116:16 117:11 131:3
137:22 138:7 139:16
140:4 146:11,16,17
146:18 148:12 152:11
157:22 158:15 162:16
163:13 189:14,18
190:8 193:9,10
196:20,21 200:10
203:8 204:3 207:10
208:5,21 209:18
212:4 215:13 216:1
220:21 221:1 225:1
226:11,22 233:17,22
234:1
patient's 127:14 204:9
208:6 210:14 226:20
patient-centered 93:19
patient-focused 146:10
patient-reported
146:15 198:17 220:19
patient/family 152:3
patients 21:15 57:13
72:18 73:3 74:9 76:1
93:18 103:9 108:20
114:4 115:6 140:6,8,9
148:13 152:17 157:20
158:13 162:15 163:2
177:16,17 178:1
185:11 189:18 193:6

203:9,12,14,20 204:6
 207:4 209:21 210:20
 211:8 212:1,5 218:12
 218:19 222:7 225:11
 225:12 226:2,14
 228:1
patients' 109:8 208:19
pattern 126:18
patterns 126:9 140:8
Pause 64:19 83:21
 84:22 85:14 110:3
 145:16 154:13
pay 9:11 52:17 215:5
pay-for 75:16 93:11
pay-for-reporting
 156:22
paying 135:18
payment 9:14,14 52:20
 75:21 93:13
payroll- 69:16
payroll-based 69:22
peer 166:2
penalized 157:3
penalty 57:3
people 12:16 19:12
 37:2 38:22 42:5 63:21
 67:11,13,14 71:13
 81:21 115:19 122:15
 133:2 153:12 177:6
 200:16 201:6,8
 202:19 213:4 237:22
people's 155:17
per- 139:9,13
perceived 152:5
percent 8:7 9:15 25:19
 39:3,4 52:21 65:7,8
 75:21 77:22 85:9,10
 93:14,15 101:18
 104:11 107:4 108:7
 113:9 118:11,14,19
 118:22 119:1,4,7,17
 119:17 120:10,10
 121:11 122:2,3,8
 128:18 138:13 145:22
 146:1 149:7 150:18
 157:6 167:7 176:12
 176:14 178:7,9 180:2
 192:12,16 215:9
percentage 29:1 107:14
 122:6 123:8 215:8
percentage-wise 65:6
percentages 39:2 85:8
 145:21
percentile 121:10 123:2
 123:3
percents 172:18
perceptions 107:19
perfect 17:4 51:13 81:4

122:17
perform 124:8 149:7,8
performance 53:19
 54:11 102:3,5,9
 103:19 108:14 111:22
 112:16 114:11 124:15
 157:3 167:15 169:15
 173:11 188:10 209:19
 214:2 227:15
performed 156:17
 169:18
performers 167:12,13
 169:3
performing 107:8
 153:11 168:20 170:1
period 33:17 152:16
 166:17 167:6 168:17
 230:7,19
periods 106:15 165:14
perseverating 46:19
person 6:17 19:9 32:20
 38:22 74:1 206:21
 217:4
person-centered 131:8
personal 28:14 78:2
 79:8 162:14 207:15
personalized 146:11
personally 94:22
 202:10
personnel 4:5,10,15
 12:11 13:3 17:22
 20:11 24:1 25:19
 26:13 32:20 38:7 45:9
 58:13 64:10 66:21
 68:12,13 69:2 70:6
 71:7 79:10 84:16
 88:13
perspective 39:19
 40:20 122:15 139:13
 139:15,17 151:2,9,15
 204:9 210:14,15
perspectives 204:19,20
 233:17
pertains 94:7
perverse 182:22
Pharmacy 32:11
PharmD 1:14 2:19
phase 42:12 97:11
 180:16,18
PhD 1:11,13,21 2:2,4,6
 3:10
phenomenal 238:3
philosophically 72:7
philosophy 124:11
phonetic 81:12
Physical 1:12,16
pick 131:9 201:6
picking 131:6

picture 141:19 142:7
piece 80:15 131:8
 135:21 171:13
pieces 57:18 219:20,21
place 88:10 93:2 163:21
 185:11 212:2
placed 112:19 157:13
 191:15
plan 35:9,16 70:14
 175:9
planned 70:18
plans 76:19
plastic 217:7
play 63:5 155:5
playing 104:3 165:19
please 9:1 16:3 36:21
 37:7,21 39:13 51:17
 69:11 71:11 81:1
 91:17 101:11 102:19
 104:2,2 105:4 106:3
 106:16 107:10,20
 108:16 114:19 129:5
 162:1 163:6 164:13
 166:5,18 168:9
 176:10 183:15 205:11
 212:17 213:16 220:5
 229:11 230:15 231:7
 231:8 235:11
pleased 167:1
pleasure 92:9 100:13
plentiful 78:20
pneumococcal 42:4
pneumonias 191:1
point 7:10 19:11 33:10
 51:14 53:11 54:13
 56:5 65:11 67:20
 68:22 69:7 71:9 82:10
 83:18 87:5 89:9,9
 90:14 104:15 105:9
 110:14 118:10,14
 128:2 130:20,21
 131:13 136:4 137:11
 137:12,15 138:20
 151:16 182:16 191:2
 204:15 209:11,19
 231:21
pointed 193:20
points 47:8 76:22 84:9
 104:21 105:2 106:22
 107:2 118:4 122:12
 150:14 190:1 200:3
 201:5 209:11,15
poll 36:6 51:8 145:6
polypharmacy 146:14
polysaccharide 42:7
poor 26:20 162:10,17
 185:17
poorer- 168:19

poorly 169:18
pop 36:14
population 33:8 95:2
 113:13 138:13 159:15
 163:2 177:13 197:11
 197:12 199:1 222:5
populations 13:17
porous 88:1
portal 18:21
portion 193:16
pose 112:8
posed 203:19
positive 124:21
possibilities 57:21
possibility 175:9
possible 42:11 61:13
 79:12 109:9 135:6
 219:18
possibly 174:16
post- 86:18 90:15,17
post-acute 1:3,19 11:2
 87:3 234:21
post-direct 209:15
post-discharge 9:20
post-public 98:9
posted 42:16 232:4
potential 14:6,10 15:16
 34:1 38:15 39:11
 50:19 55:21 58:20
 62:22 66:20 76:20
 84:8 152:20 183:5
 198:13,16 215:3
potentially 68:3 70:11
 93:1 162:10 180:6
 181:16 185:7 195:5
 197:10 211:22 212:2
 212:8,13 216:11
 222:12 223:3,17
practical 72:9
practice 101:15 203:10
practices 100:16
 155:13
practitioner 160:14
pragmatically 59:12
pre-rule 61:11
pre-rulemaking 4:4,9
 4:14,19 5:3 193:21
pre-shared 80:20
precedence 42:3
preceding 210:12
preclude 40:12 57:17
predates 170:14
predict 169:22 170:17
 174:6
predictive 173:12
predictor 209:21
predominantly 211:18
preexisting 165:16

preference 131:3	principal 164:16	177:21	193:22 194:20 213:13
preferences 113:21	prior 27:21 43:22 55:10	protocols 17:21 185:10	purely 95:20
226:11	131:14 162:22 165:20	proud 99:17 101:10	purpose 161:15
preliminary 7:2 8:2,5	174:5 186:8	236:22	purposely 132:19
8:15 14:4 15:16 16:9	priorities 47:19 48:8,22	provide 30:12 39:9	purposes 58:7
17:6,17 33:22 35:10	priority 47:15 146:9	81:14 95:19 102:4	push 95:20
38:14 39:6 54:21	147:14 155:18 162:20	103:1 114:14 118:17	pushes 213:3
62:15,20 80:19 84:7	162:22 193:1 215:22	149:17 152:17 175:19	put 7:10 19:7 24:20
99:10 110:1,7 112:17	private-paid 88:3	190:21 215:2 232:14	60:9 83:14 185:10,11
145:2,6 157:11	probably 10:10 19:4,17	provided 166:11 197:7	204:7 212:2
191:13,13 234:10	59:5 61:2 72:12 79:22	provider 27:13 28:9,9	puts 75:5
premature 15:3	80:15 100:19 118:17	57:14 79:13 98:10	putting 82:12 153:9
prematurely 182:4	124:17 172:2 173:17	114:5 142:1 211:12	
premise 42:8	181:13 222:18 225:8	211:16 219:6	Q
preparation 235:6	problem 36:12 218:9	provider's 57:10	QRP 4:6,11,12 5:1,5,8
prepared 99:6 235:3,4	problems 53:2	provider-to-provider	24:2 38:8 41:9 56:7
present 3:9 92:15 98:1	procedural 58:16 63:22	28:5	56:15 77:12 78:7
100:6 101:20 160:21	procedures 135:18	providers 53:18 57:2	170:17 197:17 198:7
164:17 217:8,17	177:14	73:5 81:6,10 82:5,21	198:13 221:4
presentation 18:19	proceed 61:20,20,21	102:6 105:14 106:9	QRPD 64:11
25:13 112:3 161:11	62:14 231:10	112:10 114:14 147:11	quality 1:1 2:18,18,20
174:21	proceeds 28:16	148:5 151:13 153:11	4:2,7,12,16 5:1,8 9:10
presented 100:20	process 7:3,5,6 46:7	156:15 157:1 164:3,7	13:6,15 41:8 47:3
206:20 217:14	59:16 103:2 111:6,7	169:1,14 214:2	50:5 54:7 63:5 75:15
presiding 1:9	112:22 128:10 132:14	provides 112:13,15	75:20 79:20 84:17
presses 174:13	138:4,6 145:9 157:14	158:13	90:7 92:17,21 93:2,6
pressure 1:14 36:3	191:16,17 225:16	providing 15:10 83:3	93:10,12 94:3,8 95:22
pretty 40:17 41:19 42:3	processes 61:10	119:5,7 138:21 142:1	97:4 99:18,22 100:4,5
53:15 76:13 87:20	162:11 163:11,17	160:14	100:8 101:19 102:14
123:9	Proctor 2:14 100:5	provision 142:2	102:18,20 103:2,3,4
prevail 65:20	224:2,3,7 228:7	PSI-90 203:17	103:19,22 106:2,12
prevalent 183:18	produce 163:8	PT 1:12	107:19 108:19 109:1
prevent 163:14 170:4	productive 6:22	public 4:3,8,13,18 5:2,9	109:2,2,5 114:11
185:12	productivity 139:15	7:16 9:11,22 12:8,9	124:13,14,19 130:10
preventable 156:2	professionals 43:10	14:16 23:6 27:9 40:11	145:12 146:6 153:13
162:10 163:5	professions 147:5	46:6 52:6,11,17 53:3	154:2 155:15 158:3
preventative 185:10	programs 48:3 54:3	53:6 55:16 56:9 61:8	162:5 173:22 175:4
prevented 184:22 185:3	57:1 59:4 75:14 77:21	61:12 75:16 76:3	183:20 191:22 193:8
preventing 183:17	79:20 155:12 156:7	79:20,21 93:11,22	197:22 200:2,19
prevention 2:10 42:20	180:22 181:9 210:19	94:16 98:17 99:14	201:8 204:11 212:8
171:12 176:20 183:13	218:5 227:20	106:9 113:14 114:9	214:20 218:8 233:10
221:9	progress 25:3 172:21	122:14 154:11,12	233:19 234:12 237:18
preventionist 175:22	project 2:19 6:8 11:12	158:1 166:17 168:17	quarterly 33:11
176:3,17 177:12	231:13,14,19 232:7,8	174:18 175:8 183:8	question 10:2 12:5
180:19,21 186:14,14	promise 220:18 223:1	185:3 206:21 215:5	16:13,13,16 17:5,20
preventionists 164:1	promised 48:5	228:20,22 230:18	19:14,16,19 20:7,21
previous 44:1 50:9	promising 112:12	231:16 232:2 233:4	21:7,9 24:18,21 26:7
53:11 55:1 58:19	promotion 227:15	237:7	27:6,8 28:7 29:20
75:11,14 76:18 97:13	PROMs 198:17 220:20	public's 59:3 66:17	30:14,16 31:17,19
108:3 115:2 116:5	properly 163:13	publicly 25:17 56:12,15	32:7,15 33:13 34:14
192:22	proportion 31:2 140:6	58:13 80:7 197:21	36:7 37:20 40:16
previously 55:22 96:16	proposal 35:3	publish 188:8	43:17,19,22 45:2,3
105:18 128:7 193:5	propose 79:19 192:20	published 137:2 217:13	50:14 54:1 56:5,6,21
194:6 199:14	proposed 198:7,12	230:14	58:16 59:13 67:9
primarily 85:22 93:20	proposing 62:1 199:7	pull 56:12 57:15 62:17	71:17 73:15 74:16
196:19	pros 70:21 72:8	135:12 145:6	77:11 78:12,13,16
primary 46:11 152:9	prospective 9:14	pulled 51:8,16 71:4	80:12,13 81:5,7 82:3
164:22	protective 13:11 162:14	purchasing 5:6 182:20	82:19 83:6 115:11

117:13 120:5 123:7 125:14 126:1,21,22 127:18 132:6 143:2 148:13 160:7 175:7 175:13 176:22 177:2 179:11,16 180:10 183:19 184:6 187:12 188:4 189:1,4 203:3 203:13 213:21 216:5 questions 7:10,21 8:1 14:20 15:5,22 16:10 16:18,20 17:3 19:4,6 19:16 21:2,4 23:18 24:10 29:10,12 34:7 63:22 70:4 77:8,9 80:1 83:20 109:14,19 109:20 110:2,8 113:16,22 114:10,15 114:17,21 116:18 117:4 144:18 153:20 158:2,20 161:1,4 171:1 174:16,17 175:2 179:13 181:19 183:10,22 191:9 232:6,10 quick 7:4,14 10:11 77:11 quickly 14:3 42:21 49:20 71:4 178:4 229:13 233:4 quintile 169:3,9 quite 32:7 33:12 66:12 126:7 quorum 11:20 37:3,16 38:17	ranging 167:11 rank 167:20 rate 27:10,15,16 33:10 78:1 115:19 119:5 141:21,22 159:13,14 159:18 164:11 166:2 169:10 170:13 172:22 176:4,4 177:12 188:14,17,17 rates 28:5,19 29:6 43:8 79:9,14 155:12 167:12,21 168:12,13 168:20 169:19 170:19 182:2,9 rationale 15:15 34:6 129:2 161:15 174:21 Ray 231:9 re- 22:6 re-highlight 140:1 re-hospitalization 164:18 re-vaccinate 22:5 reach 123:1 149:19 reaches 149:22 209:18 read 20:8 55:8 94:20 readily 95:7 96:5 readmission 96:12,13 127:6 135:14 155:22 156:4 158:9 182:18 202:1 readmissions 156:2 200:15 213:8,9 readmitted 135:19 ready 33:20 34:8 35:20 37:19 50:11 92:15 145:4 191:10,12 reason 35:3 73:5 137:14 164:22 174:4 196:1 reasons 137:8,12,19 143:20 reassurance 133:21 reassure 224:14 REBEKAH 2:14 recap 229:15 232:15 receipt 11:15 receive 14:16 113:14 227:1 received 14:7 29:7 45:1 45:4,7,12 55:5 76:17 105:18 161:17 166:7 receives 234:1 receiving 11:12 95:8 111:2 163:4 recognition 56:6 113:18 recognize 74:20 122:13 132:20 133:2 157:4	185:6 recognized 61:7 124:13 152:20 recognizing 123:17 130:20 208:10 recollection 225:22 recommend 39:11 107:15 142:11 193:12 recommendation 8:6 14:5 15:17 33:22 35:11,17 38:10,10,14 39:6,7 54:22 55:20 58:20 62:21 63:4 64:12,12 65:11 68:2 68:13 84:6,20,20 86:6 99:10 112:17 145:7 145:14,14 157:12 158:6,7 191:13 192:2 recommendations 8:13 39:14 40:21 48:13 59:17,20 60:13 65:19 151:21 166:13 192:2 230:11,19 231:3 234:11 recommended 39:22 64:2 76:19 105:22 165:9 recommending 82:3 152:4 reconciled 212:7 reconciliation 31:22 146:14 record 92:12 recordings 223:15 records 112:6 red 60:19 redefined 97:13 reduce 66:17 155:8 reduced 9:15 52:21 75:21 93:13 215:8 reducing 157:4 refer 15:19 101:12 reference 47:7 48:17 192:21 232:5 referenced 47:11 56:8 references 161:19 reflect 103:15 105:17 106:2 178:21 179:6 197:6 reflected 221:8 reflection 34:5 80:9 reflects 102:14 103:12 125:9 reform 86:19 refusals 28:13 55:12 regard 69:22 125:5 126:18 149:2 190:12 regarding 14:22 26:7	28:13 47:2 65:13 70:4 74:7,14,21 79:16 80:2 116:15,19 117:13 119:16 126:22 127:17 137:3,21 146:6 152:14 199:16 216:11 216:12 regardless 45:4 region 187:19 regional 126:9 regionally 126:13 regions 125:16 registered 30:6 regulation 97:9 regulations 189:11 190:13 191:4 rehab 12:12 21:14 30:18 55:6 82:6 99:19 204:2 rehabilitation 1:17 4:2 9:9,12,17 13:4 48:9 55:4 reinfection 165:17 184:12 reinforce 237:1 reiterate 235:22 relate 86:13 related 16:8 17:6 39:9 39:11 43:6,11 48:19 77:13 85:13 87:17 135:3,8 147:2 154:7 158:3 174:21 185:5 190:22 193:2 200:15 208:3 212:1 216:4 227:4 relates 41:9 relating 97:21 relationship 59:20 105:6 relative 119:12 208:4 224:21 225:10 226:9 226:12 relatively 108:11 150:12,15 released 230:6 relevance 55:18 relevant 113:13 217:12 226:7,15 reliability 102:11 112:3 156:17 168:2,3 172:16 reliable 160:3 167:17 178:16 religious 27:19 reluctance 27:18 reluctancy 28:15 rely 222:20 remain 18:16 48:21
--	--	--	--

R

radar 173:19,20 224:12
228:15
raise 14:10 37:8 39:14
221:3
raised 12:18 14:21 17:3
53:8,11 69:10 75:4
76:7 78:14 83:6 89:3
94:11 98:20 120:20
123:19 130:21 132:22
133:2 144:22 154:15
187:22 210:4 220:2
227:7 228:2 229:5
raises 41:21 124:1
202:14
raising 137:15 221:2
Raj 10:3,14,21 11:4
25:10 200:20
Raj's 79:6
randomly 167:21
range 67:13 105:1
148:6

106:14 169:12
remainder 30:11
remained 19:6
remaining 93:20
remember 100:19
 196:11 216:19 217:2
 217:5
remembered 31:7
remembering 219:20
remind 33:21 47:12
 79:17
reminder 9:16 25:6
 36:17 38:13 52:22
 94:2 145:5 170:12
 191:12 194:19 233:15
removal 228:9
repeat 183:15
repetitive 207:9
report 26:17 27:10 31:8
 179:10 230:13,14
reportability 167:3,8
 178:3,4,6 179:8
reportable 233:2
reported 19:8 25:18
 26:11 28:21 40:8
 56:15 57:2 58:14 80:8
 132:8 168:13 197:21
 217:9
reporting 4:2,7,12,16
 5:1,8 9:10,11,11
 13:22 18:22 25:14
 26:9,22 31:10 40:12
 41:15 47:3 50:5 52:17
 52:17 54:7 55:12 56:9
 56:14 70:1 75:16,16
 75:17 79:20,20,21
 84:17 87:18 89:15
 90:8 92:18,21 93:2,7
 93:10,11,11 94:3,8
 99:18,22 100:4,6,8
 102:18 103:4,22
 106:9 107:14 109:2,5
 113:9 122:15 130:10
 145:12 146:7 151:14
 154:2 157:7 191:22
 214:20 215:5,6 218:8
reports 111:19 120:19
 123:22 149:16 188:8
 188:10
represent 108:14,22
representation 95:22
 121:12
representative 2:15
 103:1
represented 103:11
 147:6 168:22
representing 11:8
 101:14

represents 116:16
 117:11 169:13
request 114:8 159:8
requests 16:22
require 15:13 27:1
 45:19 155:4 164:5
 173:8 176:7 190:17
 221:21
required 26:9,22 31:8
 44:6 58:1 70:1 75:20
 175:22 176:17 180:16
requirement 57:4 167:5
requirements 42:6 58:6
 89:15
requires 166:20
requiring 5:4 25:22
 158:9 191:21
research 136:22 200:15
resident 165:3,20
residents 32:17 33:4,16
 162:8 164:21 169:6
 173:6 178:22 181:21
 182:5 204:20 205:20
 205:21 206:2 214:12
resolved 14:13
resolving 184:18
resources 13:21
respect 62:9
respectful 59:19
respectively 106:7
respiratory 165:5
respond 12:6 21:3
 35:19 53:14 60:22
 79:2
responding 15:22
 109:21 153:19
response 52:14 60:8
 111:1,18 188:20
 193:13 206:18 216:15
 232:12
responses 37:15 38:21
 60:2
responsive 59:19
result 72:12 111:22
 155:1 157:2 158:15
 164:12
results 103:19 106:11
 106:18 107:11 167:1
 172:5 207:20 220:20
resumed 92:12
retention 202:7
return 9:19 212:3
returning 115:22
revealed 167:6
revealing 162:16
reversed 121:21
review 7:5 8:15 16:9
 35:15 99:18 151:19

157:15 230:8
reviewed 154:9 198:14
 199:22
reviewing 73:14 170:21
reviews 29:13
revocation 96:17
 132:13 133:5
revocations 116:15
 117:10 132:11 137:4
reworked 63:1
RHIA 2:11
rich 134:3
richer 235:6
rid 237:6
rigorous 112:22
Rikki 2:6 120:7,8 210:5
 210:6 211:12
Rikki's 210:3
ring 218:1
rise 55:18
risk 138:3 164:10
 165:18 174:1 176:4
 178:18 222:19
risk-adjusted 167:10
 188:14,17
RN 1:11,13,17 2:9,13
road 147:15 215:21
 222:21
ROBERTS 1:21 19:20
robustness 232:21
role 131:2 186:15
 203:10
roles 180:20 203:4
roll 11:20
rolling 42:13 211:22
rollout 28:16 41:18
room 107:9 141:5 186:2
 190:7 210:18
rooms 71:19 176:13,15
roughly 180:2
round 219:19
routine 26:21 68:7
rule 35:2 59:14 62:1
 225:13
rulemaking 61:12,21
 112:19 157:13 229:17
 230:14
rules 40:5 59:16 60:1
 61:3 201:8
run 7:4 10:11 188:8,10
 236:3
rural 2:15 14:8,15 43:6
 81:11 113:4,6,11,13
 125:20 156:20 157:9
 157:10
rural/urban 125:18

safe 72:18,19 212:6
safer 157:21
safety 146:13 193:8
 196:20 200:2 215:13
salespeople 66:14
SALIBA 2:1 147:21
 148:19 151:1 217:5
 219:1
SAM 2:19
Sarah 2:5 72:5 73:10
SARS- 50:6
SARS-CoV-2 4:2,4,7,9
 4:12,14 38:6
SARS-COVID 84:15
saw 18:18 24:9 47:19
 48:3 88:7 128:4,9
 130:9 153:5 172:5
 188:1
saying 22:12 90:20
 134:8 218:6 226:18
 234:15
says 220:7,22
scan 162:6
SCFES 1:21
scheduled 88:22
scientific 113:1
score 101:17,19 104:20
 105:7,10 106:21
 107:6 108:7,19
 110:13,15,16 121:15
 122:7,11 128:19
 138:17 141:1,2,6
 142:13,19 143:6
 144:2 201:5,21
 208:10
scored 107:5 122:16
 150:12
scores 101:16 105:1
 106:14 107:13,16,22
 108:4,9,13 113:5
 122:3 123:9,11
 125:17 143:3,13
 144:12 157:20 167:11
 168:3
scoring 122:2,4,10,13
 140:18 143:8 148:5
 151:4
screen 36:6,13 38:2,3
se 83:4
Sean 1:20 50:16,18,21
 51:5,7,15 66:7 67:4
 69:8 74:18 78:15
seasonally 68:5
Seattle 95:1
second 6:18 10:2 24:22
 25:2 31:21 32:1,2
 33:15 40:8 44:7 46:8
 127:12 171:5 179:7

S

- 180:16 189:17 204:14
220:16 231:20,20
seconds 37:4 38:18
192:5
secretarial 24:10
secretary 197:1
section 50:4 200:6
seeing 38:20 71:2
123:14 172:9,17,20
204:9 227:17
seeks 102:21
seen 28:15 59:22 61:2
76:7 192:16
sees 28:18
seesaw 150:13
segment 175:9
segmentation 158:5
segue 121:18 175:16
221:14
selected 102:10 105:12
108:19 119:18 120:9
120:11,13 121:2,9
selecting 57:14 181:5
Senate 13:7
send 36:17,18,22
100:22
Senior 2:17,19
sense 28:8 125:12
144:1 150:10 200:19
sensitive 90:1
sent 78:12
sentence 207:10
separate 128:7
separated 26:8
separately 44:7
SEPI 1:13
Sepideh 152:2,7
sepsis 175:17
September 229:20
seriously 41:19 216:17
serve 29:15 94:15
service 71:19 180:1
services 2:8 83:3 88:4
139:19 197:11 211:13
211:16,16 213:7
session 78:5
sessions 77:15
set 15:9 47:4,6 103:6
118:3 124:18 163:7
172:10 178:15 198:21
200:18 237:14
Set-based 128:5
sets 149:6,20
setting 13:4 28:3 29:2
57:12,15 76:16 88:14
89:12 155:2 156:11
157:10 209:16 212:10
217:10 221:13,22
224:16
setting-specific 87:14
settings 8:21 87:22
89:16 90:3,22 113:8
141:13 213:5 222:2
222:17 225:3 226:3,4
seven 107:5 144:5
149:6,8,20
Seventeen 64:21 192:7
severe 155:3 156:9
severity 173:8 189:9
sex 165:20
shaking 123:6
share 8:3 19:19 20:7
38:1 39:13 120:8
167:1 168:10,16,18
213:15 231:21 237:22
shared 203:6 235:7
sharing 37:19 149:15
161:21 162:14
Sheri 15:20
shift 150:19
short 102:2 103:20
126:11 135:15 198:3
shorter 136:16 226:4
show 22:18 37:14 38:21
103:20 121:2,4
153:11 176:12 183:19
200:14 217:19
showed 31:1 217:17
223:1
showing 187:12
shown 142:18
shows 39:2 106:18
134:22 167:14,16
168:6 169:2,17
185:16 186:9 217:17
side 87:3 131:1 178:20
218:22 231:21
sides 72:8
sight 234:2
sign 51:21
significance 143:8
significant 140:3
significantly 72:13
140:6,9 152:16,21
189:5
silos 87:15
similar 23:21 28:9,9
29:4 52:16 55:22
58:12 75:10,14 128:3
129:8 136:2
similarity 128:22
similarly 223:15
simple 89:20
simply 27:10 76:15
115:19 220:13
simulated 104:10
Simultaneous 46:18
simultaneously 44:16
102:2 142:3
single 101:17,21
108:19 125:10 194:22
220:14
site 146:18 152:12
217:17,18
sites 87:12 187:18
sitting 59:7 72:6
situation 8:11 41:18
68:15,16
situations 134:20 213:4
six 21:18 39:4 65:8 85:9
144:5 201:14
size 187:19
skilled 4:12 5:1,3,6
11:14,16 30:7,13 33:3
42:12,20 70:1 75:15
76:15 77:9 84:17 87:7
129:11 154:2,6
171:15 177:13 191:20
191:22 211:14
skin 175:17
SLABACH 2:15
slate 198:20
slide 9:21 31:1,15 92:20
101:11 102:19 104:2
104:5 105:4,17 106:3
106:16 107:10,11,20
108:16 161:12,18
162:1 163:6 164:13
166:5,18 168:9
191:12 209:22 229:11
230:15 231:7,8
slides 47:7,15 62:18
63:4 80:14,21 99:6
108:3 158:22 159:21
221:7
slight 110:19
slightly 128:2
small 17:16 31:1 125:11
161:11
smaller 30:11
SNF 4:12 5:1,5,6,7 8:22
77:21 82:16 100:4
155:2,18,21 156:10
156:15 158:14 159:15
160:12 162:19 163:9
164:4,7,12 165:13
166:8 167:2,12 168:8
168:12 169:1,11,14
169:18,21 170:13,16
173:12 174:8 178:1
182:19 184:17 185:3
185:9 186:7,16
189:20 194:19 195:20
197:3,8,10,11,17
198:7,13 200:8,13,16
200:19 205:20 221:11
221:22
SNF's 170:4 187:8
189:12
SNFs 30:6 75:19 80:16
81:13 89:13 155:8
157:5,6,9,21 158:5,9
163:10,20 166:3
167:5,7 168:20
169:17,22 170:8,10
170:17 172:18 173:21
175:20 176:5,6,8
177:17 179:9 181:20
182:3,4,18 184:13
186:20 187:17 188:7
188:9 190:17,18,20
SNFs' 171:16
snickering 181:13
SNP 1:13
social 129:11,19 235:16
Society 1:19 2:1
solicited 105:11 126:4
somebody 135:18
179:4 217:2
sophistication 221:3
sorry 26:5 46:9,14
63:20,20 89:2 115:12
120:7 129:16 136:12
136:14 140:8 150:5
153:5 164:18 171:7,8
176:5 180:12,12
210:9 219:2 227:9
231:8
sort 23:11 86:13,13
97:13,22 130:15
135:22 136:1,4
141:10 149:22 175:16
184:17 195:5 199:3
206:11,14 210:16
214:14 217:20 219:8
220:16 221:3 223:18
236:18 237:5
sorts 187:7 206:10
218:19
sound 210:6
sounded 18:20
sounds 29:17 54:18
180:1
source 134:3
sources 102:22
space 49:18
span 188:11
speak 49:15 62:11
164:14 196:13 216:14
SPEAKER 92:3
speaking 25:7 44:16
46:18 180:4 227:11

speaks 136:17 200:7 Spearman's 167:20 special 61:1 specific 20:4,10 34:4 47:9 54:4 55:6 77:8 159:17 184:2 185:19 186:4 208:18 224:17 specifically 13:3 50:6 212:3 233:1 specification 41:10 70:14 77:2 116:10 specifications 14:1 15:13 16:15,22 17:8 18:8,11 21:10 40:2 54:21 63:10 65:18 84:11 86:1,3 87:16 115:14 157:16 161:15 164:14 specified 115:17 128:1 136:15 156:16 205:7 specs 15:1 71:5 spectrum 140:22 spend 126:16 215:14 spending 139:10,12,14 139:17 140:7 141:21 141:22 spent 65:16 159:22 spirit 55:15 split 121:11 split-half 156:17 167:18 splitting 73:15 spoke 163:11 226:14 spoken 209:5 spread 162:16 springtime 92:8 staff 2:16 20:12,16,19 24:11,16 26:18 29:2 38:9 42:17 44:12 64:11 66:14 69:20 70:5 72:18 73:1 76:19 80:6 81:17 84:19 87:10 112:18 145:13 152:9 162:13 177:18 186:20 190:8 192:1 202:7 232:7 234:8 236:12 staffing 202:6 stage 219:14 stages 43:5 204:17 stakeholder 161:16 166:7 185:4 209:4 stakeholders 105:13 168:16 stand 55:21 73:5 standard 44:2,8 45:5,6 54:16 97:4,8 116:19 116:20 117:15 118:3 118:21 119:11 143:5	standardized 164:11 standards 102:14 106:4 121:1 166:20 standpoint 57:10 68:19 72:10 172:16 stands 55:13 start 6:14 21:5 36:1 58:4 60:10 63:8 66:13 109:21 110:13 132:16 133:7,14 140:11 148:8 174:17 199:6,7 202:18 215:18 232:16 started 6:4 9:5 21:9,13 22:1 62:7 81:16 91:19 93:9 160:9,12 starting 21:21 148:1 state 81:7 184:18 189:11,12 190:12,12 191:4 stated 96:16 157:4 211:21 statement 72:14 96:2 states 188:12 statistic 143:15 statistical 102:8 104:17 144:11 statistics 119:3 status 9:18 196:20 205:22 216:1 220:8,9 220:10,14 225:7 statute 195:4 stay 103:13,16 121:3 135:20 167:5 198:3,3 202:10 206:2 222:5 225:11 staying 6:12 stays 165:16 stem 162:10 step 21:3 33:21 96:19 222:18 stepping 54:2 steps 5:10 229:13 stern 18:20 steward 101:6 stewardship 180:17,22 181:9 187:1 stick 91:15 STOLPE 2:19 51:14 52:2 stop 37:19 175:11 stops 32:20 story 134:22 213:10 straight 53:15 strain 68:6 strata 69:21 strategic 229:21 strengthen 176:19 177:14 181:8	strikes 212:19 strive 166:21 stroke 21:14,17 165:4 strong 13:9 14:8 59:20 62:6 126:12,18 142:12 strongly 177:11 188:5 205:12 211:9 struck 227:21 structure 54:10 75:18 196:17 struggle 186:10 struggling 186:10 studies 116:7 137:2 162:16 176:11 stuff 23:10 131:9 178:18 225:13,17 subbing 50:17 subgroups 72:11 subject 2:3 94:16 subjective 207:14 submission 54:12 58:6 61:5 submit 9:13 52:19 54:9 57:4 75:19 93:12 215:7 submitted 57:5 subsequent 47:7 substituting 55:2 succeed 211:15 successful 9:19 205:5 222:1,2 successfully 191:17 succinct 9:2 sufficiently 106:8 suggest 48:14 202:10 suggested 219:15 suggesting 8:11 suggestion 90:6 114:2 214:10 suggestions 43:1,3 suggestions/comme... 85:13 sum 85:19 summarize 85:17 summarizes 103:21 105:5 111:22 summary 5:10 34:12 112:15 148:13 158:16 229:15 232:14 summed 133:20 summer 166:17 172:3 sums 104:21 support 8:5,14 14:5,8 15:15 34:1,5 35:10 38:9,15 40:5 43:4 55:21 58:20 62:21 64:11 76:20 84:7,19	89:9 90:13 91:2 95:15 103:19 112:18 142:14 145:7,13 148:20 157:12 191:14 192:1 207:11 208:18 209:7 213:8,10 supported 35:17 175:18 198:11 223:9 supporting 73:8 111:5 111:16,16,19 142:14 supportive 14:20 113:16 125:7,13 158:2 supports 39:6 136:22 surgeon 217:7 surgical 218:7 surmised 110:11 surprise 224:11 surprised 148:11 225:5 surprising 153:21 surveillance 58:7 155:12 survey 103:8,15 114:3 226:20 surveyors 185:18 surveys 226:4 sustainability 209:13 209:18 227:12 symptom 93:18 146:15 system 9:14 69:16 88:9 88:15 201:5 233:20 233:20 systematic 42:18 systems 30:3 49:5 213:2
T			
T.J 3:10 100:17,19 101:6,20 103:18 104:4 109:21 115:10 116:13 117:3,9 123:5 125:15 127:7 130:21 132:16 133:17 136:10 140:11,21 141:7 147:22 148:16 150:3 table 23:1 29:14 47:1 147:13 168:22 169:10 169:13 171:5 172:7 208:3 tag 186:1 takeaway 168:19 taken 59:22 103:14 116:6 222:18 takes 37:3 149:11 talk 13:19 24:4 28:2 35:16 41:7 54:19 79:4 106:17 193:17 225:21 talked 120:16,18			

140:21 195:8 198:17
213:18 215:18 216:20
230:17
talking 6:9 8:18 18:12
32:16,19 40:8 49:3
54:13 56:6 67:22 69:8
78:3 79:18 115:1
122:2 135:13 147:2
173:16 187:3
talks 86:19
tapping 177:6
target 17:19 159:19
163:18
targeted 156:3 178:1
targeting 186:3
tasked 195:2
team 7:9 43:10 92:4,5
101:7 103:17 129:10
129:21 130:8 147:8
161:2,10 163:16
166:6,19 168:10
170:20,22 203:6
231:13 238:4,5
team's 162:20
teamwork 147:3
technical 40:1 65:18
85:22 86:3 105:15
161:3 166:11
technically 115:16
technology 226:13
telehealth 98:4,7,9,12
114:13 131:20 152:15
152:17 226:9
tell 60:21 89:5 213:10
218:3 223:9
telling 63:14
tells 151:20
ten 101:13,17 102:3
104:8 105:16 106:21
107:3 108:18 110:12
110:16,16 118:14,18
118:22 119:4,17
120:3,9,10 121:9,20
122:3,9,13,17,17,21
125:11 134:19 138:13
141:1 142:7,20 143:8
143:9,18 144:12
149:15 150:17
ten-indicator 137:17
tend 106:21 140:5
151:12 209:10
tended 138:4
tenth 123:3
TEP 165:9 168:16
226:20
term 50:5 54:8 64:11
197:12 207:13 225:19
terminal 135:21 140:7

terms 10:7 13:14,20
15:20 20:16 22:2
23:11,17 25:17 28:4,5
28:10 43:3 44:11
48:13 58:5 62:1 68:20
79:14 85:8 88:21 90:8
90:15 143:2 145:21
158:1 160:11 161:2
171:13 174:5 178:17
181:15 183:5 186:20
186:21 187:2 196:5
197:15 203:7,15,21
205:6 207:5 213:20
223:3 225:1 226:10
236:10,15
Terrie 2:5 20:6 21:1
30:15 202:14,18
203:1 207:6,11
208:19
terrific 9:6
test 12:5 36:1,6,13 37:1
86:4 156:18
tested 106:4 156:17
testimony 236:4
testing 26:15 63:10
77:3 84:12 86:3 106:4
106:19 107:12 112:2
156:18 157:16 161:16
167:1,16,18
tests 106:7
thank 6:4 9:6 10:13
11:3 12:20 15:18 27:4
27:5 31:17 33:19
34:16 35:8 43:20 46:1
46:14 51:11,22 52:3
56:20 73:10 76:9
83:17 88:5 91:21 92:3
93:8,21 94:13 95:8
98:12,14 99:13 101:1
101:2,3 104:6 106:16
108:17 109:12 115:11
116:13 121:17 130:17
130:18 132:5 144:14
144:16 145:18 147:17
147:20 151:18 153:9
153:15,18 161:7
170:21 174:11,11,14
176:22 177:1,8
179:12 180:9 184:5
188:3,21 189:2,3
191:6,18 192:14
193:19 199:11 203:2
204:12 206:16 207:8
209:7 211:11 213:13
214:6,9,17 221:14
226:18 229:10 232:19
234:12,16 235:5,9
236:8,11 237:11,11

238:7
thanks 17:4 21:1 29:9
46:13 52:2 67:19 76:5
80:11 88:19 91:20
92:2 110:9 126:18
154:4,17 158:18
175:14 191:7 207:6
209:1 214:18 215:16
227:3 228:18 234:6
235:17 237:14
Therapy 1:12,21
they'd 81:11
things 16:4 17:9 18:17
21:16 23:4,17 27:19
40:9 41:14,17 46:20
48:18 58:8 60:9 61:5
63:9,10 68:15 69:6
79:4 86:16 88:17
95:16 96:5,22 140:14
149:9 150:20 161:4
164:9 171:18 177:21
182:11 186:13 187:18
191:1 197:14 204:1,5
205:16 206:7 216:3
221:16 222:9 223:4
224:8,16,17 225:4
228:8 234:7 235:8
236:20 237:10
third 75:10 106:13
thought 19:11 40:14
56:10 59:10 67:21
87:15 91:3 128:13
151:18 157:9 207:12
225:7,9 237:14
thoughtful 91:22
thoughts 126:8 210:11
213:15
three 8:21 29:13 86:21
169:15 180:18 195:11
201:9 202:12,13
219:15 224:1
threshold 113:10
117:15 120:10 122:8
123:1,1 157:7
thresholds 104:18
113:17 119:17
threw 228:12
throw 69:14 81:20
201:16
timed 180:18
timeliness 215:13
times 217:10
timing 21:3
titled 11:13
TJ 153:18
to-date 25:20
to-year 108:15
today 6:22 61:14 94:14

161:22 168:14 169:20
188:8 194:7 221:17
229:12 231:12 236:3
237:15
today's 230:11
tool 124:18 176:2,19
tools 222:19
top 118:11,22 128:18
138:12 162:20 201:9
202:7
topic 214:19
topics 87:9
topped 150:21
topping 149:22 150:9
total 95:22 101:17
167:4
totality 142:6
totally 78:2 90:13 174:2
207:11,18 213:5,10
touch 161:14 232:7
touched 209:10
track 6:12 12:15 25:3
75:6 153:22 158:8
164:1 176:5,5,6
217:21 226:2
tracked 17:21 18:1 58:8
tracking 174:22 220:7
225:6,19,22 227:10
227:13 228:3
tract 187:6
traditional 61:10
transcript 225:17
transfer 137:5 158:13
173:6 176:7 181:21
182:10 193:7 225:2
transition 96:7 115:2
116:5 127:2 133:4
217:11 227:14
transitions 1:14 11:9
135:4 136:18,19
193:9 200:4 227:13
translate 175:6
translation 184:2
transmissability 174:4
transmissibility 69:3
transmission 13:14
72:19
transparency 76:1
treat 163:20 164:1
treated 33:9 165:15
184:14,16
treatment 164:21
165:22
trial 69:19
triangulating 220:20
trickle 64:18 192:6
tried 22:22
Tripp 2:2 41:1,1 56:4

70:22 78:14 80:13
81:3 86:12,16 130:19
135:7
trouble 180:13
truly 160:5
try 27:22 72:10 94:4
125:10 160:2 177:18
182:4 200:1 201:11
214:8,13
trying 60:18 79:9,14
88:8 92:8 94:18 121:4
125:1 134:11,18
135:9,17 139:2 142:4
160:1 178:3 181:15
187:9 192:8 203:22
204:17 205:4 207:2
211:5 214:3 216:8
217:20 223:20
Tufte 3:11 94:11,13
turn 9:4 23:16 46:16
60:19 103:18 109:17
150:3 158:17 171:2
193:17 228:19 229:8
229:14
turned 33:4
turning 46:22 107:21
turns 25:21
two 9:15 20:12 21:2
25:22 26:1 29:10 36:8
40:15 41:6,11,14 44:5
52:21 75:11,14,21
91:18 93:13 94:4
108:5 115:16,18,21
115:21 116:1 127:3
136:5,19 145:15,20
151:4 158:1 159:9
161:13 162:3 167:21
175:2 187:16 189:9
190:1 192:3 201:9
202:11,19 206:5
220:17 223:22
type 28:12 49:19 53:6
127:2,2 135:4,4,11
136:2 158:5 159:17
170:8 199:16 216:10
types 98:10 114:5
166:14 186:17 187:4
197:15 206:12
typically 138:7
Tzvetomir 1:15 139:7

U

ubiquitous 196:22
ultimately 22:3 58:10
Um-hmm 71:6
unavoidable 180:6
uncertain 40:19
uncertainties 22:1,8,11

uncertainty 40:1,13
55:13 65:18
unclear 82:9,10
understand 32:7 33:12
55:13 60:12 96:3
122:15
understandable 142:20
understanding 21:10
23:1,10 41:16 44:11
142:15 147:4 171:11
216:9 236:15,19
understands 62:19
understood 82:4
122:11 141:5
unfortunately 28:13
172:13 237:7
unintended 158:12
180:8 181:11,17
uniqueness 90:2
unit 27:11 46:11
universal 170:7
unknowns 15:4 18:6
unlucky 102:1
unnecessary 180:7
unpredictable 174:2
up- 25:19
up-to-date 25:14 42:8
45:15,16,17
upcoming 231:18
update 9:15 52:20
60:10 75:21 93:13
updated 194:8
upper 165:5
uptake 11:13 77:12
78:9 87:11
urban 113:6 125:19
urban/rural 125:21
126:14
urinary 187:6
use 7:10 9:2 13:21 15:5
17:18 28:22 49:4 61:9
61:11,13 69:15,18
88:10 108:20 112:1
124:17,18 157:10,21
158:6 160:2,16
162:13 163:21 173:14
173:21 175:3 176:3
176:18 178:17 180:7
185:19 222:19 223:18
226:13
useful 28:21 69:22
112:14 218:15 220:15
233:13
users 40:3
uses 170:2
usual 234:14
usually 63:4
UTI 165:5

utilized 177:10
UTIs 175:17 176:9

V

vacation 72:1
vaccinatable 40:18
vaccinate 80:5,6
vaccinated 13:11 19:9
22:7 28:18 29:3 44:12
68:3,21 73:6
vaccination 4:5,10,15
6:9 9:8 12:11 13:2,10
14:9 17:21 18:6 19:1
19:8 21:22 23:13 24:1
25:15,20 26:13 28:3,6
29:5 31:10 33:10 34:5
34:20 38:6 41:12
42:14 43:13 44:3,3,11
44:17 49:16 58:12,18
64:9 65:22 66:1 67:17
77:16 79:9,15 84:15
86:8 88:13 173:17
233:6 236:16
vaccinations 26:1
235:15
vaccine 10:15 11:13,16
14:22 19:22 20:1
27:18 29:7 31:21
32:22 42:3,4,7 45:18
58:5 68:8 78:20 79:17
80:10 87:9
vaccines 13:10 17:18
18:12 32:13 40:15
41:4 42:9
vague 23:5
valid 160:3 168:7
validation 173:1
validity 26:16 102:10
106:5,10 107:11
112:4 156:18,19
valuable 87:14 102:22
170:22 220:12
value 15:9 23:8,8 53:17
102:17 103:21 122:20
124:12 157:19 200:7
201:22 203:21 207:13
207:17,19 208:16,21
210:17 220:18 236:18
value- 194:19 213:12
value-based 5:6 182:19
193:22 212:15
values 121:21
VAN 2:2 207:8
variability 106:5,10,17
167:14
variable 190:20
variables 189:10
variation 126:13 157:19

variety 102:22 105:13
various 135:1 142:2
vary 135:10
varying 111:15
vast 30:6 101:18 107:1
VBP 5:6,7 195:20 197:3
205:3 236:20
ventilator 190:21
ventilators 190:18
venue 90:15
verify 226:5
versus 41:5 42:7 68:15
118:22 131:16 135:15
135:18 175:17,17
179:5 180:1 219:9
226:4
video 99:2,5 103:20
104:2,3
Videoconference 1:8
view 109:6 124:4
208:11 228:6
viewed 32:2 140:22
viewing 123:9
vigilance 177:19
violations 185:22
virtual 230:7,10
virus 68:4
visibility 15:10
visible 231:22 232:2
vision 66:17
visit 97:4 116:20
visits 97:1,11,14,17
98:5,12 100:21
110:20 114:13,14
116:21 127:19 128:9
129:10,18 131:4
152:17 165:16
voice 226:20
volume 113:11 157:9
voluntary 26:10
volunteer 24:10 237:22
vote 8:4,5,16 11:21,22
12:2 29:11 33:20,22
34:9 35:9,21 36:1,6
36:13,19,22 37:1 38:9
51:17,22 62:20 64:11
64:16 65:4 80:19 84:2
84:4,6,19 85:6 145:13
191:10 192:1,16
voted 37:2,12 38:22,22
39:3,4 65:7,9 145:22
146:1 192:13
voter 35:6
votes 36:9 37:5,16
38:16,19,21 59:12
64:14,18,20,21 65:4
85:2,6 145:17,19,20
145:20 192:4,6,7,8,9

192:11,11
voting 33:21 36:17 37:7
 37:13 38:5 51:19
 62:15,18,19 64:8,22
 65:3 84:14 85:4,5,9
 85:10 145:2,10,18
 191:19 192:10 193:16
vulnerable 13:16 163:2

W

wait 37:3 38:17 64:16
 80:18 109:17 172:10
 192:5
waiting 171:22
walk 185:19 194:11
walked 14:3
wanted 17:8 26:6 28:2
 36:17 62:18 69:14
 80:21 81:9,20 89:8
 94:20 117:2 120:17
 121:6,14 140:1
 148:17 149:1 153:8
 163:16,18,19 168:10
 187:21 199:4 200:21
 224:14 235:21
wants 78:13
war 173:15
warm 36:1
warrant 97:9 131:8
washing 176:11 177:19
 185:16
wasn't 20:20 80:20
 119:10 148:17 228:5
way 21:20 22:15 23:21
 42:18 51:21 58:12
 64:2 67:10 68:5 77:18
 115:16 116:8 117:19
 121:12 124:21 148:14
 149:19 158:15 159:11
 160:3 162:12 187:17
 197:2 206:10 216:17
 223:19 226:19,22
 237:9
ways 133:10 147:10
 148:8 158:3 172:6
 198:20 208:5,20
 217:20
wear 235:15
wearing 177:20
website 57:6
websites 25:18 28:10
 57:7 58:14
weeds 111:10
week 71:22 238:8
weekly 32:9 33:11
weeks 25:3
WEI 2:17
weight 204:7

welcome 6:15,19,19
 50:16 51:4
well-documented 77:1
 84:10
well-taken 67:20
went 60:13 92:12 112:2
 160:8 163:10 173:7
weren't 125:19
whey 137:5
willing 235:11
willingness 142:11
window 103:1 164:19
 165:9,11 182:6
windows 166:14
 184:12
Winsper's 15:20
wish 131:17 191:2
wonder 210:18
wondered 136:5
wonderful 92:5 100:10
 238:8
wondering 20:9
word 216:16
words 44:22 57:9 101:3
 200:21
work 8:12 48:12 62:2,9
 63:16 67:11,14 71:10
 71:14 72:3,12,13
 79:12 92:5,9 100:13
 117:20 124:21 129:19
 153:9 160:1 163:22
 184:19 193:5 199:12
 199:18 203:11 217:8
 224:14 225:1 230:19
 231:11 232:2 234:4
 234:12,13,18 235:17
 236:4,22 238:1
worked 21:14 67:17
 71:21 142:17
worker 15:2 20:9,10
 129:12
workers 11:16 14:9
 24:11 33:16 42:15
 69:5 88:2
workgroup 1:4,8,10 6:6
 7:20 14:8 38:10 39:3
 47:21 48:4 51:5 56:3
 61:16,18 64:1,12 65:7
 65:8,11 74:6 77:5
 84:20 87:3 90:10
 113:5 145:14,22
 146:20 192:2 230:3
 231:21 232:1
workgroup's 19:11
workgroup-identified
 146:12
workgroups 59:22
working 32:20 33:8

51:21 92:7 125:1
 130:2,15 227:19
 238:4
works 13:10 71:10
world 27:21 160:12
worry 210:13
worse 158:15 166:4
 169:16 170:11
worst 167:13 181:14
worth 74:15
wouldn't 23:2 133:8
 139:1,4,4
wound 216:2,6 217:9
 219:7,11 224:21
wounds 218:7
wrap 229:12
written 51:15 72:15
wrong 66:16 210:9
wrote 17:16

X

Y

year 22:4 25:21 47:18
 62:4 74:6 79:22 93:14
 93:16 100:20 102:1
 104:11 111:2 124:5,6
 149:12,12 152:11
 167:6,9,17,18 168:12
 169:14 170:13 171:21
 172:11 185:21 188:9
 188:11 215:1 216:20
 235:10,22 236:13
 237:2 238:4
year's 225:8,10
year- 108:14
yearly 108:8
years 25:22 96:8 108:5
 131:14 149:19 150:2
 159:9 162:3 192:15
 198:9 224:1
yellow 103:11
Yelp 151:19

Z

zero 105:3 110:13
 192:11
Zoom 6:17

0

0 122:7,22
0044 12:10

1

1,000 31:7 169:6
1,100 30:18 31:7
1:00 1:9
1:03 6:2

10 97:10 105:1 123:13
 196:16,18 198:22
 200:5,18 202:1,11
 203:16 205:2 206:9
 208:10
10-ish 201:18
100 104:11 192:12,16
101 4:17
11 1:6 145:22
12 4:3 21:18
12-month 167:6
12th 230:20
14 37:2 192:4
15 4:4 37:11 64:14 91:8
 107:4 180:2
15- 88:22
15,000 30:8
154 5:1
16 38:16,21 64:20 65:4
 85:6 145:20
17 38:16 64:15 85:1
 192:11
17,000 30:5
17.59 167:13
18 145:17
180 121:22
19 162:16 170:15 188:9
193 5:7
1st 230:12 231:3

2

2 38:12,22 64:14 65:5
 78:20 84:21 85:6
 127:2 135:4 136:2
 169:13 215:8
2.0 48:15 49:8
2.34 167:11
2:41 91:11
2:42 92:12
2:55 91:13,15,17 92:13
20 168:1
2014 194:21
2016 180:15
2017 108:1
2018 167:17 171:21
 188:9
2019 108:2 166:11
 167:6,9,18 168:13
 169:14 170:14 171:22
 172:11,16
2021 1:6 123:21 194:9
 195:11 223:21
2022 67:22
2023 93:14 196:18
2024 93:16
20th 230:21
214 5:8
228 5:9

229 5:10
238 5:11
25 157:7 167:5
25th 231:2
28th 175:21

3

3 78:21
3:00 91:12
30 5:6
384 31:1,5

4

4,155 106:19
45 10:20 97:5 176:12

5

5 91:9 168:2 208:10
5,600-page 195:10
5:37 238:10
50 4:7 77:22

6

6 127:1
60 8:7 97:5 176:14

7

7 127:1
72 168:6
75 4:12

8

8 123:13 151:5
84.9 167:7
85 101:18 108:6 113:8
 149:7 178:6
86 157:6
87 113:9
89 145:21

9

9 4:2 123:13
90 97:6 118:11,22 119:6
 119:16 120:10 121:11
 122:2,8 128:18
90/10 121:11
90th 123:2
94 39:3 65:7 85:8

CERTIFICATE

This is to certify that the foregoing transcript

In the matter of: MAP Post-Acute Care and
Long-Term Care Workgroup

Before: NQF

Date: 01-11-21

Place: teleconference

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