NATIONAL QUALITY FORUM

+ + + + +

MEASURE APPLICATION PARTNERSHIP MEDICAID CHILD TASK FORCE

+ + + + +

THURSDAY MAY 26, 2016

+ + + + +

The Task Force met at the National Quality Forum, 9th Floor Conference Room, 1030 15th Street, N.W., Washington, D.C., at 8:30 a.m., Foster Gesten, Chair, presiding.

MEMBERS PRESENT:

FOSTER GESTEN, MD, FACP, Chair TERRY ADIRIM, MD, MPH, FAAP, Drexel University College of Medicine KATHRYN BEATTIE, MD, St. Luke's Children's Hospital ANDREA BENIN, MD, Children's Hospital Association SUSAN LACEY, RN, PhD, FAAN, American Nurses Association MARGARET A. MURRAY, MPA, Association for Community Affiliated Plans CYNTHIA PELLEGRINI, March of Dimes ROBERT RIEWERTS, MD, Kaiser Permanente CAROL SAKALA, PhD, MSPH, National Partnership for Women & Families FATEMA SALAM, MPH, Patient-Centered Primary Care

Collaborative

SUBJECT MATTER EXPERTS PRESENT:

RICHARD ANTONELLI, MD, Boston Children's Hospital; Harvard Medical School FEDERAL GOVERNMENT MEMBERS PRESENT (NON-VOTING): LAURA DE NOBEL, JD, RN, Centers for Medicare and Medicaid Services RENEE FOX, MD, Centers for Medicare and Medicaid Services DAVID HUNT, Office of the National Coordinator for Health Information Technology KAMILA MISTRY, PhD, MPH, Agency for Healthcare Research and Quality GOPAL SINGH, PhD, Health Resources and Services Administration* NQF STAFF: NADINE ALLEN, Project Manager ELISA MUNTHALI, Vice President, Quality Measurement SHACONNA GORHAM, MS, PMP, Senior Project Manager JOSH HARDY, Division of Quality DEBJANI MUKHERJEE, MPH, Senior Director YETUNDE ALEXANDRA OGUNGBEMI, Project Analyst GIGI RANEY, Division of Quality MEGAN THOMAS, Technical Director, Division of Quality **REVA WINKLER, Senior Director***

ALSO PRESENT:

SEAN CURRIGAN, MPH, American College of Obstetricians and Gynecologists CHARLES GALLIA, PhD, Oregon Health Authority LARRY KLEINMAN, MD, MPH, Icahn School of Medicine at Mount Sinai* MARSHA LILLIE-BLANTON, DrPH, Centers for Medicare and Medicaid Services RITA MANGIONE-SMITH, MD, MPH, University of Washington* KAREN MATSUOKA, PhD, Centers for Medicare and Medicaid Services KEVIN OLKOWSKI, University of Michigan* GIGI RANEY, LCSW, Centers for Medicare and Medicaid Services SARAH REESE, University of Michigan* JEFF SCHIFF, MD, MBA, Minnesota Health Care Programs SARAH HUDSON SCHOLLE, DrPH, MPH, National Committee for Quality Assurance JEFFREY SILBER, MD, PhD, Children's Hospital of Philadelphia* SARA TOOMEY, MD, Mphil, MPH, MSc, Boston Children's Hospital* SALLY TURBYVILLE, DrPH, Children's Hospital Association DONNA WOODS, PhD, Northwestern University*

* present by teleconference

C-O-N-T-E-N-T-S

Welcome Back	. 5	
Overview of Meeting Materials and Key Points from Staff Review of Core Set		
Nadine Allen		
Status of PQMP Measure Development and Endorsement		
Nadine Allen	.50	
State Perspectives Panel Jeff Schiff, Minnesota Health Care		
Programs	.76	
Authority	L 04	
Opportunity for Public Comment 1	L59	
Measure-Specific Recommendations on Strengthening the Child Core Set		
Measure-Specific Recommendations on Strengthening the Child Core Set		
Strengthening the Child Core Set Foster Gesten		
Strengthening the Child Core Set Foster Gesten 1 Nadine Allen	L62	
Strengthening the Child Core Set Foster Gesten	L62	
Strengthening the Child Core Set Foster Gesten	L62 202	
Strengthening the Child Core Set Foster Gesten	L62 202	
Strengthening the Child Core Set Foster Gesten	L62 202 307	
Strengthening the Child Core Set Foster Gesten	L62 202 307	

1 P-R-O-C-E-E-D-I-N-G-S 2 9:05 a.m. At this point, I would 3 MS. MUKHERJEE: like to thank Yetunde and Sheila and Donna for 4 5 helping us. They're the staff on the side. They've been helping us for the past couple of 6 7 days. Sheila is not here today, but she was here the past two days, and -- and they've done a 8 9 heroic job on sort of keeping us on task, so I 10 would like to thank them. 11 And I will welcome everybody to today 12 and turn it over to Foster to get us started. 13 CHAIR GESTEN: Hey, good morning 14 everyone. If you thought yesterday was fun, 15 today is going to be much more fun, so welcome 16 back. Glad to see everybody came back and 17 returned. 18 We -- we have an agenda. You know, 19 it's a pretty full agenda. We have some great 20 presentations from -- from Oregon and Minnesota, 21 and, you know, have a -- a similar mix of issues 22 and agenda items as we did yesterday, some of

> Neal R. Gross and Co., Inc. Washington DC

them sort of policy and conceptual, and some of them really getting into the nitty-gritty of refining and improving the Child Core Measure Set.

5 So our -- our key objectives are on the screen in the slide set. As I mentioned, 6 we'll hear from a couple of states about the 7 experience of actually using the Child Core Set 8 9 as we did intermittently in the conversations 10 yesterday. We want to provide some -- some 11 recommendations that are higher-level and 12 strategic about how to -- how to improve and 13 strengthen the set, including sort of Old 14 Faithful, which is looking at priority gap areas 15 and measures to address them as well as looking 16 at potentially measures that we think warrant 17 removal, and we'll talk about sort of the 18 criteria for how we think about that.

We also want to give whatever guidance
along the way about how we not only today but
over time can strengthen the Child Core Set,
which in -- I think in my mind means

(202) 234-4433

1

2

3

4

strengthening so that it actually serves the purpose for which it was created, which is to improve care for -- for patients and families and children. And then any -- any overarching policy issues to -- that we need to consider about -about updates and so on.

7 So before we get too much into the 8 next slide, why don't we just go around so that 9 whoever is on the -- we can find out who is on 10 the phone and folks on the phone know who is 11 here, so just a brief hello and where you're 12 from. So Kamila, should we start with you?

DR. MISTRY: Hi. I am Kamila Mistry
from AHRQ. I am the Senior Advisor for Child
Health and Quality Improvement.

MS. DE NOBEL: Laura de Nobel from CMS out of CCSQ, which is Clinical Standards and Quality. Laura de Nobel from CMS in the Center for Clinical Standards and Quality.

20 MEMBER BENIN: I am Andrea Benin. I'm 21 at Connecticut Children's Medical Center in 22 Hartford, and I'm representing the Children's

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

Hospital Association. 1 2 DR. ANTONELLI: Rich Antonelli, Medical Director of Integrated Care at Boston 3 4 Children's Hospital. 5 MEMBER LACEY: Susan Lacey representing the American Nurses Association. 6 Ι 7 am at Medical University of South Carolina. Bo Riewerts, I am a 8 MEMBER RIEWERTS: 9 pediatrician from Kaiser Permanente, and I'm from 10 Pasadena, California. 11 MEMBER ADIRIM: Hi. I am Terry 12 Adirim. I am a pediatric emergency physician at 13 St. Christopher's Hospital for Children, and I am 14 here representing the American Academy of 15 Pediatrics. 16 MS. MUKHERJEE: Debjani Mukherjee, I 17 am on NOF staff and Senior Director for the Adult 18 and Child Core Set. 19 MEMBER SAKALA: Good morning, Carol 20 Sakala with the National Partnership for Women 21 and Families. 22 Foster Gesten, I work CHAIR GESTEN:

in the New York State Health Department, 1 2 representing the -- and here in this group, 3 representing the National Association of Medicaid 4 Directors. 5 MS. GORHAM: Hi, my name is Shaconna Gorham, and I'm the Senior Director for the 6 7 Medicaid Child and Adult Task Forces. MS. ALLEN: Hi. I am Nadine Allen, 8 9 NQF staff. I am the Project Manager for the 10 Child Task Force. 11 DR. LILLIE-BLANTON: Hi. I am Marsha 12 Lillie-Blanton. I'm a Senior Policy Advisor with 13 the Center for Medicaid and CHIP Services. 14 MEMBER SALAM: Fatema Salam with the 15 Patient-Centered Primary Care Collaborative. 16 MEMBER PELLEGRINI: Cindy Pellegrini, 17 March of Dimes. 18 MEMBER BEATTIE: Good morning, Kathryn 19 I am the Executive Med Director and Beattie. 20 Administrator for St. Luke's Children's in Boise, 21 Idaho, representing America's Essential 22 Hospitals.

1	MEMBER MURRAY: Hi, I am Meg Murray
2	with the Association for Community Affiliated
3	Plans, representing the Non-Profit Medicaid
4	Plans.
5	DR. GALLIA: My name is Charles
6	Gallia. I am Speaker and Senior Policy Advisor
7	with the State of Oregon.
8	DR. SCHIFF: Hi, I am Jeff Schiff. I
9	am the Medical Director at the Minnesota Medicaid
10	Program, a pediatric ER doc, and the past
11	President of the National of the Medicaid
12	Medical Directors Network.
13	CHAIR GESTEN: And do we have any
14	members on the phone? Not yet. Okay.
15	So the we're going to review very
16	briefly the highlights and just remind folks
17	about what went on yesterday, what we decided on
18	measures. Oh, I am sorry, yes?
19	DR. FOX: Renee Fox, CMS.
20	MS. RANEY: Hi, I am Gigi Raney from
21	the Division of Quality, and I work on the Adult
22	Quality Grants.

1	MS. THOMAS: Hi, I am Megan Thomas,
2	Technical Director in the Division of Quality,
3	and I'm the Team Lead for Performance
4	Measurement.
5	MR. HARDY: Josh Hardy, Division of
6	Quality, CMCS HIT.
7	CHAIR GESTEN: Great, thank you.
8	So we're going to go over the
9	highlights of of yesterday. The good news is
10	that we since we voted on a number of
11	measures, it means that some measures we don't
12	have to vote on today.
13	We will be describing, staff will be
14	talking about the analysis of both the 2015 Child
15	Core Set reporting, what we know about the
16	reporting to date from the states. We will look
17	at measures with an eye towards are there
18	measures that have low uptake or other issues
19	that might warrant removal? We'll also be
20	talking about measures to add.
21	There will be a process as we've done
22	previously to rank selected measures for

potential addition and priority. And those are
 really the -- sort of the work and the objectives
 that we have for today.

Just a couple of things before we get started: Carol has graciously agreed to take over at various times in the discussion for various items when we discuss measures that I'm going to need to recuse myself from. Our -- our office was involved in one of the Centers of Excellence development of measures.

11 None of those measures currently are 12 proposed for -- for discussion, nor have they 13 been previously, but in the second round of the 14 funding for pediatric quality measures, Centers 15 have been directed to reach out to states for 16 work on implementation and quality improvement. 17 Those applications are still -- I think letter of 18 intent is due on Friday, but we've been reached 19 out to by three Centers of Excellence that 20 involve about four of the measures we're going to discuss today, so we don't know whether we're 21 22 going to be involved or engaged, but I think it's

prudent that I recuse myself from both the 1 2 discussion and also the voting on those measures, and we can identify them when we get to them. 3 4 But Carol has agreed to -- to take over during 5 those times. So are we ready to roll? 6 Hey Karen, 7 welcome. Karen, you want to introduce yourself 8 before we get started? We just went around, 9 sorry. 10 DR. MATSUOKA: Hi, I am Karen I am the Chief -- or Chief Quality 11 Matsuoka. 12 Officer for Medicaid and CHIP, and I'm also the 13 Director of the Division of Health Outcomes and 14 -- Division of Quality and Health Outcomes. 15 Sorry, a lot of acronyms. 16 CHAIR GESTEN: So this is yesterday, 17 yes? 18 **PARTICIPANT:** Yes. 19 CHAIR GESTEN: Okay. And so we added 20 to the -- to the Child Core Set Measure 2902, 21 which was Contraceptive Care: Postpartum Care 22 with Conditional Support. And as you may recall,

that measure is a broader age group, so Marsha 1 2 and I were talking before the meeting about, you know, this may be, like some of the other 3 4 pregnancy measures, a measure that, while it's in 5 the Child Core Set, actually involves adults as well. 6 7 We voted conditional support for 0480, Exclusive Breast Milk Feeding, conditional 8 9 support pending NQF endorsement of I believe it's 10 the eMeasure, right? These two were sort of 11 voted together, 0480 and 2830, and there was a 12 vote yesterday to remove from the Child Core Set 13 Measure 1391, Frequency of Ongoing Prenatal Care. 14 So that was yesterday's sort of voting 15 summary that affects at least the Child Task 16 Force. Are there any questions about -- about 17 this? 18 (No response.) 19 CHAIR GESTEN: Okay. Why don't we go 20 on to the next slide? 21 So I think Nadine this is you. It's 22 going to review a little bit of some of the

background material, some of this will be
familiar to folks who have been here before,
about -- it's some contextual information about
Medicaid and children's healthcare as well as
review, what we know about use of an uptake of
the core set, so Nadine? Thanks.

MS. ALLEN: Hi, good morning again.
So I am going to provide a brief overview of the
meeting materials, and my colleague Shaconna will
be presenting the key points from staff review of
the -- the core set.

12 This slide provides some background 13 information about the Medicaid and CHIP programs, 14 the kids they cover as well as an overview of the 15 children's health issues, and I know for -- you 16 have seen these slides over and over again, but 17 you know, the most important part to note is that 18 Medicaid and CHIP covers more than 43 million 19 children, which is more than one in every three, 20 and half of all low-income children in the U.S. 21 Medicaid plays a key role in child and maternal 22 health financial healthcare services for about 40

percent of all births on average across the
 states.

3 So the reason we are seeking to understand the health-related needs of this 4 5 population is so that we can select measures that correspond to what is most important for Medicaid 6 7 and CHIP enrollees. We have noted primary care access and preventative care, perinatal health 8 9 issues, the management of acute and chronic 10 conditions, and particularly with the lens of 11 children with complex health needs, behavioral 12 health, dental and oral health.

13 So these slides illustrate how children health is different from adult health. 14 15 And so just to remind everyone, the nature of 16 pediatric benefits in Medicare are a little bit 17 different than in adult-oriented healthcare. 18 Lots of attention needs to be paid to development 19 risk as opposed to acute conditions. Acute 20 health conditions in children have declined over 21 the past several decades, but the relative 22 importance of chronic health condition and those

1

risks are growing.

2 So today, as opposed to historically, 3 a more significant portion of children are living 4 with chronic illnesses like asthma, autism, 5 sickle cell disease, CF, obesity, and birth 6 conditions that need to be managed in an ongoing 7 way.

So when you think of the whole 8 9 overarching picture of children, it influences 10 the way healthcare expenditures is allocated 11 towards pediatric population, and the healthcare 12 system needs to continue to improve its capacity 13 to detect, then treat, then manage, and then 14 reduce the impact of physical and mental health 15 conditions that affect development.

So this might correspond to the task force thinking about gap areas and opportunity for measurement. The main things in preventative care with implications for a long-term physical, emotional, social, educational function outcomes include giving parents guidance about what to anticipate in their children's development:

immunization, preventative dental care, vision 1 2 and hearing screening, blood screening, mental health screening, development screening, and body 3 4 mass index. Again, some of these topics are 5 already covered in measures, and others are not. So during MAP's 2015 measure 6 recommendation, the following measures were 7 recommended for phase addition to the Child Core 8 9 The measures that are outlined in orange Set. 10 are still on the table for future action, so some of these measures will also be -- I know a couple 11 12 was put forward yesterday that you got an 13 opportunity to review, but the others will be 14 reviewed later on today. 15 So when MAP provides these 16 recommendations, CMS does listen to us, and, you 17 know, a way of highlighting how they have done so 18 is they've added two measures from our 19 recommendation, The Use of Multiple Concurrent 20 Psychotics in Children and Adolescents, and also 21 the Audiological Evaluation No Later Than Three 22 Months of Age.

In addition, CMS will continue to 1 2 pilot and report progress for the -- the child version of the -- the Hospital Consumer 3 Assessment, the Healthcare Providers and Systems 4 5 survey, so that is still being pilot tested. And do we have any information about that, Marsha, 6 7 that you would like to share on the status of that? 8 9 DR. LILLIE-BLANTON: You know, only 10 that we have made -- we have made progress in 11 understanding. We actually had our contractor 12 work with us in assessing how widespread use --13 the extent to which the hospital CAHPS is now in 14 use, and we've talked with our internal staff who 15 -- CMS staff who work on the CAHPS survey to see 16 how the data now come from hospitals to CMS. 17 And at this point, we are still facing 18 some challenges in how we would get the data in 19 to CMS, but also, at this point, we are concerned 20 that it's not widespread -- it's not in use 21 widely enough that we could get data and report 22 on its use and have some meaningful information.

So that's -- but so we're still, you 1 2 know, we're still trying to think through it. But let me try and explain a little bit more what 3 4 I mean. 5 So there are some states, like Boston for example, that seem to be using this survey, 6 7 but if -- if we were able to get data from three states, or data from one hospital in a state, and 8 9 that's it, then what does that tell us? You 10 know, that's -- so it's like, would we be getting 11 meaningful information until -- until we can 12 increase -- until the reporting or the use of the 13 survey is at a higher level? 14 So the -- and unlike CAHPS surveys 15 with Medicare or hospital surveys in general 16 where it's there for payment and, you know, 17 there's a requirement, this would be another 18 voluntary reporting. 19 So we are still -- and we have not 20 been able to get the Children's Hospital 21 Association to say that they would require it or 22 strongly recommend it, so for us to add it to our

core set means we -- we potentially would have 1 2 another measure that we signal the importance of it, but that we're not sure how to interpret what 3 4 we're getting when we get it. So -- so we're -- we're still -- we 5 have not decided that we will not include it. We 6 7 are still saying we're pilot testing it, and by December, we will hope we'll be more definitive. 8 9 MS. ALLEN: Thanks Marsha, that was 10 very helpful. Andrea? 11 MEMBER BEATTIE: Sorry, and I -- I 12 actually can't speak to the Children's Hospital 13 Association issue, but I can take that question 14 back. 15 But one of the catch-22s that we're 16 in, if I understand it correctly from the person 17 in my organization who works with the vendor, is 18 that the vendor is saying you don't have to 19 switch because it's not going to be mandatory 20 because we don't see that CMS has a way to really 21 make this mandatory, and the vendors are invested 22 in us continuing to use their proprietary thing

because as soon as we go to something that's
 actually a publically available survey, we could
 truly switch to any vendor.

4 So as long as we're -- so there is a 5 -- a -- so the -- so if I say to my patient experience person, look, we need to switch 6 7 surveys, this is the survey that's going to be coming down the road, this is the survey that's 8 9 better, they're like, whatever. Then I have to 10 explain that to the board: right now I got this 11 Press Ganey survey, it's working fine. Like why 12 would I do that when the vendor is telling me 13 that this thing isn't really becoming real any 14 time soon?

15 So there is a little bit of a catch-22 16 in being able to get the transition made, and I 17 don't know if that helps inform how we need to 18 tackle it. Because I just -- I do think that the 19 extent to which we can all be on a free, 20 publically available -- you know, a survey that 21 is standardized and publically available and it's 22 not -- the benchmarking isn't subject so much to

which vendor you're using is -- is a big deal, 1 2 right? It will make -- it's game-changing, 3 4 but the vendors are -- so there's a problem in 5 all of this that I don't know how it gets tackled. 6 MEMBER RIEWERTS: 7 I just had a question for someone new to this work. How did -8 9 - how -- why is there that disparity? Why aren't 10 children's hospitals or hospitals -- why aren't 11 hospitals that take care of children held to the same standard where they have to publically 12 13 report that data for reimbursement? 14 DR. LILLIE-BLANTON: Well, there is --15 you know, this is something we're trying to 16 understand better with Hospital Compare. 17 Initially, we -- we were told that Hospital 18 Compare is defined by Medicare requirements. 19 We've -- we've worked through the legislation a 20 little bit more and understood that that is not 21 fully the case, but it does have to be a part of 22 rulemaking.

Is that -- I mean, I am looking to 1 2 So what we would have to do is add this Laura. measure to the rulemaking process that we would 3 4 require, and then with the rulemaking process, 5 you have an opportunity for public comment, and a decision could be made. 6 7 So now that we understand that, because we -- we did probe that a little bit 8 9 further, you know, that would be the next process 10 that we could use, but -- but that's the best 11 explanation I can give you now, that it's -- it's 12 a rulemaking that has not thus far been a part of 13 the rulemaking process, which is being driven 14 largely by Medicare payment policy issues and 15 reporting issues as opposed to Medicaid. 16 It doesn't mean that couldn't change, 17 but it's just it -- it would take some broader 18 work at -- within our CMS, and I'm looking at our 19 Center for Clinical Standards and Quality 20 colleague because she knows a little bit more 21 about this than I do. 22 MS. DE NOBEL: Yes, I mean, it does

1	take legislation, you know, the authority to do
2	this, and so you would have to put it in a rule,
3	and, you know, that authority has to come from
4	somewhere
5	DR. LILLIE-BLANTON: Right.
6	MS. DE NOBEL: to require, you
7	know, a mandatory reporting of a CAHPS-type
8	survey. I mean, the Hospital Hospital Compare
9	and all the compare sites, you know, they are in
10	Medicare-type reporting programs like Inpatient
11	Hospital Quality Reporting Program, there is a
12	series of reporting programs where, you know,
13	those are required.
14	DR. LILLIE-BLANTON: And let me just
15	say, we have some a precedent has been set
16	with the early elected delivery measure. We were
17	able to get the early elected delivery measure in
18	Hospital Compare, and we had to document in order
19	what we were asked to do was to document
20	births in Medicare, which are very small, but
21	there are births in Medicare, largely to women
22	with disabilities.

1 And then that was part of the impetus 2 for CCSQ to include it. It was also part of an agency-wide effort to reduce complications, birth 3 4 complications, so it was a part of -- you know, 5 it was a big effort at CMS, whereas, you know, we're still trying to get children's issues more 6 7 widely -- better integrated throughout the rest 8 of the agency's work. 9 CHAIR GESTEN: But am I wrong in 10 thinking that the -- Marsha, that the -- that the 11 work of the MAP Coordinating Committee and the 12 subcommittees which make recommendations for the 13 Hospital Value-Based Purchasing Programs are --14 is another venue in which those groups could 15 recommend that HCAHPS for kids be included as 16 part of the measure set? Is that -- is that 17 correct?

DR. LILLIE-BLANTON: Yes.

19 CHAIR GESTEN: That's -- that's the
20 other venue in addition to legislative. Rich?
21 DR. ANTONELLI: I start with a
22 disclosure. So this measure was developed at

Boston Children's Hospital, but I had nothing to
 do with its development.

But I am really grateful for this 3 4 frank discussion around this because whatever the 5 measure happens to be, this just is the example, you know, it loops back to one of the comments 6 7 that I made yesterday about how can we work with CMS to get things that are specifically designed 8 9 to look at the child health experience into the 10 system for implementation? 11 So I am just wondering, and Foster, I 12 think what you just talked about was -- was

13 really a key, so moving from strategy, the 14 strategy is if we're going to have child-specific 15 measures or child-relevant measures, can we get 16 them into implementation? So can we just think 17 for two minutes, you know, what are some other 18 opportunities whereby the child health advocacy 19 community can help CMS to be able to move this 20 thing forward?

It is for me a bit of an agonizing
journey to know we've got a validated tool that

was developed across the country, and, you know, 1 2 we're -- CMS is in a position where we're saying, okay, we know what we know, but the following 3 4 thing or things need to happen. This will be 5 paradigmatic for lots of other issues. So with the Chair's indulgence, maybe 6 7 just two more minutes on this topic? Are there other suggestions, CMS, that we can do to help 8 9 you push this forward? 10 DR. LILLIE-BLANTON: None that come to 11 mind, but I think the Value-Based Purchasing MAP 12 I think that's a really good is a good one. 13 suggestion that we had not pursued before. 14 DR. ANTONELLI: But the coordinating 15 committee, or is that too high? DR. LILLIE-BLANTON: I don't know. 16 Ι 17 don't --18 DR. ANTONELLI: Right, well that's why 19 I'm thinking can we do it top-down or bottom-up, 20 or is it basically scattershot, as many places as 21 we can possibly see? 22 CHAIR GESTEN: You guys probably know

more about the -- and I know you know more about 1 2 the process than I do, but the measures come both through committees where this might be relevant 3 4 as well as potentially proposed or brought up by 5 the coordinating committee, is that correct? But 6 7 MS. MUKHERJEE: So MAP gets measures of the MUC list, so measures under consideration, 8 9 so then they consider that. That's the other MAP 10 And then from the Medicaid MAP side, what side. 11 we do is we talk about measures and sort of bring 12 them up for consideration. So it's sort of both 13 sides, but whether we're on the Medicaid MAP side 14 or on the other MAP hospital side, the final 15 decisions and review is done by the coordinating 16 committee, so they see everything, and they make 17 the final decisions. CHAIR GESTEN: Laura, did you want to

18 CHAIR GESTEN: Laura, did you want to
19 add something to this? And then we should move
20 on.

21 MS. DE NOBEL: Yes. So I think with 22 the reporting programs, I think we need to look

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

at what the -- what is the data that goes into those reporting programs?

So if you're talking about a Medicaid 3 4 fee-for-service data that are posted on Hospital 5 Compare and those type of reporting programs, there is probably a distinction there between 6 7 having Medicaid type data in the -- like the hospital inpatient quality reporting, you know, 8 9 because I believe that comes from, you know, 10 Medicare fee-for-service type data, but I am not 11 sure on that because there are some programs that 12 have all payer -- some measures that have all 13 payer data in them.

But I mean I think the reporting program and what's posted on the Compare sites, you have to look at behind, what's the actual data that goes into that? Because we don't have Medicaid data directly as opposed to having Medicare data, you know, availability.

20 CHAIR GESTEN: So Rich, I would invite 21 you to circle back maybe. I know that there's 22 some questions towards the end of the day, and

1

hopefully we still have energy for them to take 1 2 on the sort of broader issue I think that you're inviting some discussion of, which is how to --3 4 what are the various levers and opportunities to 5 do better integration of child health measures and improvement into existing programs, right? 6 7 Can we go to the next slide? So this is the 2016 8 MS. ALLEN: Okay. 9 Child Core Set. It consists of 26 measures. As 10 I mentioned, the -- Measure 1360, Audiological 11 Evaluation No Later Than Three Months of Age, was 12 just added to the core set this year, as well as 13 the Multiple -- The Use of Multiple Concurrent 14 Antipsychotics in Children and Adolescents, and 15 that's at the bottom of your screen. 16 MEMBER LACEY: You were showing the --17 yes, on those, those are the ones that are in the 18 set, and some -- and you're highlighting the ones 19 that were recommended last year? 20 MS. ALLEN: Correct. 21 MEMBER LACEY: If you're going to get 22 to this, just say. Where -- where are we in the

1	uptake of the or the rollout of the sealants,
2	of the dental sealants?
3	CHAIR GESTEN: I think we are going to
4	get to that.
5	MEMBER LACEY: We are? Okay.
6	CHAIR GESTEN: Yes, right.
7	MEMBER LACEY: Because I didn't hear
8	it yesterday with the PNET presentation, so
9	that's where I thought I was going to hear it
10	from.
11	CHAIR GESTEN: I think that there's a
12	slide that talks about where we are in the
13	uptake.
14	The other thing I would point out in
15	the slide just for folks is, you know, we had a
16	conversation about do the measures have to be
17	NQF-endorsed or not? Clearly, they do not, so
18	you can see that there are a number of areas
19	here. Now some of them may be in the pipeline
20	of of endorsement, but at least in the Child
21	Set, there's, what is it, six, seven, six
22	measures or so that are not NQF-endorsed.

1	MS. ALLEN: Okay. So now I am going
2	to turn it over to my colleague Shaconna.
3	MS. GORHAM: Thank you, Nadine.
4	Okay. So what I will do is review
5	some of the 2014 state reporting, and in your
6	packet in your electronic file that we sent you
7	via SharePoint, you had a number of CMS
8	documents, the one-pagers as well as the
9	snapshots, and those snapshots and one-pagers are
10	where we gleaned all of our information to
11	develop these slides.
12	When CMS published their annual report
13	on child health quality and Medicaid, they noted
14	that the completeness of Child Core Set data
15	reported by states improved in 2014. So for
16	example, more states reported measures for both
17	Medicaid and CHIP enrollees, increasing from 38
18	states in 2012 to 41 states in 2013 to 44 states
19	in 2014 for a good number of the measures.
20	The most frequently reported measures
21	reflect a continuum of quality measures for
22	children, including overall access to primary

care, use for well-child care, use of dental and
 oral health services, and receipt of childhood
 immunization, and satisfaction with care
 received.

5 For FY14, the first year of public 6 reporting for four measures, the HPV measure, the 7 low birth weight measure, the asthma medication 8 measure, and the emergency department visits, 9 these measures are reported by 32, 24, 27, and 37 10 states respectively.

11 The chart illustrates the Okay. 12 states reporting Medicaid Child Core Set measures 13 in 2013 and 2014, and you will see that, just to 14 bring to your attention, the CLAPC measure has 15 only data for 2013, and that is because the 16 number of states for which standardized infection 17 ratios were captured, and those are reported by 18 CDC. Next slide? 19 So this slide shows the Okay.

20 measures with consistently high reporting, so 21 greater than 41 states in 2013 and 2014. They 22 tend to be claims-based measures. Most of the

states reporting using the Child Core Set 1 2 specifications were based on HEDIS 2014 specifications --3 4 MEMBER PELLEGRINI: I am sorry --5 -- and most are --MS. GORHAM: MEMBER PELLEGRINI: -- Shaconna, could 6 We kind of 7 you just get a little bit closer? have to strain to hear you. 8 9 MS. GORHAM: I can. Is that better? 10 But I'll talk louder. My voice, believe Okay. 11 me, is loud enough that you should not have to 12 strain, so --13 Okay. So again, I will just repeat 14 what I said. The measures on the screen are the 15 most consistently high-reported in 2013 and 2014, 16 with greater or equal to 41 states reporting 17 these measures. They tend to be claims-based 18 Most of the states reported using the measures. 19 Child Core Set specifications, which were based 20 on HEDIS 2014 specifications, and most are 21 reflective of primary care encounters. Next 22 slide.

The measures shown in this slide, 1 2 measures -- 24 to 39 states reporting these measures, 13 measures. Chlamydia remained the 3 same over FY13 and FY 2014. The CAHPS measures 4 5 decreased from 41 states to 39 states in 2014. It is important to note that the medication 6 7 management for people with asthma and HPV, as I said earlier, were just added in 2013. 8 9 And these are the three measures least 10 reported. The measures were reported -- between 11 four and 20 states reported on these measures. 12 The behavioral health risk assessment measure was 13 the lowest-reported measure, relatively new to 14 the core set, though, and it was reported in the 15 -- for the first time in 2013. Next slide. 16 So again, you will remember that you 17 had a handout in your packet with the TA requests 18 received, and the measures with the most TA 19 requests ranged from three to four requests for 20 various reasons. Measures are indicated below on 21 the screen. The reasons are included in the 22 handout.
1	Non-measure-specific requests were
2	also high. They included reasons such as
3	requests for carts, templates, user information,
4	CMS extensions for reporting, clarification on
5	reporting period and population for inclusion in
6	the core set, questions about timeline for
7	release of core set specifications. While a few
8	measures reported out as having relatively low
9	levels of reporting, the staff did not identify
10	any potential for removal, but we'll talk about
11	that later. I just really wanted to give you an
12	update on the 24, kind of an overview of the 24
13	reporting of these measures.
14	CHAIR GESTEN: Thank you, Shaconna and
15	Nadine.
16	Let me, before we open it up for
17	questions or comments, ask, because I misspoke,
18	Susan, I am sorry, the dental sealants was just
19	added, and I think that states are reporting it
20	this year, so I don't think we have any any
21	information yet about what the uptake is like.
22	Marsha, do you have any other information about

1 that? 2 DR. LILLIE-BLANTON: Only that it was 3 reported this year, and we will be publically hopefully reporting that before the end of 2016, 4 5 so it's federal fiscal year 2015 reporting. So you only have the results of federal fiscal year 6 7 2014 reporting data. CHAIR GESTEN: Are you allowed or 8 9 would you go to jail if you told us how many 10 states were able to --11 I think --DR. LILLIE-BLANTON: 12 CHAIR GESTEN: -- report this? 13 DR. LILLIE-BLANTON: -- I probably should not do that because it --14 15 CHAIR GESTEN: Okay. 16 DR. LILLIE-BLANTON: -- has not been 17 shared publically with others, so --18 CHAIR GESTEN: Jail? Okay. 19 (Laughter.) 20 CHAIR GESTEN: Well, some things are 21 worth going to jail for, some things not so much, 22 so --

1 DR. LILLIE-BLANTON: Right, that's 2 right, that's right. 3 CHAIR GESTEN: Okay. 4 DR. LILLIE-BLANTON: But -- but I can 5 tell you -- well, I can't even say that. (Laughter.) 6 7 DR. LILLIE-BLANTON: You will get some data, okay? 8 9 (Laughter.) 10 DR. LILLIE-BLANTON: And if you -- if 11 you all know when you get data and when you 12 don't, that tells you some indication of --13 PARTICIPANT: That there's at least 14 one state. 15 CHAIR GESTEN: You know, and they say 16 17 DR. LILLIE-BLANTON: No, more than 18 that, you have to have -- you should know how 19 many states -- see I know Megan is fussing at me 20 right now. 21 CHAIR GESTEN: They say people in 22 government can be vague. I don't know what

they're talking about. Rich?

2	DR. ANTONELLI: So I'm mindful of how
3	Foster opened yesterday's meeting, and I want to
4	bring that into today, so with goals of looking
5	at how many states are reporting and the number
6	of of measures that are getting recording, and
7	then that third bucket was the one that is
8	especially of interest to me, and and the
9	those that are using the measures, what is the
10	improvement experience? So do we have a summary
11	of the improvement experience that goes along
12	with the utilization data that you just showed
13	us? Impact of the measures I guess.
14	CHAIR GESTEN: In the I think in
15	the in the reports that were generated from
16	typically I think the report from CMS, there is a
17	description of change over time, and I think the
18	good news for the for the Child Core measure
19	is a longer experience, so more experience to
20	look for change over time, and I think in almost,
21	virtually all the measures, there has been, you
22	know, incremental improvement, sometimes

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

substantial. Is that -- ?

1

2 DR. LILLIE-BLANTON: Thank you. When 3 you look in the State Snapshot section, you can 4 see the change over time for the stable group of 5 states that reported the measure over time. So 6 in other words, the median for the same group of 7 states that reported it is presented.

What you won't find is state-specific 8 9 change over time, but we have begun to do that. 10 We've done it for now about five states upon 11 request, you know, as people have come in, as 12 states have come in to CMS asking for support, 13 assistance, what we've been able to do is work 14 with our contract to track over time for those 15 states.

But in the aggregate, you will only see the stable group of states change over time, and unfortunately -- you know, I think that is something maybe in one of our next meetings we should highlight just so that we can see, are we moving forward, are we standing --

DR. ANTONELLI: Yes.

Neal R. Gross and Co., Inc. Washington DC

1 DR. LILLIE-BLANTON: -- still, or 2 going --3 DR. ANTONELLI: Follow-up --4 DR. LILLIE-BLANTON: -- backwards? 5 DR. ANTONELLI: -- question please? And so this -- Karen, this goes back to the 6 7 conversation you and I had at the end of the day yesterday. So to the degree that it sounds like 8 9 you're getting requests to do some of the 10 analytics, my mind immediately goes to, okay, and 11 what's working? So can we come up with that bag 12 of tricks so that we can actually, you know, 13 shorten the lag time to deciding to engage in a 14 measurement to actually saying and here's what 15 you can do that would work. So is that part of 16 the analytics that your contractors are doing now 17 in those five states or so? 18 DR. MATSUOKA: Not so much the 19 analytic contractor. I would say that that --20 that approach to how we're doing quality 21 improvement at the state and sub-state level is 22 just now beginning, but I think that's the --

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

that's where we'd like to go.

2 DR. LILLIE-BLANTON: So can I -- in your packet, I think you have a brief on higher-3 4 performing states. And for those higher-5 performing states, we have identified -- and there are about, I think there are five higher-6 performing states that we identified based on 7 their performance on -- on a set of measures, but 8 9 also that they had reported measures for at least 10 I think half of the higher -- most frequently 11 reported measures. 12 So for those states, we interviewed 13 them and identified what were the strategies they 14 used to drive their higher performance, and this 15 is the first time we've done a brief like that. 16 So first, the -- there is a series of two briefs. 17 The first is just who are the higher-performing 18 states? And the second brief is what were the 19 strategies they used to achieve that higher 20 performance? 21 And so -- so I think -- and we sent 22 that to you all, so it should be in your website,

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

and -- and I can tell you, I mean, what's 1 2 interesting, you know, and I am trying to go from my memory, which is not all that great anymore, 3 4 putting the measures in a -- some kind of pay-5 for-performance was a part of the strategies that Working of course closely with the 6 were used. managed care organizations in doing improvement 7 projects was part of it. There were four or five 8 9 strategies, kind of big bucket strategies, that 10 were identified. 11 But it's -- it is the first time we've 12 done that, and it's also -- I mean, we had to 13 wait until we had enough experience. We 14 certainly are not capable of doing that kind of 15 brief for the Adult measures because we'd only 16 had two years of reporting, but for the Child 17 measures, we've got five years of reporting. We 18 only looked at a, you know, point in time, but --19 but at least I mean I think we have some 20 confidence in the -- the data we were using. 21 And I can try to remember the states.

22

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

I think it's Rhode Island, Connecticut, Maryland,

1	I think New York was one of the states, so
2	there's one I'm missing. Massachusetts, yes.
3	So the brief is in your packet, but
4	that is certainly, as Karen mentioned, where we
5	want to go to do more of that, and we actually
6	reviewed that brief because that is
7	controversial. Whenever you start to, you know,
8	highlight states that are doing better than
9	others, there's a lot of concern about, you know,
10	are we being fair?
11	And so I think the methodology we used
12	to identify them was one they thought was solid
13	enough that we could move forward on and would
14	not be criticized. And then, you know, the
15	review of the strategies was something that they
16	they agreed with that.
17	So the other thing I remember was
18	assigning reassignment of there are a
19	couple of states that assigned beneficiaries to
20	the higher-performing plans, only a couple that
21	did that, but so so anyway, if you go to the
22	brief, you can see all the strategies.

Thank you, Marsha. 1 CHAIR GESTEN: Ι 2 would also add that there is more detail about some work with the EQROs in performance 3 4 improvement projects and so on that are also in 5 the information you provided that gets under the hood of sort of at least what some states are 6 7 doing in some areas on improvement. Susan? MEMBER LACEY: The number of states 8 9 that are, you know, reporting the different 10 measures, what I remember hearing from -- in an 11 overview in one of the years is that some states 12 don't report every year, they report every other 13 year. Or they don't report all measures each 14 year, they report -- they have a strategy by 15 which they report some on one year, even year, 16 odd year. I may be making that up. 17 So that is what I remember hearing. 18 Is that right? 19 (No audible response.) 20 MEMBER LACEY: Okay. So in general, when we're seeing a -- an average of -- or the 21 22 41, I remember one of your slides said on average

41 states are reporting that, for that snapshot 1 2 of that year, that's just whatever states are reporting in that bucket of 41. If you looked at 3 4 the year before, it might say 41, but it might be 5 different states in the 41 number, right? That's how I understand 6 **PARTICIPANT:** 7 it, yes. Okay. I just wanted to 8 MEMBER LACEY: 9 -- because I think that's helpful to know. 10 **PARTICIPANT:** Yes. 11 CHAIR GESTEN: The other thing I'd 12 just offer in terms of looking at progress over 13 time is not only, you know, movement upwards or 14 for some measures downwards, but what happens to 15 the -- to the variation. I was very interested 16 in looking at the measures, not only where they 17 are and where they changed over time, but looking at the 25th percentile and the 75th percentile, 18 19 and in some measures, you know, that -- the -- I 20 don't think there was tracking movement of that 21 over time, but I would submit that part of the 22 other objective is to not only raise the bar but

also decrease the amount of variation state-to-1 2 I assume that that's a goal at the state. federal level, so being able to actually track 3 4 that would be interesting. 5 Other -- do we have somebody on the phone? 6 7 **PARTICIPANT:** Yes. CHAIR GESTEN: And who might we have? 8 9 Dr. Singh, do you want to introduce Okay. 10 yourself? Operator, is Dr. Singh's line unmuted? 11 THE OPERATOR: His line is. However, 12 you may have --13 DR. SINGH: I am here. Yes, this is 14 -- yes, hi, my name is Gopal Singh. I am sorry 15 for having muted the telephone. 16 Yes, I am with the Maternal and Child 17 Health Care for Health Resources and Services 18 Administration. Can you hear me? 19 CHAIR GESTEN: Yes, I am sorry. Yes, 20 we can hear you --21 DR. SINGH: Okay. 22 CHAIR GESTEN: -- thank you. Thank

Other comments or questions? We -- we can 1 you. 2 right now, since we've just presented on it, the information, some of the measures talk about 3 4 potential removal, or we can save that until a 5 little bit later when we start getting into the individual measures. Do folks have a preference 6 7 about that? 8 (No response.) 9 CHAIR GESTEN: So if there is no

10 preference, why don't we -- why don't we do it 11 all together when we start doing the measures 12 later? Does that make sense? Okay.

13 So I think we're going to -- the next 14 part of -- of the agenda is to review where we 15 are on the Pediatric Quality Measurement Program 16 measure development endorsement. Remember, this 17 is a -- this has been a multi-year program, and 18 there's a new cycle as I mentioned earlier, 19 really, you know, a significant investment in 20 trying to fill the gaps and address the issues 21 that both this group and many groups have 22 mentioned around the need for better measures,

more comprehensive measures, measures that 1 2 evaluate things that truly matter, so I think the -- want to give an update about where we are with 3 this and how it affects our work. 4 So Nadine? MS. ALLEN: So as Foster mentioned, a 5 lot of these measures are already developed, and 6 there are some being developed, you know, but 7 they've been coming through NQF endorsement in 8 9 Approximately 26 have already completed waves. 10 endorsement review, and many more are still going 11 through the final stages of the process. 12 I know Shaconna shared this with you 13 yesterday. I am just going to provide a brief 14 The Pediatric Quality Measures Program overview. 15 was established under CHIPRA and intended to 16 improve and strengthen this core set of measures, 17 specifically to generally expand the availability 18 of pediatric quality measures for use by all 19 sorts of public and private healthcare 20 purchasers, to advance development and innovation 21 around new and emerging quality measures, and to 22 increase the portfolio of evidence-based,

consensus-driven pediatric quality measures
 available in the field.

The PQMP is comprised of seven CHIPRAfunded Centers for Excellence. They have been supported by cooperative agreement grants within -- with AHRQ, funded by CMS, in a multilevel partnership.

So this is a little bit details about 8 9 how many measures that have been endorsed, that 10 came through the process, and they are now 11 endorsed. So it's 16 NOF-endorsed measures. 12 There are two around readmissions. One is a PRO, 13 which is the gap measure. We have one sickle 14 cell measure. We have a total of two anti-15 psychotic measures. Three came through the 16 process, and one was not NQF-endorsed. We have a 17 tobacco measure, a pediatric psychosis, and 18 several family experience with care --19 coordination of care measures. 20 I think -- so it's eight total Sorry.

21 family experience along with coordination of 22 care, and that's also in your analytics packet.

So in total, there are 79 measures 1 2 available. They're in various topic areas, from acute care, perinatal care, clinical, 3 preventative services, management of acute and 4 5 chronic conditions, patient-reported outcomes, duration of enrollment and coverage, availability 6 7 of services, and medication reconciliation. As I said, there are still some 8 9 measures under development, so there's 24 10 measures total in development, including 11 perinatal and prenatal care, child clinical 12 preventative services, management of acute and 13 chronic conditions. 14 And I have in the room with me Kamila, 15 and she can provide a little bit more information 16 about where they are as far as getting these 17 measures out and available to us. 18 DR. MISTRY: Hi. So yes, so the 79 19 measures are available, meaning that they've been 20 submitted to AHRQ. I should note that the grants 21 just ended at the end of February, and so we're 22 in the process of looking at those measures,

cataloging those measures, and we -- our hope is to provide all of the technical specifications, the reports that the Centers of Excellence have provided to us. We want to make all of that publically available. It's no small feat to do so, so we're working on that.

In the meantime, our website does 7 provide fact sheets on those measures that we've 8 9 had for a longer period of time which are kind of 10 easily accessible to folks. And so the 24 11 measures under development, I should clarify, the 12 grants are over, but -- and so the work has been 13 completed, but those measures are still being 14 finalized, and so we don't have the final measure 15 specifications on those because they're 16 continuing to be tested and fielded, but the 17 Centers of Excellence are sharing those back as 18 those are being finalized.

And so I think from a scientific
perspective, they wanted to provide the latest,
greatest, best work, and the February deadline,
the work ended, but I think they were still

(202) 234-4433

1

2

3

4

5

6

Neal R. Gross and Co., Inc. Washington DC 53

www.nealrgross.com

trying to gather some of that data. So again, as 1 2 soon as that is also -- those measures are available -- and some of those may be part of 3 4 what they're considering for the follow-up grants 5 as well, so I am not sure about that, but as we get them, we will provide all that information, 6 7 so -- . Thank you both. 8 CHAIR GESTEN: Thank 9 you, Nadine and Kamila. Meg, did you have a 10 question? 11 MEMBER MURRAY: Yes, I had a question 12 because one of these 79 measures is one that I am 13 suggesting the duration of enrollment in 14 coverage, and so just so I am clear, so it is not 15 NQF-endorsed, but it's going through the process? 16 DR. MISTRY: So I should clarify about 17 that as well. 18 So a number of measures have gone 19 through the endorsement process. We have been 20 working with the Centers of Excellence. We --21 the capacity was not there to put all their 22 measures through, so they selected those measures

that were prioritized and important and they felt were the furthest along with regard to the field testing, and so those measures were put through the processes, and you can see what the results were. Nadine just shared that with you.

Some of those measures, given what we 6 7 learned from the NQF process, the Centers of Excellence are going back and doing additional 8 9 testing so they can get through. The specific 10 measures you were asking about were not put 11 I guess CHOP, the folks that -- the through. 12 developer for that -- those measures did not feel 13 that they were prioritized or the ones that they 14 wanted to put through and had the highest sort of 15 chances of getting through that process, and so 16 it was a matter of work time, resources, all of 17 that sort of went into making the decisions about 18 which measures.

19 There's some additional funding, and 20 so I think there will be another pediatric round 21 of measures that will be -- that might -- that 22 are going to go through NQF endorsement, and so I

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1	think if it's prioritized here, that would send a
2	signal to CHOP to say, hey, get these through.
3	So I think both of those pieces kind of work
4	together with
5	MEMBER MURRAY: Because this is an
6	important one, the law actually requires that
7	these core measures have a a measure related
8	to duration of coverage, and we don't have that
9	right now, so in a sense, we are out of
10	compliance with the law. And so this is a
11	measure that has been not endorsed by NQF, but
12	it's well along in the process. And I understand
13	it's not endorsed yet
14	DR. MISTRY: It has been
15	MEMBER MURRAY: but it's
16	DR. MISTRY: Right, it is not
17	endorsed. It hasn't even gone through that
18	process. CHOP did not put it through this time.
19	It may be that in December or later this year,
20	there's going to be another pediatric call. I
21	don't know the timing of that yet, but we hope,
22	and they can put it through.

Neal R. Gross and Co., Inc. Washington DC

1	They also can put it through other
2	projects. It is just a matter of fit and timing,
3	so
4	CHAIR GESTEN: May I just ask for
5	clarification about that scofflaw comment, that
6	we scofflaw, that we're all scofflaws?
7	MEMBER MURRAY: I have a law right
8	here. It says
9	CHAIR GESTEN: Yes.
10	DR. LILLIE-BLANTON: The provision in
11	CHIPRA. The CHIPRA did ask that we have a
12	measure of continuity of coverage, and but
13	but CHIPRA also said we should identify measures
14	in use, so so measures so we were not
15	supposed to be creating measures, and so right
16	now, we need a measure. And I can tell you that
17	we actually, and Megan can help me on this, there
18	was a measure that was developed, and we tried to
19	put it in our CARTS system. CARTS was the system
20	we used before we shipped it to MACPro.
21	It was so complicated that no,
22	that's not it's still there, it's still there,

okay. So we have tried to collect information
 from states on continuity of coverage with - with a measure that was developed by one of the
 COEs, but we -- it is just it was very
 complicated.

I mean, the operationalizing of the 6 7 measure meant that we didn't have states reporting on it, and we tried to do training and 8 9 outreach, so I think having a measure refined 10 that has been validated and tested, it would help 11 us in meeting that requirement because I do -- I 12 mean, CHIPRA asks us to do lots of things, and 13 sometimes the things they asked were, you know, 14 not contradictory, but they were not consistent. 15 So it did say we're supposed to select measures 16 in use, and -- and that measure was under 17 development, and it still -- but it sounds like 18 it's closer to being developed in --

DR. MISTRY: So it has been tested further, Marsha, but I was not sure, I mean, I -this is going back to my memory, which is not that great, but when Karen Llanos was part of the

1	program, we did have this discussion. This was
2	early on. And I don't know that we I think we
3	did some preliminary work around the CHOP measure
4	and then went back to something else that was
5	kind of in use because it was difficult to
6	MEMBER MURRAY: Well that's I think
7	the CARTS one she's talking about.
8	DR. MISTRY: Yeah
9	MEMBER MURRAY: But the
10	DR. MISTRY: right.
11	MEMBER MURRAY: CHOP one, they have
12	validated
13	DR. MISTRY: Yes, and they've gone
14	much further
15	MEMBER MURRAY: and they've
16	DR. MISTRY: they've published
17	papers I think. So that's something maybe we
18	could revisit now.
19	CHAIR GESTEN: We will pick up that
20	discussion because it's on the list for
21	recommended measures. As you said, they put it
22	in. Cindy?

1	MEMBER PELLEGRINI: So Kamila, I would
2	like to follow up with you maybe offline in the
3	next few weeks about PQMP. March of Dimes,
4	Children's Hospital Association, AAP are the
5	three groups that lobbied for the continuation of
6	PQMP in the next in the last CHIPRA
7	reauthorization, and we just barely got the
8	money. I mean, it was a really, really heavy
9	lift to get that money renewed.
10	And they put us on notice that this
11	program needed to show significant results if we
12	were if we came back again in two years. So
13	while the numbers are fine, I am thinking ahead
14	to those conversations and thinking that if we
15	say to them, well, all these measures were
16	developed, but only some of them went through NQF
17	because, you know, we just sort of didn't have
18	enough, I don't know what, resources or whatever,
19	it seems to me like if we're going to put out
20	contracts to Centers of Excellence, taking a
21	measure all the way through the process must be a
22	fundamental requirement.

I understand that some measures may 1 2 get to a point where you just have to abandon them because they fail, but saying well we could 3 4 have taken it to NOF but we didn't have enough 5 time, we didn't have enough money, whatever, that's not going to fly with Congress anymore. 6 7 They are going to say I am sorry, that just means that program doesn't work. 8 9 So we -- I would love to follow up 10 with you and maybe others to talk about how we --11 how we manage this over the next year or so, so 12 that we can go back to Congress with a compelling 13 argument about how to continue this. 14 Yes, and I would just DR. MISTRY: 15 say, you know, as somebody who has worked very 16 closely with the Centers of Excellence through 17 this endorsement process and with the team in 18 this room, it's -- it's a tremendous, tremendous 19 amount of work. It's the testing that goes into 20 it. 21 This was not the bar that was set or 22 even part of the negotiation when the grants went

out, and so this is something that sort of on the 1 2 back end was decided and thought through. And so I just want to say that up front. 3 4 And so I think that it's important 5 work. I think it's -- it's resource- and time-It's not to say that all the Centers 6 intensive. 7 don't know that it is important and that it also I think gets the measures used and -- and 8 9 disseminated, and so we, I think all of us agree 10 that that is an important facet. It's just a 11 matter of really trying to operationalize that, 12 which is -- has a number of challenges, so I 13 definitely agree. Thanks. 14 CHAIR GESTEN: Not the least of the 15 challenges is convincing people about the value 16 and virtue of parsimony in the development 17 process. Charles? 18 DR. GALLIA: It's a process question 19 actually more than anything else. 20 I don't -- I believe it's not 21 necessary to have a measure be NQF-endorsed in 22 order to be part of the Adult or Child Core Set.

Is that -- is that correct? 1 2 CHAIR GESTEN: Correct. 3 DR. GALLIA: Okay. So they could be 4 moved through without that step? 5 So yes, and I think the DR. MISTRY: Centers of Excellence also know that. 6 I also 7 think that they still believe that, you know, that's an important part of their work, and, you 8 9 know, continue to do the field testing to sort of 10 meet that bar as well. 11 CHAIR GESTEN: Jeff? 12 DR. SILBER: I am just asking for a 13 clarification: what does the process look like if 14 they don't come through NQF? How -- how do 15 measures get into the set -- I mean, how do you 16 consider measures aside from NOF? 17 CHAIR GESTEN: You guys want to --18 well, do you -- if you want to talk about your --19 how you come up with the -- how did you come up 20 with the spreadsheet, Excel spreadsheet? 21 MS. GORHAM: So the Excel spreadsheet 22 that we put together we actually took our

repository here at NQF, so the measures that have been submitted to NQF is what we put in the spreadsheet. We also have measures from PQMP that Kamila also let us know that was ready. Those measures have not been submitted to NQF.

So you will see later for example the 6 7 CHOP measures. We have on the sheet a task force member recommended those measures. They have not 8 9 been submitted. So from an NQF perspective, we 10 don't have testing, evidence, all of that type of 11 information, but it is on your sheet. So you can 12 vote on it -- well, the task force members can 13 vote on it, but we would conditionally support 14 that measure because technically, NQF, we don't 15 have any information on the measure.

16 CHAIR GESTEN: And then the last was 17 the individuals in the lead-up to the meeting 18 were -- task force members could submit measures 19 as well, so the NQF repository, the PQMP program, 20 and submission by members, right? Is that the 21 three sources?

MS. GORHAM: Yes.

22

1

2

3

4

5

1	CHAIR GESTEN: Okay. Rich and then
2	Kamila?
3	DR. ANTONELLI: A follow-up question
4	to that: if there's a measure that gets put
5	forward that is not NQF-endorsed but is
6	recommended to CMS for inclusion, is there a fast
7	track mechanism within the NQF to get something
8	endorsed quickly?
9	MS. GORHAM: The only way a measure is
10	endorsed at NQF, if there is a project that is
11	funded for that measure to actually be submitted
12	to. So is there a fast track? The answer to
13	that would be no. We actually have to have a
14	funded project in order for that measure to go
15	through the endorsement process.
16	DR. ANTONELLI: And the project would
17	be a grant given to the NQF to evaluate a
18	measure?
19	MS. GORHAM: So a project, say the
20	I am sorry, say your question one more time?
21	DR. ANTONELLI: So I guess I am not
22	what is the operational definition of a of a

"project"?

2 MS. GORHAM: So a project is funded, for example, a project would be funded by CMS, so 3 4 example, the Pulmonary and Critical Care Project 5 6 DR. ANTONELLI: Yes. 7 MS. GORHAM: -- a project was funded, we receive funding from CMS. The project was 8 9 funded. It started in October 2015. Measures 10 were submitted to that project. And then --11 MS. MUNTHALI: I think -- okay. What 12 Kamila was saying earlier, we are hopeful. We 13 can't talk right now about confirmation of a 14 Pediatric Measures Project, but that would be a 15 likely project that these measures would go into. 16 DR. ANTONELLI: So that's -- that's 17 helpful. It segues back to the conversation we 18 had about 30 minutes or so ago. If there -- if 19 the traditional approach is this heavy of a lift, 20 and yet there is urgency, and Cindy, I would 21 actually, if I'm one of those senators or 22 representatives, I don't know that I would be

www.nealrgross.com

willing to give us a pass to say well look at how 1 many measures got created. I'd want to take it 2 3 to the next level and say, you know, what I call 4 the so what factor, and here's how much 5 improvement it was. And you know, so that is really 6 critical. Okay, so thank you for -- for sharing 7 that. 8 9 MS. MUNTHALI: The only -- the other 10 thing I would add is that we also offer technical 11 assistance, and we've been working with Kamila 12 and many of the developers that had previously 13 submitted measures to the Pediatric Measures 14 Project, and we can do that in this interim 15 period as well as we prepare for the next 16 project. 17 CHAIR GESTEN: Kamila and then Carol? 18 DR. MISTRY: So I'll just clarify a 19 couple things. 20 One, before the last pediatric call, 21 one of the main barriers were even as folks were 22 developing measures in the first couple years,

putting them through the endorsement process, 1 2 those calls were not timed because there was no reason to have them timed, but the asthma call, 3 4 if I completed an asthma measure, it may be nine 5 or ten months or longer, or not even on the books, with regard to getting it, you know, 6 7 through that process. It was only much later that we sort of 8 9 started to work with NQF and CMS to try to make, 10 you know, make those connections. So not all of 11 the measures went through the pediatric call. 12 Some of them went through pulmonary. Some of 13 them went through --14 PARTICIPANT: Perinatal. 15 DR. MISTRY: -- and -- and health and 16 wellbeing. Some are after the pediatric call, 17 there are additional calls coming up, and so some 18 of these measures, 79 measures, will go through 19 those other calls to get through the -- to get 20 through. 21 So I think, you know, the Centers are 22 continuing to do that. That said, you know,

endorsement is not a necessary step, but we do
 consider it to be an important step and something
 we are working toward.

4 CHAIR GESTEN: Thank you. Carol? 5 MEMBER SAKALA: Yes, so Shaconna, I just want to ask you for clarification about the 6 bar on this because we do have measures on our 7 set that do not have NQF endorsement, but at this 8 9 meeting, I am hearing you steer us to the one 10 option, if they don't have it, is conditional 11 upon it in the future. So that is a higher bar 12 that is now set compared to the past?

13 MS. GORHAM: So it has always been the 14 So when we -- when the task force members same. 15 recommend a measure that is not NQF-endorsed, we 16 have always said that you're recommending to CMS 17 for addition upon the fact that it is NQF-18 endorsed, so it has always been a conditional 19 support. 20 MEMBER SAKALA: So -- so then CMS just decided to take it anyway? 21

MS. GORHAM: Yes.

Neal R. Gross and Co., Inc. Washington DC

1 MEMBER SAKALA: So that's --2 MS. GORHAM: So CMS has --3 MEMBER SAKALA: Yes. 4 MS. GORHAM: -- that option --5 MEMBER SAKALA: Got it. MS. GORHAM: 6 -- too. MEMBER SAKALA: 7 Okay. MS. GORHAM: We make the 8 9 recommendations, and they choose which measures 10 that they want. 11 CHAIR GESTEN: But let me clarify, the bar is not -- it's not specific or unique to the 12 13 task force. The bar has been set by the MAP 14 generally around measures, and we'll -- later in 15 this section, we get into the measures, you'll review that measure selection criteria. 16 17 So whether it's the MAP making 18 recommendations for, you know, value-based 19 purchasing and other settings or whatever, the --20 the agreement of the MAP has been to look for 21 endorsed measures unless there is no relevant 22 endorsed measure there, and then obviously CMS

1	has some discretion relative to accepting
2	measures that are not NQF-endorsed, right? So
3	this is, again, just to point out this generic
4	policy and not specific to Medicaid Task Force.
5	MS. GORHAM: One thing to remember,
6	the task force, the Medicaid Task Forces are
7	under MAP. So we fall under MAP. So we follow
8	all of the rules of MAP, and we have to, after
9	you all make your recommendations, we have to
10	report to the Coordinating Committee, and they
11	have to bless our recommendations, so we are
12	definitely under MAP.
13	CHAIR GESTEN: Gets to your question.
14	David, do you want to introduce yourself?
15	PARTICIPANT: Your microphone.
16	: Usually volume is never an issue.
17	It's always a content problem with me. I am
18	David Hunt. I am from the Office of the National
19	Coordinator. And I mentioned earlier on
20	Wednesday that you can sort of think of me as a
21	very downgraded version of Kevin Larsen.
22	CHAIR GESTEN: I am already endeared

1 to you by your comments, so I wouldn't -- I 2 wouldn't say you're downgraded at all. So thank 3 you, and welcome.

4 Somebody had a quick -- Andrea? I think, you know, I 5 MEMBER BENIN: was under the impression and have been from the 6 beginning that we can most certainly recommend 7 things that are not NQF-endorsed. It is up to us 8 9 to frame the recommendation that way. But I 10 mean, I think that over time, this process has sort of narrowed into this -- there used to be 11 12 more choices when we voted, and now it's just yes 13 and no, and it means conditional if it is not 14 endorsed. Like that has really changed, and 15 that's not how it -- it's not how it always was. 16 So it has evolved into that

17 categorization, but I do think that we should 18 feel free if we have metrics that are not NQF-19 endorsed to advocate for them to the extent to 20 which we think they have appropriate scientific 21 validity.

22

I do think that, you know, Shaconna
and Nadine may be limited in their ability to accrue metrics that aren't NQF-endorsed because how do you find them? I mean, they aren't in the database, because that's hard sometimes unless people are submitting them, and that is just reality.

7 And I do understand that. It may be that a number of the metrics, and I don't recall 8 9 the timing of this, that are on the list that are 10 not NQF-endorsed, some of those may predate the 11 MAP process because prior to the MAP process, 12 wasn't there like a SNAC? Or there was some 13 other committee that originally set up this list, 14 and so I don't know if that -- some of those are 15 legacy things.

16 But I just think we should be a little 17 bit -- I think that NQF endorsement reflects a 18 level of rigor and testing, and that's important, 19 but to your point, it doesn't -- if we have an 20 opinion about it, we should feel free. 21 CHAIR GESTEN: Yes. I think the 22 preference for all of us around the table is that

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

folks, if they have ideas, that they present it 1 2 to us, you know, in time so that we can do the -so that we or they can do the necessary 3 4 background to answer the questions that the 5 committee will have about exclusions, denominators, testing, methodology, has it been 6 7 shown to improve care, and so. So I think we've -- we've created that 8 9 opportunity for folks to bring those forward, but 10 have also said that if you're going to bring it 11 forward, you have some responsibility to bring 12 that information forward as well so that the 13 group can make an intelligent decision about the 14 So I, you know, agree with you that measures. 15 the process has evolved over time, but the door 16 is always -- remains open around measures that 17 fall under the categories that you -- you 18 describe. 19 Kamila? 20 DR. MISTRY: I just have a quick -- so 21 the other issue is that I think prioritizing 22 things that are important, you know, and

listening to this group, the measure developers 1 2 can also think if I've got ten measures that are completed, which ones should I prioritize to 3 4 think about with regard to the measure 5 endorsement process? Because resources are limited, and so what would those be? 6 So that is also an important function here, I think. 7 CHAIR GESTEN: So with the indulgence 8 9 of the group, I think we'll move on in the 10 agenda, and the other answer to your question Rich about, you know, what's working I think 11 12 neglected to mention that we have two folks from 13 two states who are going to talk a little bit 14 about what they're doing. 15 So it is my pleasure to introduce 16 first Jeff Schiff, who is the Medical Director at 17 Minnesota Department of Human Services. He also has been very involved, as he has mentioned, in

18 has been very involved, as he has mentioned, in 19 the organization and the leadership of the 20 Medicaid Medical Directors nationally, and 21 somebody just mentioned the SNAC. You were an 22 early SNACer, right?

So I think Jeff -- Jeff actually 1 probably has some direct and indirect 2 responsibility for the predecessor of the list 3 4 that we have currently when this was -- this 5 process was under a different organizational heading, so it is fitting that you're here. 6 So 7 Jeff, coming from the state where everyone is above average, can you -- I'll turn it over to 8 9 you. 10 Yes, I will --DR. SCHIFF: 11 CHAIR GESTEN: And just for process, 12 we're going to -- there are some questions at the 13 end. We're going to have both Jeff and -- and 14 Charles present, and then we'll go through some 15 of the questions and -- and so on. Go ahead. 16 DR. SCHIFF: So I will try to fly 17 through this in 15 minutes or so and then leave 18 room for questions. 19 And I think I have -- I showed this to 20 the staff I work with who does the actual 21 measurement calculation, and he said, with 40-22 some slides, he said what about parsimony? And I

1

said okay. Point well taken.

2 So I want to -- I'm going to go ahead and go through this a little bit, and I have -- I 3 4 think I have an overarching theme, which is that 5 there's a lot of measurement, and the quality of the measurement process that we're talking about 6 7 here, but I am going to talk probably a little bit more about how that relates to quality 8 9 improvement and how we in states see -- I'll talk 10 mostly about Minnesota, but also some other 11 examples about how states see quality improvement 12 because I think that -- I'm going to go here 13 first -- I think the thing we're trying to impact 14 we all want to say is okay, at the end of the 15 day, we have less premature babies born, less 16 moms addicted who deliver babies unsuccessfully, 17 this is all obvious. But I think -- I think we have to 18

really think about it because we've really funded the measurement development enterprise way better than we've funded the measurement improvement enterprise, and the states are anemically funded

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

around -- around measurement improvement, and the 1 2 -- I can tell you stories that won't take -- I can't do in this 15 minutes about how we scrapped 3 4 together to do quality improvement. 5 But I want to -- my -- my theme, because Garrison is about ready to exit his role 6 7 on Prairie Home Companion, I decided I'd pick up a -- a Prairie Home Companion theme because --8 9 but I tell you, this is my theme about quality 10 improvement. To do quality improvement, you need 11 Powdermilk Biscuits because they give shy people 12 the strength to stand up and do what needs to be 13 done. 14 (Laughter.) 15 And so I think this is DR. SCHIFF: 16 really around -- I really want to say this 17 because I think it's really important: quality 18 improvement is around having data and stories 19 that go together well and then being able to go 20 to people and having what I call turning 21 conversations where you actually can say to the 22 doc who is inducing your babies under 37 weeks

that we can't do that anymore, and what our job at the state is is to stand up to people who can do that at the local level because we've given them the Powdermilk Biscuits to do that, you know, the strength to say there's somebody behind you that stands up for something.

7 So it is really about how do we do 8 these turning conversations? So I want to -- I 9 am going to go into measurement a little bit. 10 I'm going to talk about what we're doing around 11 measurement and parsimony and the IOM report in 12 Minnesota. Then I'm going to talk about quality 13 improvement.

14 So our decisions around measurement 15 are -- are guided by the purpose of the 16 measurement. It's interesting that we have in 17 the past in these conversations talked about 18 accountability at the state and health plan 19 level, and then we talk about quality improvement 20 as if that's not accountability, but it is 21 accountability.

22

(202) 234-4433

1

2

3

4

5

6

So I think accountability at the

state, MCO, accountable care organization levels, 1 2 one level accountability for quality improvement at the provider and community level is where I 3 4 think it's worth spending a lot of time. We have 5 measurement to compare populations to identify disparities and do a lot of work on that, and 6 7 then measurement to develop policy, that story plus the data that I can go to the legislature 8 9 with and create a fiscal note.

10 So the traditional Medicaid levers for 11 changing behavior are MCO contracting, changes to 12 payment models to providers, and then focused 13 policy and payment initiatives, and I'll talk a 14 little about each of these.

15 But I think these are the real levers, 16 and I want to talk -- look at these for a minute. 17 Financials are a real lever, though not the most 18 successful I would argue. We are starting a 19 level around opiate use, around disenrollment of 20 providers, so you get to wear a scarlet letter 21 and stop being a provider if you really are out 22 of line, but we give you a long time to get in

line.

2	Competitive spirit is the one we don't
3	use enough. We people do not want to be below
4	average, even outside of Lake Wobegon. So I
5	think that's important.
6	We have used reporting burden as a
7	lever in a very significant way when we did our
8	Early Elective Delivery Project and said you
9	cannot be part of this project, but then you have
10	to tell us about every delivery, and the you
11	know, reporting burden is an issue. Maybe we
12	should use that with the Office of the National
13	Coordinator. No.
14	(Laughter.)
15	DR. SCHIFF: But anyhow, and then the
16	last thing, which I don't think we should
17	underestimate, is people have said to me very
18	directly, Jeff, we do things not just because you
19	tell us to, but because we do it for our
20	patients, so I think it's important to keep that
21	in mind, and that the last one gets into where
22	our gaps are and whether we have the courage to

look at our gaping holes and leave them there. 1 2 So measurement for accountability at the health plan level, these are our withhold 3 4 measures that are financial measures for PMAP, 5 which is our Prepaid Medical Assistance. The first three are measures that the legislator put 6 7 in. I have talked to this legislator a long time and asked him to mend his ways because they're 8 9 really hard to get to. And the last three are 10 measures that -- that are -- two of which are 11 measures from -- from this set, but they're not 12 -- there aren't 25 on there. We have tried to be 13 selective.

14 I want to talk just about the 15 legislative ones because they are so out of 16 reality. A reduction in plan's emergency room 17 utilization rate by five percent. The managed 18 care or accounting purchasing plan must achieve a 19 reduction of no less than 10 percent per year of 20 ER use, and it's like the only way you can do 21 that is to change the way you counted ER visits, 22 you know? But it's -- and you need to get to --

they were supposed to get to a 25 percent
 reduction, and it was supposed to be five percent
 of the health plan's cap rate.

4 Well, that was just fiction, you know, 5 because it was not going to happen. Here is the real reality, is we have a five percent withhold 6 7 for quality. The health plans are guaranteed to get back all but one percent of that. 8 They get 9 partial credit for any of those six goals, so 10 they have to decide how much effort they're going 11 to put into something that's going to be at most 12 one-sixth of one percent, and then they get 13 partial credit for moving towards the goal, so 14 the financial incentive is tiny. It's the 15 embarrassment incentive for the health plants 16 that I would argue is a bigger deal, and they --17 they want to get these incentives because one 18 percent of a few billion dollars is still some 19 money, but some of them are hard to get to, and 20 they just don't -- they don't necessarily have 21 that effort.

22

And other states put way more measures

into the withhold, but I think it's -- I think we 1 2 have to be careful about expecting too much out of the withholds from the health plans. I think 3 4 there are better ways to do it. So we -- one of the better ways we've 5 done, and this is about something that is not 6 7 related to this, what's being endorsed today -today is around quality improvement, we developed 8 9 an opioid quality improvement program where we 10 create -- where the -- we had a process to create guidelines and communication tools. 11 We're 12 actually creating internal measures, and this is 13 something that I think we have to think a lot 14 about nationally, is we created our own internal 15 measures of acute use, post-acute -- and post-16 acute use, and now we're working on measures of 17 chronic use because we don't really have -- we 18 have to get these done. We don't have an 19 opportunity to bring them through a big process 20 because opioids are a gigantic deal in every 21 state, and we need to figure out what we're going 22 to do.

And then we have new leverage in this 1 2 process by which we're really saying to providers we're going to tell you where you're at compared 3 4 to your peers. If you stay out of compliance 5 with where you are and you're way on the far end of the bell curve, we're going to tap you on the 6 7 shoulder privately first and say you're not in compliance, and we're going to ask you to give us 8 9 quality improvement processes you're going to 10 use, and then if you stay out of line, we're 11 going to tell you you can't be a -- a provider 12 for our public programs.

And in that way, we have really sort of politely but firmly twisted the arm of some of our providers to say we don't want to disenroll anybody, but we want to tell you that we will if we have to. And so we've used -- we've created leverage around quality improvement that are strong enough to move -- to move it.

20 And the important thing for us at 21 Medicaid is we got the Medical Association to 22 agree to this because we said this is your

(202) 234-4433

problem as physicians, or our problem as 1 2 physicians, and we have to do it, and the Steve 3 Rummler Foundation is a foundation that looks at -- from the -- from the folks who have been 4 5 affected by overdoses. No financial incentive: I talked about 6 7 this already. Anyhow, so we want healthy birth -- this is my little advertisement for the state 8 9 bird. 10 So to the core set, I want to talk a 11 little about what we report, and then about 12 burden, and then what we're doing in Minnesota 13 around this and what I think other states are 14 thinking about. 15 So we have -- we have committed 16 internally to reporting on 12 measures, which is 17 a -- a doubling of what we report in our core set 18 for children in Minnesota, and these are the 19 access and preventative care ones. These are the 20 maternity and perinatal health, behavioral 21 health, chronic conditions, and oral health ones. 22 So we are trying to -- to bump these

1 But every one of these measures requires an up. 2 analyst to spend a week or more to pull out the data to know what the specs are, and the analysts 3 4 are -- are doing other things around managed care 5 rates and other projects that we have for them, and they -- we get this estimate from our data 6 7 people about how long it takes to do these measures, so we have to really justify that 8 9 there's a reason to do this that's important 10 besides -- you know, that's important for quality 11 within our programs, not just -- and part of it 12 is being part of a good national player, but --13 but part of it is what are we going to do about 14 the information? 15 So I asked my data people what they 16 thought of what could be done to improve 17 reporting, and they said here's what we came out 18 with. Find the right people in the state 19 responsible for -- for doing this, not -- because 20 you can get to me, but I'm not the right person. 21 Technical assistance must be proactive and not 22 reactive if possible. Respect the effort of

state reporting. Provide -- and I think precise 1 2 is really important, technical specifications, it's really a problem if the tech specs aren't 3 4 out, and people start looking at these. And then people want a return on the 5 reporting investment, so one of the things I will 6 7 just say about that is if their return could be more timely about where we are compared to other 8 9 states, that can sometimes drive policy. And 10 even if it's not perfect, it might be good to do 11 that sooner. 12 So Minnesota is unique a little bit 13 because we've always had the state reporting 14 system that -- that parallels the national one, 15 and we have the State Quality Measurement and 16 Reporting System just to say that we're living in 17 two worlds. We have one foot in trying to match 18 up our work with what other parts of the state 19 are doing in the private sector, and another part 20 of our world in trying to match up what's 21 happening in Minnesota with the rest of Medicaid. 22 So I want to talk about burden for a

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

little bit. This I think I -- I used this slide 1 2 last year when you guys asked me to come, and I just wanted to show it again. Doctor burnout is 3 4 something that we talk about, and how do we 5 prevent that? There was an article in -- in Health Affairs that looked at this and just said 6 the average physician spends 2.6 hours per week, 7 and their staff spends 12.5 hours per week, on 8 9 quality measurement and reporting. 10 I don't know if those numbers are 11 right or exaggerated, but I think they are 12 certainly representing some disgruntlement, I 13 guess. And this is the dollar amount, if that is 14 true. 15 And the last -- just a couple points, 16 here is that 28 percent use quality scores to 17 focus their quality improvement efforts. So 18 that's -- that could be going up and a good 19 thing, or it could be going -- or we could look 20 at that and say we have a long way to go before 21 our measures are relevant. 22 So I want to go deeper and talk about what we're doing in Minnesota around measurement. We were pretty excited about the IOM report. It came out at the same time that we were looking at what about measurement burden in Minnesota, and we developed our own report, which I think you guys have seen, called Too Many & Not Enough: What Matters Most on Care Quality Measures.

And we looked at two things. 8 First 9 thing I want to talk about really guickly is 10 looking at what measures we want to -- we want to 11 put an effort into, and we're trying to do a state effort around how -- what's important in 12 13 Minnesota around -- around measures, and really 14 trying to say there are places where there are 15 too many, and we're going to try to create some 16 room. And we figure we can build some social 17 capital by decreasing the amount of measures that 18 people feel obligated about.

This, if you -- if you don't have a -don't recognize this grid, is what came out of the IOM report, and there are domains of healthy people, care quality, care cost, and I think the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

-- the last one is engaged people, I think. 1 2 We looked at those and said here's the ones we can affect in Medicaid, in healthy 3 people, and in care quality. Then we took those 4 5 and we looked at -- at what we have in there, and then we matched those to the last two columns, 6 7 what's in the core set right now and what's in the Minnesota set. 8 9 And what we're really using with this

10 stuff is we're going out to a number of different 11 communities now. We're going out to our managed 12 care medical directors, we're going out to our 13 -- our hospital association, we're going out to 14 our medical association and saying what of these 15 really matter that you want us to focus on with 16 you? And then something that I am really excited 17 about is we have an intern coming for a year, and 18 we're going to go out to our racial and ethnic communities and ask them what's important to them 19 20 to measure.

21 And we expect that with that, we're 22 going to actually create a parsimonious set that

we're going to come back to you all and say this 1 2 is what we want to spend our time reporting on 3 and improving, and we hope that you'll give us 4 the -- what's the -- Marsha, what's the quality 5 version, the state version of the -- of the quality reporting for managed -- on the managed 6 7 care rule that we're allowed to apply for? Ι forget the initials. 8 9 The Quality Rating PARTICIPANT: 10 System? 11 DR. SCHIFF: The Quality Rating 12 So we're hoping that -- I think I'm System, yes. 13 going to push for us to have our own version. 14 So these are the things that are 15 important to measure, obviously access, quality, 16 satisfaction, and then what we use for change and 17 improvement. And this is the grid that we 18 created around that just -- and you have this, 19 you can see it, but you can see that some of -- a 20 lot of access measures, a fair number of quality 21 measures, a little bit on satisfaction, and the 22 change and improvement are the ones where we

actually have programmatic efforts around quality improvement on.

So that's really guickly on the 3 4 burden, and then the aspirational stuff, which is 5 what we don't have enough of, we don't have enough patient-reported outcomes, patient-6 reported experience of care, EMR-derived 7 measures, and then I've already talked about the 8 9 other stuff. 10 So projects we'd like better measures 11 on, I talked about this before, I think a lot of 12 these are things you know. There -- I think 13 there's some exciting work here and with the 14 Center of Excellence that was sponsored by AHRQ 15 on care coordination and case management, and 16 then Rich's work on that. I think we have some 17 interesting opportunities there, but then we have 18 to figure out the collection burden as well. 19 And then just a couple other things 20 really quickly: we want to look at -- we've done 21 some interesting work, in a lot of states,

there's a lot of interest on family and social

Neal R. Gross and Co., Inc. Washington DC

22

1

2

www.nealrgross.com

risk factors among the Medicaid Medical
 Directors. We had a webinar with Christie Patel
 on this and had incredible attendance and very
 excited about that.

5 So I think there's -- people are really trying to look at family and social risk 6 7 factors in Medicaid and get under the hood and not just report a few major ethnic group 8 9 categories and then not -- and then report on --10 on outcomes based on that, but really say what's 11 under that? What do -- what are the issues for 12 us that -- that are -- create multi-generational 13 poverty that we can impact in the healthcare 14 Because that's really where the -- you system? 15 know, that's the gold ring I think right now for 16 us, is to say what can we really do to impact 17 that?

18 One of the things that was exciting 19 from our State Improvement Model, our SIM grant, 20 is that a group got together and talked about 21 things we could commonly measure across the 22 sectors of the social service sector and the

healthcare sector, and what are the priorities
 that we need to measure?

And these are the six things that that 3 group now looked at, and if the folks who are 4 5 here nationally would look at these and think about helping us measure these the same way 6 between the social service sector and the medical 7 sector, I think we will have really, you know, 8 9 gone light years towards our journey about --10 about addressing this on both sides.

11 Mental health and substance use 12 disorder, how we define that between different 13 sectors; race, ethnicity, and language is 14 something I know there has been some good work 15 on; transportation came up; social services 16 already being received; housing, and I think 17 that's not just homelessness, but it's housing 18 insecurity, did you miss your rent payment, or 19 are you going -- are you worried about that; and 20 then food insecurity, and that's what our group 21 in Minnesota looked at, and these are factors 22 we're going to work on standardizing collection

1

and reporting across sectors on.

2 The other thing we got a little money from the feds for is social risk -- not from the 3 4 feds, from the legislature, the -- our FOHCs came 5 and said we want to get paid more for social risk factors, and we said how are you going to do that 6 7 and what do you do? So we're working on a little bit of money on a payment structure that asks and 8 9 answers these questions: what are the social risk 10 factors that impact health? Which of these 11 factors can be impacted effectively by the 12 healthcare system? And how much should it cost 13 to provide this intervention? So a lot of -- a 14 lot of opportunity for cross-sector work as well. 15 And then some other things that you guys know, measurement infrastructure, we would 16 17 love to get more EMR personal health record 18 information. We would love to figure out text 19 app reported health outcome measures and totally 20 think about different ways of reporting. The 21 whole rest of the world does that, but we don't, 22 and I think there's ways that that can happen.

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

And then I think feedback to providers 1 2 in a more timely way really has changed our equation for our accountable healthcare 3 4 organizations. They love the feedback. It's 5 actionable because they get it a month later. So -- and this is just me making the 6 7 point that you shouldn't go 167, but -- but people get feedback, you change your behavior, 8 9 and we change our behavior when we see these 10 speed things, so I just really want to emphasize 11 that. 12 So opportunities I want to talk about 13 at the state level, I think there really needs to 14 be some effort at assessing capacity at the state 15 level, and capacity in three areas: capacity to 16 report, and the AQM did some of that; capacity to 17 do quality improvement, again, the AQM did that, 18 but we need more sustained efforts, as well as 19 the CHIPRA quality efforts; and then to sustain 20 systems. 21 All of us at -- when we get together 22 as Medical Directors talk about how hard it is to

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

sustain these systems, and I think that is really important to keep that in mind, that asking to report more without having sustainable models in states is really a challenge.

5 And the value proposition for legislators and policymakers is really where it 6 7 comes down to. I can get money for an opiate program because I can both -- because they both 8 9 know the story of how that's important and I can 10 provide a fiscal note that shows savings over a 11 four-year cycle if I -- if I produce that, but 12 some of these are harder to do, but that's what 13 they really are reacting to, so you need to -- we 14 need to think about that at the national level 15 when we think about how to sell this at the state 16 level.

And people, there's a guy from Alabama who has been at a lot of our meetings who talks about the ROI on a measure, so what's the ROI on -- on actually getting a measure implemented in the field and -- and measuring it, and I think we have to be conscious of that, and that's where

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

we're at at the state level. What are we going
 to do with this, and is there an ROI on reporting
 it?

4 My last slide, and then I'll be done, 5 is we at the Medicaid -- I want to -- I am -this is an unabashed advertisement. The Medicaid 6 7 Medical Director Network is this group that has been around for ten years. We have had a few 8 9 iterations. We now reside at Academy Health. 65 10 percent of us in a survey of 37 of us ran or 11 participated in the quality improvement and 12 performance structure.

13 We don't have a good enough 14 infrastructure of ourselves at a national level, 15 or as I've been saying all along, at the states, 16 to develop this, but we could. You know, we can 17 be the drivers of quality improvement. We need 18 to -- we need -- we know both the measurement and 19 the improvement, and I tell people that if the 20 Medicaid Medical Directors have a superhero, it's 21 Elasti-Girl because we're the people who talk to 22 you guys and the policymakers, and then we also

are the people who get yelled at at retirement 1 2 parties by our -- by our colleagues who say what's that BMI measure for? 3 That has no 4 relevance to me. 5 So we're living in this gigantic space that spans everything, and I think you need to 6 7 think of us as -- as colleagues that can be -that could use a little more resource. And we're 8 9 competitive too. We want to be above average for 10 all of our states, and we could lever other 11 partners. We're working right now, trying to 12 work with the National Academy of Pediatrics to 13 develop a -- some sort of quality improvement 14 project. 15 So my last nod to Lake Wobegon is that 16 -- is that Lake Wobegon, where all the women are 17 strong, all the men are good looking, thank you, 18 and all the children are -- and all the children 19 are above average, and I think that this is -- I 20 love this because it's the great statistical paradox, you know, that we -- we all want that, 21 but -- but I think we can do it if we work 22

together in a better way. So thank you for the time.

3 CHAIR GESTEN: Jeff, thank you so 4 much. Thanks for going quick and condensing it 5 and hitting really I think a lot of the points 6 that we're, you know, constantly grappling with 7 about the utility and the implementation of 8 measures in a real context.

9 There's a set of questions that the 10 next slide shows, and these are the questions I 11 think we should probably wait to discuss after we 12 hear Charles as well, if that's okay with the 13 group, but if -- if there are clarifying 14 questions that people want to ask Jeff right now, 15 feel free, and then otherwise we'll move on to 16 hear from Oregon, and hearing from two state 17 experiences I think and then having a discussion 18 might be a good way to -- to bring out issues and 19 differences and similarities.

But any clarifying questions for Jeff?
Meg?
(No audible response.)

Neal R. Gross and Co., Inc. Washington DC

1

2

1	DR. SCHIFF: It's not I mean, I
2	agree, it's relatively small, but for the states,
3	it's it created the opportunity for an
4	infrastructure. Yes.
5	CHAIR GESTEN: Susan?
6	MEMBER LACEY: You and that was in
7	I was looking at something, that was in
8	reference to what?
9	(No audible response.)
10	MEMBER LACEY: Okay. I was just
11	Googling the network, and it's not a lot of
12	money, but what are you what's the PCORI money
13	going to be helping you do?
14	DR. SCHIFF: So PCORI gives us a grant
15	to do really two things: one is they want our
16	input into what things should be they should
17	be doing comparative effectiveness research on,
18	so we give them a report every year and say these
19	are the issues that are important to Medicaid;
20	and then they also want us to we comment or
21	work on their products with them, so we will talk
22	about how we can how how we can use their

Neal R. Gross and Co., Inc. Washington DC

products, a lot like when AHRQ was our funder, the -- very similar kind of input.

But it is also -- the network really 3 has I think three goals. One is it gives us the 4 5 opportunity to meet as colleagues and to compare notes and -- and go back to our states and do it 6 7 for another year or another six months, you know. And then the other thing is to -- we -- you know, 8 9 some of us have been on committees like this 10 nationally because we represent the network. And 11 then the last thing is these quality -- these 12 projects, and I think there's a lot of -- there's 13 a lot of opportunity if we can get -- because we 14 can pull together state resources and compare 15 states on projects is the other thing we're --16 we'd like to work on.

17 CHAIR GESTEN: So why don't we move to
18 the next speaker? Again, welcome, delighted to
19 have Charles Gallia. He is the Senior Policy
20 Advisor for Research and Evaluation at Oregon
21 Health Authority. Like Minnesota, Oregon is one
22 of those states that -- or it's known on the East

Neal R. Gross and Co., Inc. Washington DC

1

2

www.nealrgross.com

Coast, Oregon, is one of those states that we --1 2 that -- that at least we in New York often look to as sort of often ahead of the curve doing 3 4 interesting things, states worth -- state worth 5 watching in terms of the development of their 6 programs. 7 So Charles, thanks so much for -thank you both for taking the time and traveling 8 9 to be here, but I'll turn things over to you. 10 DR. GALLIA: Thank you. 11 I feel like I am part of a legacy 12 because I was also on the SNAC as co-chair with 13 Charlie Irwin, so the second evolution of the 14 reviews, so I have great empathy for the group 15 that's here and how -- the challenge of reviewing 16 those measures. 17 I am also kind of a little bit humbled 18 following Jeff, and the way that he has 19 articulated some of the areas and issues that 20 face Medicaid programs, and the time and energy 21 that he has spent on keeping a focus on 22 population health and still has a clinical

perspective that drives change at a -- at a local level.

One of the things that the American 3 4 Academy published recently in pediatrics is a 5 really great policy statement on poverty and -and childhood. I recommend those people take a 6 7 look at it because it covers a broad array of issues that are relevant to the way that a state 8 9 Medicaid program looks at the drivers and the 10 causes of healthcare and healthcare disparities. 11 So that's not part of my planned 12 presentation. This was, and I -- what I am 13 sharing with you is the fact that I actually was 14 a PI on our CHIPRA Quality Demonstration Grant 15 too, and that was a three-state project with West 16 Virginia, Alaska, and Oregon. 17 And the reason I show this slide is 18 not just because it's from Alaska, but I wanted 19 to show -- it's the -- it's the impact of having 20 perspective, and this was -- that one shot was 21 obviously a close-up, and the second one is the

22

1

2

Neal R. Gross and Co., Inc. Washington DC

shot of me from a distance, and -- and I think

1

they generated different feel.

2	And so similarly with a national
3	perspective or a multi-state perspective or a
4	state plan and clinic level, what you look at and
5	the level of detail actually can make a lot of
6	difference in what you see.
7	CHAIR GESTEN: Charles, can you
8	you're a soft-spoken guy, but can you move closer
9	to the mic so that folks can hear you a little
10	bit better?
11	DR. GALLIA: Right.
12	CHAIR GESTEN: Thank you so much.
13	DR. GALLIA: Is that better? A little
14	better? All right. We are getting some nods.
15	Okay, so as I mentioned, this national
16	perspective, and part of the drivers that led
17	some of the review work and our CHIPRA Quality
18	Demonstration Grant work, and I'm going to point
19	to it a little later, is that there was a charge
20	that was put in the CHIPRA legislation. This is
21	preceding the revisions that it of MACRA now.
22	And it the core set was to be

the type of measures, and I've listed it here, 1 2 that taken together can be used to estimate the national quality of healthcare. And there's some 3 4 specific sub-components of that that I wanted to 5 call out. One is children with special healthcare needs; do comparative analysis on 6 healthcare quality; racial, ethnic, and 7 socioeconomic disparities in health and 8 9 healthcare. And they make a distinction between 10 health and healthcare, too, so I want to make 11 those important points. 12 Some of this work is still underway 13 through the AHRQ's efforts, but I think this is 14 something that I think is unfinished, and it 15 still needs attention for us to address and look 16 at measures that are being produced and selected with this lens behind them. 17

And when I -- I mentioned already that I participated in that previous SNAC, and so I understand the challenges that you face when reviewing a lot of work, a lot of great energy, important topics, and then have to make this

essentially political-economic choice between
 what is going to be preferred in this core set
 versus what's not.

So when -- Alaska, Oregon, and West 4 5 Virginia were the participants in our Three-State CHIPRA Demonstration Grant. We produced measures 6 7 over time. Some of them we used for quality improvement, and when I say some, we narrowed it 8 9 down to five. And -- and it wasn't simply 10 because we were reporting across each group, but 11 it was because, and I'm glad that the person from 12 HRSA is on, because some of them were driven by 13 choices, but about what I call measurement 14 They were already being produced, so inversion. 15 that it wasn't really a selection that was being 16 made, it was because they were part of a uniform 17 data set, the reporting FQHCs or some other 18 standard, that they were already in place, so 19 that gave considerable weight to why they were 20 included.

Part of the responsibility that Oregon
assumed in -- in the CHIPRA Demonstration Grant
was to report all 24 of the core measures, and we 1 2 did that in some cases knowing that the end result following the specifications may result in 3 information that wasn't reflective of -- it 4 5 didn't have face validity. And a good example of that is using 6 7 the administrative data, we have BMI rates, and if it were that way in Oregon that we had 0.8 8 9 percent of our population being obese or 10 overweight, you know, it would be okay. But I 11 know it's not true. And part of the reason that 12 I know it's not true is because we triangulate 13 with other sources of information.

14 It is more accurate in West Virginia 15 because we also checked it at a clinic level. So 16 the reason that I am presenting this is that that 17 helped us make the determination which sources of 18 information we would use, which are most reliable 19 and valid and how.

We did show I think probably one of the most remarkable changes that I have ever seen -- well, I am happy, and -- and that was in our

developmental screening rates. What it shows here is 2012. What it doesn't show is that in 2009, we were at 9 percent. So between 2009 and 2014, we moved up to 42.6 -- 42 point -- now we're at close to 50 percent of the population being screened routinely for social and emotional delays as well.

And this was supported through the 8 9 grant and our Pediatric Improvement Partnership, 10 and it was really -- it was on the groundwork, 11 and it wasn't really necessarily the measures 12 that did it, they complemented it. The driver 13 was performance, but we didn't have one in place. 14 We started that work because of the National 15 Children's Survey, and it showed where we were, 16 so we had at least a gauge of where there was 17 problem areas, and that helped set our priorities 18 in emphasizing QI.

So -- and I highlighted a couple
others, and I -- we discovered how the ADHD
medication in West Virginia performed so well.
It's because they PA all of the scrips. So

there's a -- there is a visit that's set at the 1 2 time of the scrip so I know how that works. And we started to move towards that area. 3 It's a little tough in a managed care setting. 4 What's great about this particular 5 contrast is that Alaska, and you need to be very 6 7 mindful of this when you do your reviews, Alaska is a Medicaid expansion state. It is not a CHIP 8 9 state alone. What that means is that there is 10 not any distinction programmatically when you 11 apply. 12 Oregon is a hybrid state. We have 13 managed care, but it covers both CHIP and 14 Medicaid. So that means some of the reporting 15 components are applicable to both populations. 16 West Virginia has a freestanding CHIP 17 state. That means that they contract with 18 managed care organizations for CHIP services for 19 CHIP children. So when we make some comparisons 20 at a national level between those programs, you 21 can actually be looking at significantly 22 different delivery systems, populations,

continuity, and the ability to influence or
 effect changes at those levels.

And I know that in the reporting 3 4 system that we have, you make -- the MACRA and 5 the previous one, the CARTS system, both were able to parse out which populations were included 6 in those sub-groups. But I just think it is 7 important, we -- when -- to bear in mind that the 8 9 delivery system is going to have an influence on 10 the ability of the state to produce information. 11 West Virginia for example has to submit a request 12 to the MMIS or have a contractual obligation with 13 their managed care organizations to generate the 14 information.

15 A state like Oregon that has an 16 integrated system can rely principally on its own 17 Medicaid managed -- its MMIS to produce the 18 information with staffing that's available. And 19 similarly with Alaska, but Alaska also had the 20 challenge of during the course of the end of this 21 implementation, going through a transition in the 22 vendor and the operating system of their MMIS, so

2

3

4

5

that's something to bear in mind.

So when things shift on a medical record, you introduce an EMR at a clinic, it's very disruptive. At a state level, it can stop everything.

So I am -- I am not going to go into 6 7 these specifically, but I am going to make them available for the members afterwards. But there 8 9 are some high-level lessons that I -- I just want 10 to point to. One is that going back to that 11 initial charge of the core set, talking about 12 stratification, almost every single measure that 13 we have, with the exception of those broad-based 14 population ones, for example the access to --15 access to primary care, are almost impossible to 16 stratify with anything -- and do anything meaningful about them. Over one year, it's the 17 18 -- the ns are simply insufficient to do that. And then if we try to translate that 19 20 back down to a practice level or a clinic level 21 or a managed care level, you will see in a second

22

Neal R. Gross and Co., Inc. Washington DC

how difficult it is to make something actionable.

What I mean by actionable is like this is where
 the root of the problem is.

So that's where they want to focus, 3 but this is one of the core set lessons here. 4 5 These are challenges, just kind of generic challenges, with the measures. One of them, I 6 7 think the most important one, is the very last one that's listed here. 8 The age segmentation in 9 measures that exist like the adult and versus 10 child in part does not correspond, obviously. 11 You've already encountered this, that we have 12 measures that span -- we have issues and areas of 13 concern that span age groups that don't quit or 14 start necessarily at age 18 or 21, and they --15 and they can move across programs.

So part of the reason that we have a children and adult set basically is partially from federal funding drives, if I am -- I am -- I don't want to make people down at the other end of the table uncomfortable, but in part, it is because of the way we implemented it. We have CHIP and -- and kids in Medicaid and then adults

1

2

3

4

5

followed afterwards, and so the initiative or impetus to start this in that segmented way was driven primarily by the levers of payment and -and what was -- what was possible through federal legislation and regulation.

But they don't always make clinical or 6 -- or even population health sense. 7 To make a distinction, like in a CAHPS survey, it doesn't 8 9 have questions about smoking for kids. It's --10 it's -- the -- the -- it does in the adult 11 survey, there is a question that's embedded with 12 -- because of NCQA accreditation of smoking 13 cessation and benefits, but it doesn't say 14 anything to that about -- for the child version 15 that's part of the Children's Core Set. Or 16 alcohol and drug use, pregnancy intention, and a 17 number of other areas that are equally relevant 18 at -- particularly at transitioning. 19 And again, the population

20 characteristics are something that I think that 21 are important to understand about the Medicaid 22 population. What I mean by that is that the -- I

am following on the housing stability insecurity question, some of the food-related insecurity questions. Imagine trying to do the BMI and the -- and the counseling that follows with someone who is on SNAP or -- and living in a car, or even in the, you know, their family's basement.

7 Those are particularly challenging characteristics to have a different standard or 8 9 bar, but really, I think they are important 10 considerations when you -- when you look at a 11 population, so it is not -- while I think that 12 Medicaid benchmarks ought to be the same as 13 commercial, there are some things to understand 14 about the dynamics that are potentially 15 influencing some of the outcomes and the 16 measurement levels that exist.

I am going to kind of jump to this last one, that part of the challenge is we can produce a lot of measures, we could even report them, and then one of the first times we went, I've turned in some CARTS information after the CHIPRA started. Karen Llanos said well why

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

didn't you report this one? 1 And I -- I -- she 2 said I know you produced it, and I said well, because it asked for goals, and -- and I -- we 3 4 haven't really thought through that, you know, as 5 a state, so I don't want to be disingenuous about putting something out where I don't have a 6 7 reasonable target and the resources committed operationally to say that this is what we're 8 9 going to do.

10 So it's thinking through, I mentioned 11 this on Tuesday, that -- thinking through the --12 the whole process of the implications of having a 13 measure. It's knowing that -- being willing to 14 address those underlying concerns if they're 15 identified, and having the resources to do it.

16 And sometimes, it is to get the 17 resources that you need to do it. But 18 nonetheless, thinking through that these are not 19 just measures to produce change. I -- I --20 you'll -- you may never see this, but I bristle 21 sometimes when people say that we're going to use 22 measures to drive change. It's not measures that

1 do that. It's actually those people that are 2 involved that know that there's a concern or issues. 3 4 Measures help reinforce the leadership 5 that is demonstrated in states, organizations, health plans, and clinics. They're -- they're a 6 communication vehicle. They are not by 7 themselves the driver. 8 9 I had a colleague, and I'm going to 10 give him credit for it, RJ Gillespie, he said 11 would you refrain from using that phrase? He 12 said you might think you're in the driver's seat, 13 but if you look in the rearview mirror and you're 14 thinking that I'm going to be there, I may or may 15 not be, so be careful about who you think you're 16 driving. 17 And so I keep that in mind when we're 18 moving forwards with some of the measures that we 19 select. We don't do it in isolation. 20 One of the areas that -- that we made 21 some modifications, and these are kind of like 22 the other organizational operational barriers

that were addressed I'd say in the Adult Quality Grant about the infrastructure that I say that parallels both what Jeff said and what was somewhat addressed in the Adult Quality Measures Grant.

When I say infrastructure, it's not 6 7 just an appeal for the resources that are there. It's really because there's a -- kind of like an 8 9 intellectual capital to say this is what's going 10 on with this measure, to do the analysis, to do 11 the breakdowns, to see if there's some problems 12 that exist within those. So producing them is 13 one thing. Looking at and trying to do a QI 14 conversion is another. And having that capacity 15 to make the shift between the measures and 16 actions and operations is really one of the 17 things that's particularly challenging. And 18 translating the state-level information back to a 19 practice level also has its own unique set of 20 challenges.

I was going to say, I didn't use the term "burden," unlike you did, and part of the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

www.nealrgross.com

reason is because it's a perception, and if 1 there's value that's perceived in what's 2 produced, and it demonstrates meaningful results, 3 4 even if it is the same steps that are involved in 5 producing the measure -- you'll see one measure that doesn't seem to be burdensome even though it 6 7 incorporates hybrid measures or multiple data sources incorporating vital records -- you'll see 8 9 that there is not -- that is not considered --10 that's not a consideration. 11 It is when the -- when the 12 communication of the results aren't made 13 meaningful and aren't made relevant that it 14 becomes perceived as -- as being burdensome. 15 That's not all cases, but in -- in large part, 16 that's one of the things that we've been mindful 17 of when we produce measures. We're going to use it, and we're going to provide feedback to you to 18 19 show you the utility of it, and when those two 20 things are done, then it is not perceived as 21 burdensome.

22

I am going to only focus in on two

parts of the two examples that I have here, and they're basically graphic. So one of the things we wanted to do was develop a framework because we don't have a measure of disparities in the state, and I wish we did. I wish we had them nationally.

7 So there was a push to create an In order to create this index, what we 8 index. 9 did was identify areas from earlier IOM and --10 and some other NQF reports that said these are the points at which disparities start to happen. 11 12 There's -- in getting -- obtaining coverage, the 13 question that you asked earlier about the 14 continuity measure, those -- those would go into 15 this first stage. Do people have coverage? Is 16 it continuous? Or are there administrative 17 barriers?

But being able to break that information down by race and ethnicity or disability or serious persistent mental illness is one of -- an important part for at least the state to make a potential intervention, to say

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

okay, we're creating some administrative barriers and putting disproportionate burdens on a population by language or access and some other 4 ways.

5 And then you can go evolutionary into access to care, general preventative services, 6 7 are those uniform, are they in stable patientcentered care medical homes? So it's the setting 8 9 that exists. And then the specific kind of 10 quality of care measures, once that service is obtained, the -- the coverage is provided, what's 11 12 happening in the clinic?

13 And then making one step further is 14 understanding that -- and that's where I -- where 15 I believe we are, at least in Oregon, is then the 16 need or the risk-based kind of care difference --17 differences that we should be considering. So 18 are the practices trauma-informed? Do they -- do 19 they make accommodations for children with autism 20 in appointment setting? Do they anticipate the needs of children with other -- children with 21 22 special healthcare needs in setting up those

> Neal R. Gross and Co., Inc. Washington DC

1

2

1

appointments?

2	So part of that is being able to
3	understand the specific needs of populations and
4	and convening the expectation that those
5	differences be accommodated. And then we always
6	kind of need some kind of anchoring point to
7	determine whether or not all of this all of
8	these measures do kind of create a picture of a
9	whole, and I am going back again to that first
10	slide.
11	And one of the things that I think is
12	probably a good indicator is the patient's
13	experience of care using CAHPS or BRFSS for
14	adults about self-reported health status, and the
15	other component is about assessment of the
16	quality of care. Both of those are potentially
17	good indicators. So this is a cumulative kind of
18	framework that we're constructing to make sure
19	that we can address a wide range of disparities
20	in different populations.
21	This, the this is the criteria
22	I was I I skipped past this, but this is

the criteria that we use for selection of 1 2 measures to be included in that index, which I think are also relevant to the selection of 3 measures from the pediatric -- for your work. 4 5 And this is also in the -- in the deck. We anticipate issues dealing with 6 Sometimes we just have to go with 7 small numbers. what we've got. It's not going to be perfect. 8 9 It's progress. And we have some underlying 10 issues that we always feel like we have to 11 address. 12 I am conscientious of my time, and I'm 13 going to try to -- there's -- I am going to focus 14 on one example and then address the care 15 coordination questions and integrations that were 16 -- the ones that we're supposed to pose to the 17 group as a discussion item. 18 So this is what -- when -- when you 19 see the -- at the national level, those measures 20 at a state level, I am going to turn in 21 something, this is the SBIRT, it's -- we use it 22 across the -- it's actually 15 years old and

older, and it's not part of either set. 1 2 So when I turn in a --Say what SBIRT is. 3 PARTICIPANT: 4 DR. GALLIA: Screening and Brief 5 Intervention Referral and Treatment. It is primarily for alcohol. Can also be used for 6 7 chemical and illicit drug use. So it's kind of a -- we use it as a marker of the level of 8 9 integration with the physical and -- and 10 behavioral health. 11 If -- when we -- when we produce a 12 measure at a state level, it's an average. It's 13 an average of 16 different coordinated care 14 organizations. It's an average across race and 15 ethnicity. 16 And I can -- and I -- aggregate -- if I -- if this were a national measure, I could 17 18 turn this in and send it up to the national 19 level. One of the things that you don't see 20 until you unpack the measure is actually this is 21 a huge difference between one coordinated care 22 organization way onto the right and another one

way over to the left. These are ranked by their
 averages.

And then within that, just race and ethnicity for example, we see large disparities in one organization, and very small in another. So when we start talking about measures and averages and so on, a lot of the story that really is some of the drivers of this differences and variation gets lost.

10 And even picking a benchmark, in this 11 particular process, what's a good measure? What 12 -- if we picked the highest standard, that's 13 potentially possible, but I don't know that 14 that's achievable for all populations. Is it 15 reasonable to expect a coordinated care 16 organization to move their entire population, or just a small population, or -- you know, I mean, 17 18 this -- it starts to trigger a whole series of 19 issues in terms of implementation.

20 So producing the measure by itself 21 might -- we could rerun this in a year and -- and 22 hope that it looks, if we did just the state's

average, but it's the segmentation that's 1 2 actually going to facilitate some of the important focus on disparities and differences 3 within the populations. 4 We made a -- we ended up using some of 5 the NQF's report on disparity-sensitive measures 6 7 to isolate the ones that we might use for that index that I mentioned, but even those are 8 9 anchored to the access component on our either 10 preceding or succeeding elements about 11 differential treatment, so we can -- these are having -- will have more weight in our review of 12 13 selection in the future. 14 The CAHPS survey, and I'm -- the --15 exists at a -- at a -- that's part of the core 16 set, has incredibly valuable information in terms 17 of access and meeting that second kind of element 18 of that developmental stage, but -- but it 19 doesn't translate back down to a practice. Very 20 seldom do you see in any of the states that we 21 worked with that managed care level information 22 getting converted back to a practice, so they say

1

that they didn't even know.

2	And part of that is because the
3	Medicaid population is just one component of most
4	practices, so it it doesn't resonate to take
5	actions and completely turn your practice upside
6	down because you have 26 children that are on
7	Medicaid that and and that's that's why
8	you're going to do a conversion.
9	So what we did was this combination
10	hybrid. So we timed the a practice-level
11	survey along with the health-plan or state-level
12	survey, so the health plan had information the
13	same time that the state had information, and
14	then we did the clinician and groups version at
15	that practice level, and then we added in some
16	questions and children with chronic conditions,
17	the screeners, the expanded the question about
18	needing additional care coordination, like with
19	schools, and then added the shared decision-
20	making to the clinician and groups which don't
21	exist.
22	So what I am just saying is that when

I mentioned the burden idea before, this is an 1 2 incredibly long survey now. I mean, the children with chronic conditions screener module by itself 3 4 So you add those, and guess what? is huge. We 5 still -- we're still having relatively good response rates, but the -- but the information 6 7 that results from them is meaningful to the practices and to the health plans, and they can 8 9 work in concert with the states in order to 10 facilitate change because they can be literally 11 on the same page. 12 And I think that that notion about it 13 being too complicated can be dispelled if you --14 there are some creative solutions that you can 15 The only problem is that this is not use. 16 sustainable. The funding for it was produced in 17 part through the CHIPRA and the Adult Quality 18 Grants, and that enabled us to support that 19 method of -- of fielding. But we can't do that 20 now, and so we're, I don't know, thinking through 21 different options that might be able to help us. 22 I am -- this is the process that we

used that -- to go through the sample selection and why it -- we think it has some value, because we're taking into consideration the national perspective and the information that's required for CMS to meet that one CHIPRA demonstration or CHIPRA legislation requirement.

7 Some of the things that I think that's missing is that I think there's enough data to --8 9 already, and history, is that I am not certain 10 that -- about the sensitivity of -- to -- of 11 measures to change over time. So if you do have 12 concerted effort, there's kind of an ecological 13 influence in the beginning that will push numbers 14 because they're presented, you know. But how --15 what kind of -- which measures can move? How 16 much? What's a reasonable expectation?

Now what we're doing frequently is
we're picking numbers out of the air. We'll say
5 percent or 10 percent, you know, or 25 percent
changes, but I don't know what's, you know,
possible, so -- so in -- in having the history of
performance improvement and testing them is

Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

1

really important.

2	The other recommendation that I have
3	is that that make sure that the measures
4	themselves have what I call added value. I think
5	it's a little bit of a buzzword, but mostly I
6	mean that they serve more than one purpose: that
7	they really do have relevance to the population
8	characteristics of a Medicaid program, that they
9	have an impact on disparities reduction, reflect
10	populations across the board, but probably one of
11	the most important things in terms of
12	implementation is converting the measures into
13	quality improvement activities on the ground, and
14	that's why I said that they're scalable and they
15	have multiple purposes.
16	And you're going to get into this, but
17	the care coordination component I think needs to
18	be kind of reframed a little bit because there's
19	real distinctions, almost a cultural breakdown in
20	what it means in a pediatric population and in an

22

21

Neal R. Gross and Co., Inc. Washington DC

adult population. One is the handoff to another

clinician or provider, and another one is care

www.nealrgross.com

coordination with other organizations or 1 2 institutions that are in the community. And so that -- that level of 3 4 measurement is -- it's a big gap, and -- and I am 5 also going to suggest that we rethink the notion of integration because it should come from the 6 patient's perspective and not colocation in a 7 physical facility meeting a specific criteria. 8 9 And integrated service can mean all 10 kinds of things. It can mean if I go to a 11 community mental health center once a week or once every two weeks, that might be my best 12 13 medical home, and so the concept of reverse 14 integration may be something that -- to rethink. 15 So the place of service may not be the sole 16 reason to think about integration. 17 And so that's kind of like -- I don't 18 -- I know you can't address these. I am just 19 laying them out as concerns or considerations

> have some sense of direction or value for you. I am just going to list these here.

when -- for future work, and I hope that they

Neal R. Gross and Co., Inc. Washington DC

20

21

There's some other suggestions that -- that are 1 2 really more aspirational, but -- and the last one is when -- when thinking about that measure set 3 4 as a whole, and I know that there's some 5 background work that has already been done initially when we identified the core set, 6 including the work that you continue to do in 7 your state Jeff about the -- it's a kind of a 8 9 life course perspective to make sure that -- that 10 the span of one's life and not just the pediatric 11 level is taken into consideration when you think 12 about the completeness and adequacy of the core 13 set. 14 So take the Adult Core Set and the --15 and the Child Core Set, put them together, and 16 see, do you have the span of one's life covered? 17 And that includes living with diseases and end of 18 life and starting healthy. 19 And I think with that, I am going to 20 end. 21 CHAIR GESTEN: Charles, thank you so 22 Between, you know -- brought out some much.

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

really great issues, problems, but also I think 1 2 some really interesting directions for solutions, so I really appreciate that comprehensive 3 presentation. 4 We have a limited amount of time for 5 6 some conversation. If you can tee up the next 7 slide, there's some suggested sort of questions. I don't think we need to feel like these are the 8 9 only questions that we can discuss. Let me just 10 open things up to the group for any items or 11 observations or questions you might have. Terry? 12 MEMBER ADIRIM: Yes, just quickly, 13 thanks to both of you for your presentations. Ι 14 think they have given us a lot to think about, 15 and we can spend the next week talking about all 16 of those issues. But we're not going to. 17 So one thing that I thought of, Jeff, 18 while you were giving your presentation, was 19 whether or not the measures that we currently

have in the set from a national standpoint really get at what it is that we're trying to

accomplish, and one of the things that you had

22

20

21

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1 mentioned was about what your state is doing 2 around ED visits measure that is in our core set, 3 and it made me wonder whether or not that 4 particular measure should remain in the core set 5 or whether it needs to come out, and here's why 6 based on what you're saying.

7 Whether or not ED visits go up or down, there really -- I mean, we don't know if 8 9 that's good or bad. I mean, you know, in states 10 that expanded Medicaid, we know already that visits have gone up, and it's really an indicator 11 12 of problems with infrastructure and processes in 13 our healthcare system, so maybe it should stay in 14 as kind of that kind of indicator, or it's just 15 too much of a big measure that -- that really 16 doesn't tell us anything.

I mean, as far as I'm concerned working in the ED department, I'm telling you it means nothing to me whether it goes up or down, and it's going to continue to go up as far as I'm concerned, since it has been over my 25 years of --

1 CHAIR GESTEN: So before you answer, 2 I've been in conversations about this issue and this measure that can last -- in fact, put them 3 all together, it would probably be weeks, so be 4 5 quick. Give your short answer. I think that -- I think 6 DR. SCHIFF: 7 that some of these measures, I think we have to look at the process sort of organically. 8 So I 9 think it's really interesting to see what ED 10 rates are and to see what they are comparatively, 11 but I think that ED rates are a marker for a 12 zillion other things. 13 Is there a primary care 14 infrastructure? Is there a culture of using the

15 EDs in a certain community, you know? All those 16 sort of things. So what's the -- so I think that 17 -- I think that some of these, if they are used 18 in the right way, they're fine, you know, but 19 I've often said to people since I'm with you, I'm 20 a pediatric ED doc, so it's like -- it's like I 21 don't want to -- you know, I don't want to be out 22 of business. You know, I don't have much fear of

that, but I don't want -- but I think -- but I 1 2 think that it's a -- you know, when people complain about ED rates, what they're really 3 4 talking about is expensive ED care that then 5 results in expensive admissions and workups because people are afraid to actually send the 6 7 kids home. And it's like well, you know, you can 8 9 close the ED down, but somebody else is going to 10 just admit the kid then because they're afraid, 11 so you've got to get to better clinical care and 12 better outcomes as far as that's concerned. 13 So I think -- I think it's -- I think 14 one way to think about some of these measures, I 15 think it's almost like you should endorse them 16 for a different purpose, you know, to trend 17 utilization in the system, or to use it as 18 something to identify other areas of quality 19 improvement, but don't try to just nail that 20 thing, you know. It's -- you know, because that thing may not be the thing. In fact, it's 21 22 probably not.

ĺ	
1	CHAIR GESTEN: Karen?
2	DR. MATSUOKA: So just to piggyback on
3	that, I just thought this would be an interesting
4	time to note some recurring themes that I've
5	heard over the past three days and try to start
6	to connect the dots, because it sounds like, and
7	I'm very excited because I think what it's
8	what it's telling me is that I think we're all
9	kind of dovetailing towards the same endpoint.
10	So let me just talk about, and picking
11	up some themes from our state partners, this
12	issue of levels of measurement and why that's so
13	important. And, you know, just a reminder that
14	this this discussion is about our core
15	measures, which are state-level measures.
16	We at CMS, I think we're very
17	cognizant of the fact that if we want to see
18	improvement on the state-level measure, to have
19	national improvement, we are very much have to
20	be in partnership with states. States in turn
21	have to be very cognizant about what's happening
22	at the local provider level because ultimately,

Neal R. Gross and Co., Inc. Washington DC

improvement on all these levels above them is
 very much dependent on quality improvement at the
 level of provider/patient delivery.

So I think this has implications for a lot of things, and I just want to put out a plug for this -- the next phase of the PQMP program, because I think it tries to get at many of these very issues.

9 So Kamila mentioned that we now have 10 these measures, these new measures that have been 11 developed, some of which have gone through 12 endorsement, some not, but in this next phase of 13 the funding opportunity that has recently gone 14 out that Foster mentioned earlier, there is a 15 deliberate play in there to start to see what 16 these measures look like in a real world setting 17 at these various levels of measurement.

So implicit in that is, you know, the measures that are developed, I think there's an open question as to where those measures should land: are they appropriate as a state core measure, to our -- Jeff's point? Are they

1	actually better positioned at the
2	provider/patient provider level? Is it better
3	at a plan level?
4	And I will say, just to kind of bring
5	it back to Debjani's issue about alignment, so
6	the CCSQA core set activity, that's trying to get
7	at alignment at the provider level. There is the
8	QRS opportunity for Medicaid managed care.
9	That's an opportunity for alignment at the plan
10	level.
11	Then there's the core measures here,
12	which is state level. How do we start to have a
13	portfolio of measures that are slated at the
14	appropriate level of measurement so that, taking
15	into consideration all the issues of Charles's
16	point, you know, what is the percentage of
17	improvement over what time period?
18	You could imagine that that
19	sensitivity to change and improvement really
20	needs to be the sensitivity needs to be much
21	more acute at the provider level than at the plan
22	level than at the state level than at the federal

1

level.

2	So all of these things come into play,
3	and this new round of funding is an opportunity
4	to test all of those things with the bucket of
5	measures that are newly developed for the
6	pediatric population. So I just put that out
7	there because I think this is an opportunity.
8	There is funding attached to it. And I plug to
9	do some matchmaking because I think we have some
10	folks in the room between the measurement
11	developers, the state partners, the health plan
12	partners, the external quality review
13	organization partners, FQHC partners, to really
14	come together and really start to see what are
15	the measures that matter, at what level, and how
16	do we start to drive improvement at the provider
17	level so that they eventually roll up to
18	improvement at the plan level, the state level,
19	and then the national level?
20	CHAIR GESTEN: Thank you. Rich?
21	DR. ANTONELLI: That was awesome.
22	Thank you, Karen.

1	The I am on the Standing Committee
2	of Care Coordination for the NQF, and a few
3	months ago, the Office of the National
4	Coordinator reached out and said before we start
5	putting together some performance indicators for
6	IT, we thought we would come to you to inform
7	what care coordination is. And it was really
8	wonderful to get something that proactive. I
9	also am endeared to you for your introduction.
10	But it was really cool. It was the
11	ONC saying we're not sure what care coordination
12	is. Can you help us?
13	And so what I want to call out is an
14	opportunity before us. So Karen, to that point,
15	if you want to look at the performance of a
16	delivery system or a state or a practice, we have
17	to think about what are the implications around
18	measurement? So the policy brief we did for the
19	Commonwealth Fund a few years ago actually is
20	there's a framework in there for what care
21	coordination would be. It gets eventually to
22	integration, but for care coordination.

Neal R. Gross and Co., Inc. Washington DC

1	But we also put in place potential
2	performance indicators of what the state's
3	responsibility would be, what the state Title V
4	program would be, what what the individual
5	practice responsibilities would be. And so this
6	notion there's only so much that could come
7	out of the NQF or that should come out of the NQF
8	in terms of promulgating state-level measures.
9	That said, in my day job, we started
10	a an intervention, a care integration
11	intervention, for patients with a really
12	complicated neurologic condition called Rhett
13	Syndrome. These girls, it's only females
14	affected, are cared for between a dozen and 18
15	different sub-specialties. So take my word for
16	it, they're really complicated.
17	When those patients came into our
18	clinic, we knew why they were there less than 10
19	percent of the time. So that's not a measure
20	that I will ever bring to the National Quality
21	Forum, but I can tell you at the level of a
22	delivery system, I have a dashboard that has

Neal R. Gross and Co., Inc. Washington DC

almost 30 measures on it, and I'd probably say two of those I would ever want to bring into this environment.

And my suggestion is that they are both necessary, right? And so I think to the degree that CMS would be promulgating measures or that comes out of the PQMP and AHRQ, I just want to tip my hat to you. You guys have been a gamechanger with that -- with those Centers of Excellence and what they've done.

But this notion of throw the spaghetti against the wall and see what sticks is so disheartening to me, because it is not just a matter of paying PCPs more and those medical homes are just going to start cranking out much more effectively.

So I want to end with an observation, because it -- called out. Charles, I totally agree that we need to rethink integration. I have. In fact, I -- I -- it is an experience measure of patients with families.

If I think I am integrated because I

Neal R. Gross and Co., Inc. Washington DC

22

1

2
have interoperability with her hospital, so what?
 What does this parent or this patient think about
 it? I totally understand that.

But I will push back a little bit on 4 rethinking care coordination. The activities of 5 -- of care coordination, and -- and I love the 6 NQF definition of it. I didn't write that one. 7 Ι did write one, but I like the NQF's one better. 8 9 Mine is in the AAP's policy statement. The 10 activities are actually age agnostic, and they're 11 also agnostic to what the handoff is.

12 So it already encompasses a workplace. 13 It encompasses a SNF. It encompasses a school. 14 It encompasses a sub-specialty setting. So I 15 guess I -- I love everything about the 16 presentation. I'm a huge fan of the work in 17 Oregon. But I don't want to keep defusing what 18 care coordination is because I do think that that 19 is a stopping point in all of these 20 conversations.

21 So I will just end by saying it has to 22 be a team sport. And Karen, that's my -- my

offer to you and to your team: how can we begin to look at these high-level measures but go down a couple of levels and say what would it look like in the community, in the ACO, in the housing provider? So thank you.

Thanks, Rich. 6 CHAIR GESTEN: Jeff? 7 DR. SCHIFF: I just want to -- I want 8 to put a plug in for a theme I am hearing here 9 which I think is important, is that we can talk a 10 lot about measures and how to make them more 11 parsimonious or the right level. There's another 12 parallel thing that goes on, which is what we 13 need in terms of infrastructure to make all this 14 happen.

15 And I think that in some ways, I was 16 just thinking about it, the ONC in all the work 17 on meaningful use has said we're going to set up 18 this big infrastructure, and then it's going to 19 -- it is going to be -- but then it's going to 20 get infused with this -- these measures, and then 21 on the other side, we have set up these measures 22 and we say how are we going to get them into the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

infrastructure?

2 In some ways, I think we need to almost take a step back and say what's the 3 developmentally appropriate first step in this 4 5 whole thing? Because we have done a lot of infrastructure that has been pretty detailed, 6 7 chronic care record, those kind of things. Ι would be really ecstatic if in Minnesota I could 8 9 get a BMI and a blood pressure out of my 10 electronic record in a reliable way. 11 You know, I don't need the chronic 12 care record, or, you know, I do, I'd like to have 13 that, but I think we ought to think about where 14 to put our money to develop the first parts of 15 this infrastructure along with the first parts of 16 the -- the coordination, and, you know, and not I 17 guess, you know -- and just say, okay, we can 18 make more measures, but we ought to figure out 19 how we're going to make a few measures really 20 work. 21 And also the last thing I'll say is, 22 you know, when our communities, when we've gone

www.nealrgross.com

to communities and said what measures are really 1 2 important for you, that's when we can start to get the buy-in, because if you -- the community 3 4 members, the parents and the -- and the children 5 and the -- and the elders in the Native communities say this is important to us, then 6 7 they're going to drive the program. So I just really want to put a plug in 8 9 for at the national level thinking about those 10 things in parallel to developmentally bring it up 11 a little more incrementally. Thanks. 12 Thank you, Jeff. CHAIR GESTEN: 13 Susan? 14 MEMBER LACEY: So I think that's 15 connected to what I was going to talk about and 16 what you were talking about. 17 So I was reviewing a grant about --18 well, a while ago, because it was a January 19 article in Wall Street Journal, and I didn't -- I 20 thought well, that's kind of interesting, I will 21 save it. 22 And you know, there's amazing progress

in many sectors, business and -- and political, I don't want to talk about political, but it's -it's available to that sector, campaigns, on descriptive, analytical, and also diagnostic automated algorithms for, you know, deep diving the data.

It doesn't have anything to do with 7 necessarily EHR or how the data is reported, but 8 9 I think what I heard both of you say, and I think 10 I heard the other state Medicaid Directors say in 11 previous years, is that it might take a 12 programmer a week to -- to do the appropriate 13 level of specificity for an outcome, whereas 14 other sectors of -- of the country and business 15 have really pushed this notion of automated analytics. 16

Obviously there are a lot of things that have to go into that, and I was just curious where -- where people were for us about that. If that takes, you know, 15 weeks to do 15, you know, outcome measures, I mean, it seems like we're kind of behind in that regard.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

1	CHAIR GESTEN: Charles, do you want to
2	respond to that, or Jeff?
3	DR. GALLIA: Yes. The I think a
4	week might be conservative, and and it it
5	might it might take a week to set up the code
6	initially.
7	And and it's not a deficiency on
8	the part of states. The systems that states are
9	operating, my we process about a million
10	claims on a nightly basis of different types,
11	that these are so complicated, and ours is
12	actually relatively advanced in comparison to
13	others.
14	We have a front end and a and two
15	overlays that we've contracted with private
16	entities that do help us produce measures. The
17	the data that exists is supplied by our
18	contractors, managed care organizations, fee-for-
19	service pharmacy settings. It's probably one of
20	the most complicated IT systems across every
21	state in existence. I I can't I am
22	actually the Indian Health Service or Medicare

will run close, but it's a single system. 1 2 Each one of them have differing benefits, screening possibilities on the front 3 4 end, eligibility associations. And part of the 5 reason is that they have to be auditable. That means that we can't go back and simply -- I mean, 6 7 we have to be able to go back for each and every single claim and prove that this service is 8 9 connected on the ground to a particular activity 10 that can be documented in an EMR. That means 11 that there's proof of it. 12 Now it's not a matter of supplying 13 data. It's actually auditable payment-related transactions that are coded in there. And that 14 15 -- and that is the function of that system. It 16 was built as a paying system, not as a quality 17 reporting system. 18 CHAIR GESTEN: Yes, Jeff, quick? 19 I just want to -- I just DR. SCHIFF: 20 want to just further that by saying there is some 21 -- I want to be -- I want to be a little 22 optimistic in some things, like we did, in

Minnesota in the last three years, we have spent 1 2 a lot of effort to get our encounter claims, which are the managed care claims, in in a timely 3 manner that we can use for this data analysis, 4 5 but that's a fundamental issue that other states need resources to do in order to -- I mean, you 6 7 were still using the claims system. You can use the claims system in a -- in an effective way if 8 9 you -- if you work on that. 10 And then in terms of timeliness, we 11 have an ACO model. One of our successes has been

12 using that encounter data, the claim -- from the 13 managed care and our fee-for-service data to feed 14 information back to the providers in near 15 realtime, and I think that, again, the 16 infrastructure is really important so you have a 17 structure that will actually work to -- to give 18 data for the measures.

19 CHAIR GESTEN: Thank you. Marsha?
20 DR. LILLIE-BLANTON: I am glad we're
21 having this discussion about infrastructure at
22 the state level and state capacity because I

think it is something that we oftentimes ignore or don't understand.

First, the most important thing to 3 understand is that there's a lot of variability, 4 5 that we have states that have more realtime access, greater capacity, capability, working 6 7 with contractors that are experienced and can produce and generate the data from claims at a 8 9 much faster rate than even what you're seeing in 10 an advanced -- what we consider an advanced state 11 such as Oregon or Washington or Minnesota.

But we have other states that are much, much further behind, much further behind, and part of it has to do with the fact that we in Medicaid are using a legacy system called the Medicaid Management Information System at the state level.

Now we have tried to make resources
available to states, what we call a 90 percent
enhanced match, so that they can update, upgrade,
improve their systems. System update improving
is still not staff capacity to analyze and manage

Neal R. Gross and Co., Inc. Washington DC

1

2

www.nealrgross.com

1 and operate those systems. So, you know, just --2 just keep in mind, we have a system that has been under-resourced for almost the last 50 years. 3 4 It has only been in the last five to 5 ten years that we are making these investments to improve the ability to really manage the -- to 6 develop data-driven systems of management, so I 7 just, you know, I just want to end with that. 8 9 CHAIR GESTEN: Thanks, Marsha. 10 So I have a question. Despite the 11 variation and the challenges, I think it's clear that part of the goal of this is to create some 12 13 standard way of evaluating care and create sort 14 of national benchmarks and national goals to 15 improve care for the country. Not all of this 16 program is about states' needs, frankly, or 17 providers' needs for improvement. I recognize 18 For this program, there is a congressional that. 19 need and a federal need to oversee what is a huge 20 investment and try to understand what's going on. 21 So -- but thinking about the -- what 22 the states can do in addition to the things that

you mentioned, one of the things that is always 1 2 an assumption I think that rolls around is that having the ability to evaluate, to -- actually to 3 be pushed to have to measure things that maybe 4 5 have not been measured either for resource reasons or others, historically, and then, albeit 6 7 imperfectly, being able for states to be able to see where they are relative to something 8 9 nationally is -- can be productively, 10 potentially, used as a way of generating 11 attention and resources and/or prioritizing in a 12 sea of need of things that you could do, what 13 would be the thing that -- that states should 14 work on. 15 So I just was curious about the two of 16 your response to whether it actually plays out 17 that way, that having this information, being 18 compelled voluntarily to report, being able to 19 see where you are nationally, if that jibes --20 does that -- is that helpful in being able to get 21 resources and/or prioritize and/or kind of see 22 where you are, and see whether -- you know, which

areas should be worked on?

2	Because I think that one of the
3	premises of doing evaluation across systems,
4	whatever they are, is to be able to actually
5	generate a notion of what's possible. You know,
6	all these goals have 100 percent, but, you know,
7	knowing that somebody got to 90 and you're at 20,
8	after you go through the arguments about why it's
9	not comparable and why, you know, all the various
10	things, is supposed to be a motivating factor for
11	improvement.
12	So do you see it playing out that way?
13	And if if not, what's what's wrong with
14	those assumptions, do you think? And is it not
15	does it not play out that way in the state?
16	DR. SCHIFF: So I think so the
17	answer the quick answer is yes, it does play
18	out that way, and for example, our we were one
19	of those red states in the dental presentation
20	yesterday, and we're not proud of that. We know
21	it is true, and or we know anecdotally it's
22	true, and it does drive us to think, okay, this

is a place where we need to work on.

2	Same thing around some of our
3	disparities. So the it absolutely drives the
4	conversation. I think the challenge of it is
5	getting to the right level of policymaker for the
6	discussion, so so I think in some states that
7	are perpetually not doing well, beating them up
8	with data without tools or without getting to the
9	policymaker is not going to make anybody happy.
10	It's just they're just going to feel beat up
11	again.
12	And it's you know, it's the
13	psychology of how do you help them get on the
14	road to do that? And that's going to be
15	different by state. So I guess I would say that
16	the measurement alone is is helpful and maybe
17	sufficient in some states, but it's not I
18	don't think it's sufficient everywhere.
19	CHAIR GESTEN: Do you have a thought
20	about it?
21	DR. GALLIA: So the the comparison
22	that example that I gave in that one slide

that showed where West Virginia was I think is a 1 2 good example of what the comparative information brings to the state, and I -- the -- the --3 4 knowing where the low-performing and the highest-5 performing and where we are relative to those is actually very incredible because it tells us it's 6 7 possible to achieve a particular end at a state level with a Medicaid population. 8

9 So it has already kind of designed 10 some parameters about creating expectations that 11 are reasonable. The other thing that it -- well, 12 there's a quality tag and some other 13 communication vehicles that CMS has provided that 14 make it so there are some tools that -- that can 15 be used to understand well how do you -- how -what are you doing? So it's like the best 16 practices sort of thing at a state level. 17 18 And sometimes, they are easily 19 transferrable, and sometimes, they are not. And 20 I also agree that the data by itself does not

determine changes, because frankly, if it's

coming from CMS or Congress, in some states, it

22

21

doesn't matter. I mean, it's like that's them, 1 2 you know, we know what's really going on here because it's our state. And so I think the 3 audience and the constituencies and the 4 5 stakeholder components that are within each state are probably a bigger driver than necessarily 6 7 just the data itself. 8 CHAIR GESTEN: That's great. Thank 9 So why don't we -- again, great you. 10 presentations and discussions. Thank you both. 11 Let's open things up on the telephone line for 12 any public comment. We'll do the same for the 13 room, and then we'll break for lunch. So 14 Operator, any public comment? 15 THE OPERATOR: Okay. At this time, if 16 you would like to make a public comment, please 17 press star, then the number 1. 18 (No audible response.) 19 THE OPERATOR: And there are no public 20 comments at this time. 21 CHAIR GESTEN: Do we have public 22 comment in the room? Sally?

1 DR. TURBYVILLE: Good morning. This 2 is Sally Turbyville with the Children's Hospital Association. 3 I just wanted to share with all of you 4 5 some exciting activities that we have going on at the association that we hope that we will be able 6 7 to inform both our member hospitals and boards, but also committees such as yourself and our 8 9 partners at CMS and AHRQ as well. 10 So we are currently finalizing a survey that we're going to be sending out to our 11 12 members' children's hospitals, which is about 220 13 of them across the country, in which we're going 14 to collect information on the types of 15 accountability programs as well as the measures 16 used in these programs that they're currently exposed to or will be in the short future, near 17 18 term. 19 And we also want to understand which 20 of these programs and measures are actually 21 helping them drive improvement. So given the 22 conversation that we've heard today, I just

wanted to share that with you.

2	And we'll also be looking at how many
3	of them are using what types of measures, so for
4	example, the Child HCAHPs measures, HEDIS
5	measures, ED utilization, et cetera, and we will
6	look to bring aggregate information back at some
7	point to those who are interested. So thank you
8	very much.
9	CHAIR GESTEN: Great. Thank you,
10	Sally. Any other public comments in the room?
11	(No response.)
12	CHAIR GESTEN: So apparently I must
13	have been hallucinating the smell of lunch,
14	because lunch is not here.
15	(Laughter.)
16	CHAIR GESTEN: So it just tells you
17	where my obsessions are. So I would say we
18	should take advantage of this opportunity to move
19	to the afternoon agenda and get through some
20	slides which are overview slides. I don't think
21	we'll do any voting yet because I think you need
22	food before you vote, but we can at least set the

framework of the measures, the current measure 1 2 sets and so on. So I am going to turn things over to 3 Nadine to -- to start that, and once again, thank 4 you Charles and Jeff for both presentations. 5 We really appreciate it. 6 Nadine? 7 MS. ALLEN: Thanks, Foster. So we don't want to -- so today --8 9 actually, for the rest of this afternoon, we 10 don't want to take too much time discussing the 11 measures reported in fiscal year 2014, as they 12 appear to be functioning very well. But we do 13 want to focus some time on the three measures 14 that were projected earlier in a presentation 15 that were -- that had low levels of reporting. 16 We also want to focus on, you know, 17 the 2015 recommendation, and one of those 18 measures was the use of the multiple concurrent 19 antipsychotics in children and adolescents. And 20 then from there, we want to go through and look 21 at the measures that are available and a good fit 22 for -- for this program -- sorry -- that are a

good fit for this program based on the handful 1 2 that relatively few states report. So here, I wanted to share with you 3 the MAP measure selection criteria. 4 This 5 identifies the characteristics that are associated with an ideal measure set, either for 6 7 public reporting, like the Child Core Set, or So these are consistent across 8 payment programs. 9 all of MAP work groups and task forces. 10 They are not absolute rules. Rather, 11 they are meant to just provide some general 12 guidance on making the measure selection 13 decisions. And the central focus should be on 14 the selection of high-quality measures that 15 address the National Quality Strategy. 16 Competing priorities often need to be 17 weighed against one another, and these measure 18 selection criteria can be used as a reference 19 when you are evaluating the relative strengths 20 and weaknesses of the program measure set and how 21 the addition of an additional measure would 22 contribute to that set.

So here is a rationale for -- reason 1 2 for removing a measure from the core set. So if a measure has consistently high levels of 3 performance, indicating little room for addition 4 5 or improvement; multiple years of very low number of states reporting, indicating low feasibility 6 7 or low priority of the topic; changing clinical evidence has made the measure obsolete; measure 8 9 does not provide actionable information for state 10 Medicaid program and/or its network of plans or 11 providers; superior measure on the same topic has 12 become available; et cetera, et cetera. 13 So this is -- the slide shows our 14 decision logic as we consider these measures. So 15 we use the -- the decision logic of support, and 16 that's just saying, you know, it's for immediate 17 use, so I would equate that to the traffic light 18 as the green light saying go, CMS, you can go 19 with that measure.

20 Conditional support, you know, gives 21 you these pending endorsement by NQF, pending a 22 -- a change by the measure steward, pending CMS

confirmation of feasibility, et cetera, and 1 2 that's more on the lines of, you know, yellow -yellow light at that point, to say, you know, 3 wait a minute. We want it, but, you know, let's 4 go through these different pending steps. 5 And then do not support. That's like 6 7 -- that's a red light there that says stop, we don't need it in the core set, we can move 8 9 forward. 10 So as Shaconna shared earlier, these 11 are the measures that had low reporting. The 12 behavioral health risk assessment measure, as 13 Shaconna said, was added in fiscal year 2013, and 14 that's the lowest-reported measure, where in --15 sorry, we can talk about that in a little bit. 16 So Measure 1448, which is 17 Developmental Screening: The First Three Years of Life, we -- we included pertinent information 18 19 from QPS on this measure. This is an NOF-20 endorsed process measure. The measure uses 21 multiple data sources, including administrative 22 claims, electronic clinical data, and paper

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

medical records.

2	This is the number of states
3	reporting. So 20 states reported this measure in
4	both fiscal year 2013 and 2014, which is an
5	increase from 12 states in fiscal year 2012. 18
6	states reported the measure using the Child Core
7	Set specifications based on OHS use
8	specifications.
9	31 states did not report this measure.
10	Most common reasons for not reporting was data
11	were not available, recorded by 22 states. Other
12	reasons for not reporting have also been listed,
13	and that's at the bottom of your screen, so
14	information was not collected because of budget
15	constraints, data inconsistency or accuracy
16	required medical record review, and information
17	not collected by provider, and other.
18	This measure received one technical
19	assistance request, and CMS TA Team provided
20	additional information to the state.
21	MEMBER ADIRIM: Point of
22	clarification: for developmental screening, do we

know if pediatricians used an ICD-10 code for 1 2 that or CPT code or something? Because it's hard for me to believe that data is not available if 3 4 it's an administrative data point. Just 5 wondering. 6 DR. GALLIA: Yes. I -- I am very 7 familiar with the measure. It -- yes, it's -there's a CPT ICD-9, you can use a modifier, it 8 9 can make a distinction. 10 This is an ICD-9, and 10 is much more

11 complicated, and we're going to have to refigure 12 how it's going to be done in the future because 13 the same developmental screening or screening, 14 that coding doesn't translate. It's more general 15 screening for almost any kind of disorder, so 16 there's going to be a change that I don't -- I 17 don't -- so it is available administratively, so 18 I was actually kind of confused by that medical 19 records review question because it's not 20 necessary to -- it's not required. 21 CHAIR GESTEN: And go ahead, Marsha.

I have something to say about this one too --

Neal R. Gross and Co., Inc. Washington DC

22

1	DR. LILLIE-BLANTON: Oh, okay
2	CHAIR GESTEN: but maybe you're
3	going to say this.
4	DR. LILLIE-BLANTON: No. Well, all I
5	was going to say is that we have worked we
6	issued what we call a a call to states and
7	said we were willing to provide TA, so this is
8	one of these proactive efforts. And there
9	there are a number of challenges with this
10	measure, but we are still working with the state
11	partners to better collect it.
12	And some of it has to do with the fact
13	that it's multiple screening instruments. It's
14	not a simple it's just not a simple process.
15	But we are working, and Oregon and Illinois are
16	two of our states that have really helped us
17	share with states how to conduct it, but it's
18	costly because it's a screening instrument, so
19	so I am not the most, you know is he's still
20	here?
21	I don't know if you want I know
22	time is limited, but do you want to say anything

more about our outreach efforts with states? 1 2 DR. FOX: No. We did targeted There is an issue about the -- whether 3 outreach. 4 you can discriminate between the M-CHAT, the 5 autism screening, and the developmental screening, and in that, we're following up on 6 7 that. You've got issues of 8 CHAIR GESTEN: 9 payment where this may be included in an overall 10 well child payment and not be coded. You have --11 in our experience, you have major sensitivity and 12 specificity issues about people who code for 13 this, and you go in the chart to find evidence of 14 it, and it's not there, and vice versa, and those 15 are the -- it's not -- in some cases it's not 16 coded. In some cases it's coded. 17 But you don't really know what you 18 have, so we -- we're -- this is one of the few 19 measures that we in New York don't -- don't 20 report because we did a specific evaluation to 21 look at some of these issues and found that it

22

Neal R. Gross and Co., Inc. Washington DC

didn't meet our standards of what we thought that

www.nealrgross.com

was reliable measure reporting. So Rich? 1 2 DR. ANTONELLI: So I am thinking about EPSDT, and as a way of having that become a bit 3 So this would fit in 4 of a reporting vehicle. 5 beautifully there as a mechanism of tracking it, and -- and then also one of the things that's 6 7 missing with EPSDT explicitly is a tracking mechanism for care coordination. So do we have 8 9 the ability to influence some of the -- the 10 implementation, if you will, of EPSDT tracking to 11 align with some of these other activities that 12 we're trying to measure in -- at the practice 13 level? 14 It's a good question, CHAIR GESTEN: 15 but it's a little off topic. But maybe you can 16 follow up with Rich about EPSDT tracking after. 17 Is that okay, Rich? 18 DR. ANTONELLI: Yes. 19 CHAIR GESTEN: Okay. Oh, Charles, 20 Jeff? 21 DR. GALLIA: Just one more comment, 22 that this measure had six states -- five states

reporting I think in the first year, and I think 1 2 we went to like 11 or 13, and then --MS. ALLEN: It was 18 --3 4 DR. GALLIA: Yes. 5 -- 12 states in 2012, and MS. ALLEN: it increased from 12 states to 20 states 2013 and 6 7 2014. 8 DR. GALLIA: Right. 9 CHAIR GESTEN: 18 reporting the 10 measure as specified. 11 MS. ALLEN: Yes. 12 CHAIR GESTEN: Two states reporting 13 something else. 14 Jeff, did you have something? 15 DR. SCHIFF: Well I just -- I just 16 wanted to say that I think the difficulty of 17 reporting, I think that as opposed to what we --18 what you guys voted on with the perinatal, the 19 prenatal measure, where there were really 20 problems with the measure, the quality of the 21 measure itself, even though that issue is super 22 important, I think this is a situation where I'm

not sure if it's the quality of the measure as
 much as not having the infrastructure to report
 it, and the issue is also really important. So
 it seems -- it seems like it would be a mistake
 to take it off because it needs more
 infrastructure work.

Okay. So just in terms 7 CHAIR GESTEN: 8 of our process point, we're not yet at the point 9 where we're going to -- we're going to have a 10 discussion I think about these when we go through 11 where folks can weigh in on, you know, does this 12 information compel you to remove or not? So 13 Nadine, do you want to go back?

MS. ALLEN: Okay. So this is another
measure with low levels of reporting. This is an
NQF-endorsed measure. It's an outcome measure,
administrative claims, and paper medical record
measure.

19 12 states reported this measure in
20 2012, 17 states in 2013, and it decreased to 16
21 states in 2014. 10 states reported the measure
22 using the Child Core Set specifications, which

was based on Joint Commission's 2014
 specifications.

35 states reported reasons for not 3 4 reporting this measure. The most common reason 5 was data not available. Three TA requests were submitted by three states. TA requests were 6 7 about calculations of the denominator, measure coding, and data linkage. 8 There was no 9 additional support provided to states on this 10 measure.

11 This measure is not NQF-endorsed. It 12 hasn't gone through the NQF process at all, so it 13 was not submitted to NQF. This is -- this is a 14 process measure. Data is retrieved from 15 electronic health records.

This measure was first introduced to the core set in 2013. Two states reported on this measure in 2013, four states in 2014. Five states reported the measure at least once during the two years. In fiscal year 2014, three of the four states reported the measure using the Child Core Set specifications based on AMA PCPI

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

specifications.

2	47 states did not report this measure.
3	The most common reasons for not reporting were
4	that the data were not available. One TA request
5	was submitted for this measure regarding
6	clarification on measure specification version.
7	CMS TA Team provided additional support to the
8	states by updating the resource manual.
9	So
10	CHAIR GESTEN: It's me? Okay. So
11	here is the point where folks can weigh in and
12	comment about whether you see what the staff
13	thought, whether any of the measures that were
14	presented, or I assume any other measures you
15	think meet the criteria that were presented
16	previously about potential removals.
17	As Nadine went through, some of these
18	measures in terms of their reporting are are
19	still pretty early experience, so I think there
20	has been a collective desire to not prematurely
21	pull the plug, as, you know, states are getting
22	experience, and as Charles, maybe you were

hinting at, some of these measures really, over 1 2 the past number of years, you can see a real increase in uptake despite some of the challenges 3 4 of the measures. Or some areas are important. Jeff, I 5 think your point about the developmental 6 7 screening, that despite challenges or reporting issues, perhaps it's a -- it's an issue on which 8 9 the field of -- and the -- the mechanics of being 10 able to record the information is the problem, not the measure, and some optimism that maybe 11 12 that's a solvable problem. 13 So we'll just open up the floor to 14 comments about removal or non-removal of the 15 measures, responding to the staff -- staff 16 evaluation. Go ahead. 17 MEMBER ADIRIM: I have a point of 18 clarification --19 CHAIR GESTEN: Sure. 20 MEMBER ADIRIM: -- I suppose I could 21 have looked this up myself, but are the last two 22 measures on the Adult Core Set the pregnancy

measures? I was --

2 MS. ALLEN: They're only in the Child 3 Core Set.

CHAIR GESTEN: So not hearing anything, I am going to assume that hearing nothing means that folks agree with the staff assessment that there -- none of these measures met criteria for removal, unless I hear otherwise.

10 And as you're thinking about that, as 11 an interpretation, I just want to -- you know, as 12 I went through the CMS report on measures, and 13 I'm looking at Table 2, which is the reported 14 measures from fiscal year 2014, you know, there 15 are four access to primary care measures, and I 16 just want to preface this by saying, yes, I think 17 access to primary care is a really important 18 thing.

But as I look at the overall median, which is in the 90s in some cases, the high 90s, but more importantly, look at the differential between the 25th and the 75th percentile, I am

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

wondering whether there are -- and it's a high 1 2 level of states reporting, somewhere around 40 plus states -- I just wonder if -- what folks 3 think about whether those are measures that meet 4 5 the criteria of does this really continue to be meaningful? Is there an opportunity for 6 7 improvement? Is the variation significant? When I look at that, I guess my 8 9 conclusions are not so much. But other folks? 10 (No response.) 11 So this report, it's --CHAIR GESTEN: 12 I don't know what SharePoint page it's on. In 13 this report, it's referred to as Table 2, and 14 there are four measures which are access to 15 primary care stratified by four different one --16 five different age groups -- four different. 17 MS. MUKHERJEE: It's the committee's 18 SharePoint page. 19 The measure? CHAIR GESTEN: The name 20 of the report, the Department of Health and Human 21 Services 2015 Annual Report on the Quality of Care for Children in Medicaid and CHIP. 22 It --

1	MS. GORHAM: So that is how it's
2	referenced on SharePoint, by that title.
3	MS. ALLEN: So this is under under
4	general documents.
5	CHAIR GESTEN: And the measure is with
6	the percentage of of individuals at different
7	age stratifications that had a PCP visit in the
8	past year.
9	PARTICIPANT: Are you talking about
10	child with access to primary care, well child
11	visits
12	CHAIR GESTEN: No, I am talking about
13	access to primary care, 12 to 24 months; access
14	to primary care, 25 months to 6 years; access to
15	primary care, 7 to 11 years; access to primary
16	care, 12 to 19 years.
17	MEMBER LACEY: Do you think that's
18	going to be influenced by additional children
19	that may likely be part of the program? You
20	know, I it doesn't look like it's a problem
21	now, but we're talking about, you know, kind of
22	should we just kind of give it a little bit of

1	a window of time because we'll really probably
2	not until after the election, to be perfectly
3	blunt, know really what might happen
4	CHAIR GESTEN: So let me
5	MEMBER LACEY: in that regard.
6	CHAIR GESTEN: So let me translate
7	what you said into so your question would be
8	this may be true that performance is high and not
9	much variability, but you think with new
10	enrollment related to that's happening this
11	year or next year, that it could change, and so
12	it should be kept in? Is that
13	MEMBER LACEY: Yes
14	CHAIR GESTEN: Okay.
15	MEMBER LACEY: that would be right.
16	CHAIR GESTEN: Any other comments
17	about about removal, or about this or any
18	other measures?
19	MEMBER PELLEGRINI: Just a quick one,
20	actually, I think that is an especially good
21	point given that CHIP is coming up for
22	reauthorization next year, and we really don't

know what's going to happen with that.

2 CHAIR GESTEN: So I am -- I am going to -- I am going to take a different view. 3 4 You're going to have to help me with the process 5 point, particularly since I am the chair here. Am I allowed to make a motion relative to 6 removal? Yes? 7 The answer is yes. And before -- before I make a motion, 8 9 again, what I would say is there's probably 10 always a concern that things could change and 11 that there may be a need to measure things 12 periodically. As I think about our overall 13 desire to expand the set and think about the 14 comments I heard from colleagues in other states 15 and think about our own experience, no measure 16 reporting has zero resource use or cost or 17 implications to it. 18 And so my personal reason for 19 suggesting this is I think it does meet the 20 criteria. I am not -- I am not -- when I look at

22

21

Neal R. Gross and Co., Inc. Washington DC

the variation, I don't see meaningful variation.

I think access can be measured probably more --

(202) 234-4433

180

www.nealrgross.com
better in other ways, including things like 1 2 patient experience, and more directly in terms of services that -- that kids receive. 3 4 The well child visits, as you 5 mentioned Terry, still remain as a part of the This happens to be a very easy one to do 6 set. 7 because it's just kind of counting visits, so the -- the burden level is low. But I am not sure 8 9 that the value level is high, even if the burden 10 level is low. 11 So I am going to propose that we vote to eliminate the four access to primary care 12 13 And I'll look for a second. measures. 14 There are four: access to primary 15 care, 12 to 24 months; 25 to 6; 7 to 11; 12 to 16 19. One measure stratified by four age groups. 17 MEMBER SALAM: Can I actually just 18 make a comment first? 19 CHAIR GESTEN: Sure. 20 MEMBER SALAM: Yeah. I think it's 21 also interesting if you look at the report, what struck me when I read it was that despite the 22

overall -- despite the overall high rates of 1 2 access, the well child visit, it wasn't correlated or comparable, so something is going 3 4 on there which makes me, even though the 5 organization that I am representing, primary care, I mean that to me makes sense. 6 7 Like if there's -- where is the linkage between the two if it's not showing where 8 9 to improve? Then nobody is in that habit. 10 CHAIR GESTEN: Charles? 11 DR. GALLIA: One of the things, I 12 actually specifically mentioned this as an 13 example of a measure that is really so broad that 14 it makes it, I mean, like well, okay, here we go. 15 And we're going to turn it in and look at it kind 16 of to make sure that it's, you know, the decimals 17 are in the right place, but that's it. I mean, 18 it's not going to go anywhere. 19 CHAIR GESTEN: Rich? 20 DR. ANTONELLI: So Fatema, I want to 21 make sure I understand, are you saying looking at 22 the -- what is the message that's coming through

in the well child visit versus the access to
 primary care? And so in the kids with special
 healthcare needs literature for quite some time,
 these patients ironically have -- have an
 exuberant amount of access to primary care, but
 it's all urgent care.

7 And they often in fact are underserved 8 in terms of the activities around primary and 9 secondary prevention, so that is why there is a 10 bit of a dichotomous theme that's coming from --11 from those measures.

12 CHAIR GESTEN: Yes --13 MEMBER ADIRIM: Yes, well I think 14 though -- I agree with you that some of the other 15 measures capture really what we're looking for, 16 the well child visit, first 15 months of life, 17 and the population which in general tends to not 18 have as much access to primary care would be the 19 adolescents, and that's there, adolescent well 20 visit. 21 So I agree. If that -- I think we

wouldn't lose much, and it may help states, if we

Neal R. Gross and Co., Inc. Washington DC

22

were to drop the child and adolescent access to 1 2 primary care, so --3 CHAIR GESTEN: Any other comments? 4 (No response.) CHAIR GESTEN: So it's a -- it's a 5 proposal without a second, also. 6 7 PARTICIPANT: I'll second. 8 CHAIR GESTEN: Okay. That's a second. 9 So is Alexandra -- are we able to set up a vote? 10 So Donna will help MS. GORHAM: Yes. 11 us to set up the vote, but just to be clear for 12 records and for Donna, the measure that we --13 that you all have proposed for removal is the non-endorsed Child and Adolescent Access to 14 15 Primary Care Practitioners, an NCQA measure? 16 Yes. 17 No, this does not have a number. It 18 is not endorsed. Is that the correct measure? 19 Okay. So let's give her a minute to tee up. 20 CHAIR GESTEN: Yes, Kathryn? 21 MEMBER BEATTIE: Sorry, I am still 22 looking for it to know what we're voting on, so I

can't vote until I can find it. I think I've 1 2 gotten to the correct document, but can you give me direction again? 3 4 CHAIR GESTEN: Are you looking for the 5 document of the measure description, or are you looking for --6 7 MEMBER BEATTIE: I am looking to find 8 the content that we're voting on to say we're 9 removing it. 10 MEMBER SAKALA: Table 2 if you have 11 the document open. 12 CHAIR GESTEN: Well this is -- Table 13 2 just gives the performance. You want -- she is 14 looking for the measure description? 15 DR. ANTONELLI: Table 2 is on page 39 16 of the pdf of that document, but it's just the 17 measures. 18 But are you -- are you looking for the 19 measure itself --20 CHAIR GESTEN: Yes. 21 DR. ANTONELLI: -- or -- yeah. Could 22 the staff put that on the screen please?

1 PARTICIPANT: Yes. Give us one 2 minute. 3 (Pause.) 4 CHAIR GESTEN: Would it be --5 Shaconna, would it make sense to break now, since we have -- we're having some trouble finding the 6 7 measure, and we'd have to set up the vote? MS. GORHAM: I found it. 8 9 CHAIR GESTEN: So why don't we --10 sorry to -- sorry to cause this confusion right 11 before lunch. We're going to see if we can work 12 out the logistics so you can actually see the 13 measure that you're voting to. 14 Well, apparently they have better 15 computers, I guess. Write down the name of their 16 computer. 17 So -- so we'll give -- we'll give 18 folks a chance to do that. Why don't we break 19 for lunch? We will -- we will come back at 20 quarter to one. We're breaking right now, and 21 we're going to come back at quarter to one. 22 (Whereupon, the above-entitled matter

went off the record at 12:11 p.m. and resumed at 1 2 12:45 p.m.) 3 CHAIR GESTEN: We are at the point of 4 Again, just to ground us, we would be voting. 5 voting to remove this measure which has age stratifications from the recommended set. 6 A yes vote would be for removal of this measure; a no 7 vote would be a vote to retain it. 8 9 We do also have some departures, 10 right? We have Meg and Cindy are both not here. 11 We don't have a quorum issue, do we? What's 12 Do we have a quorum? We still do? that? Okay, 13 great. 14 So, everybody remember the voting 15 rules here. Alexandria and others, you guys 16 could tell us when we are ready to vote. 17 MS. GORHAM: In the meanwhile, you all 18 wanted information. So, we have screen-shared 19 the Excel sheet. But, if you want to scroll 20 over, because I think they are busy working with 21 the voting slide, you can find it on the 2016 Child Core Set tab, and it is line 23. 22

1 CHAIR GESTEN: We have two gone. 2 Cindy and Meg are gone. So, are we ready to vote? 3 Okay. 4 Okay. We are voting on whether the measure 5 should be removed from the Child Core Set. It is the Child and Adolescence Access to Primary Care. 6 7 A yes vote is to remove; a no vote would be to 8 retain. 9 I'm just looking for a head So, yes? 10 nod. We can vote? You guys are ready? Yes. 11 Okay. 12 (Voting.) 13 CHAIR GESTEN: Okay. So, it looks like that will be recommended to remove. Just to 14 15 be clear, looking at numbers, Cindy gave you a 16 proxy, gave us a proxy to vote? 17 MS. GORHAM: Yes, I am voting for 18 Cindy Pellegrini. 19 CHAIR GESTEN: Okay. Can we go back 20 to where we are in sort of our slide set 21 measures? 22 I am not recused from this one. There

are 10 because Meg is gone. We have 11 1 2 otherwise. She is voting for Cindy. Cindy gave 3 a proxy vote, yes. 4 MEMBER BENIN: There was a list that 5 you had proposed for removal. Do you want to show that list, so we could --6 There was no list 7 CHAIR GESTEN: proposed for --8 9 MEMBER BENIN: The staff had proposed 10 three metrics, I thought. 11 CHAIR GESTEN: Staff had proposed zero 12 for removal. 13 MS. GORHAM: Staff proposed zero for 14 removal. We showed you three measures that had 15 the least numbers of states reporting on those 16 measures. 17 CHAIR GESTEN: Is that what you want 18 to go back to or no? 19 MS. GORHAM: PCO-2 and the behavioral 20 health one were the two then. Yes, we can go 21 back to that slide if you would like. Would you 22 like? Okay.

1	If you can take us back to slide 365?
2	CHAIR GESTEN: Okay. So, these are
3	the three slides that were reported,
4	developmental screening, C-section, and
5	behavioral health risk assessment for pregnant
6	women.
7	Comments? Discussion? Proposals?
8	Jokes?
9	(No response.)
10	CHAIR GESTEN: Is that okay, Andrea?
11	So, if we can go, I think, past the
12	discussion slide and go to the slide that starts
13	to introduce measures that are being suggested
14	for addition?
15	MEMBER BENIN: While you are doing
16	that, can we just get some clarification on the
17	metrics that were orange on that other slide that
18	I think we had recommended in the past? Then, do
19	those stand as recommended or are we going to re-
20	discuss those, the orange ones on that other
21	slide?
22	MS. GORHAM: So, the measures that

were recommended last year, 2015 recommendations
 that CMS did not include into the core set, you
 have the option to put a motion in to re-vote on
 those measures, but we will not automatically
 move them forward. You would have to make a
 motion.

CHAIR GESTEN: Go ahead, Nadine. 7 8 MS. ALLEN: Okay. So, 2015 review, 9 MAP recommended that CMS add the non-NQF-endorsed 10 use of multiple concurrent antipsychotic in 11 children and adolescent measure to the Child Core 12 Set upon completion of NQF endorsement. 13 For 2016 Child Core Set updates, CMS

14 added the use of multiple concurrent 15 antipsychotics in children and adolescents This measure was 16 measure to the 2106 core set. 17 later submitted. What is now considered NOF 18 Measure No. 2799 was submitted for the NOF 19 endorsement project under pediatrics. This was 20 submitted on September 2015.

21 The next slide is telling you what was 22 the Committee's deliberation in the final

decision for this measure. So, this measure was 1 2 not endorsed. The rationale for not endorsing was, while the Committee agreed on the importance 3 4 of the measure, overuse of antipsychotic 5 medication, but they noted the lack of empirical evidence to support this measure, particularly 6 7 the specification of two antipsychotic 8 medications versus more than two antipsychotic 9 In some cases, two antipsychotic medications. 10 medications may be appropriate.

11 No evidence-based threshold or goal 12 for percent of patients on two or more 13 antipsychotics exists, only that percentage 14 should be low. So, the Committee moved it 15 forward with insufficient evidence with 16 exception. They did not reach consensus on the 17 reliability criterion, stating that the measure 18 was not as reliable for Medicaid plans except 19 those that are large. It was not reliable at the 20 commercial plan level because the measure 21 assesses a relatively-rare event. A large sample 22 size or population is needed to produce the

(202) 234-4433

statistical significant result.

2	Concern about the consistency of the
3	measure validity. So, the specifications do not
4	measure appropriate prescribing of the
5	antipsychotic medications, but use quantity as a
6	proxy. Since the measure did not assess
7	inappropriate prescribing, the Committee agreed
8	that this measure did not meet the validity
9	criteria. So, overall, this was a decision for
10	not endorsing this measure.
11	MEMBER LACEY: I just want some
12	clarification. I don't have a dog in the fight
13	per se.
14	One of the pieces of information that
15	you just read of why it was not endorsed is that
16	it is a relatively-rare event. Now what I
17	remember last year was the person who gave us the
18	report on the number of antipsychotic drugs for
19	kids in the Medicaid population, that person
20	indicated it was huge. It was a huge issue. And
21	so, were they saying it would be small in the
22	individual plans or were they saying it was a

2

22

(202) 234-4433

low-level event occurring? Because I don't think that is what we heard last year at all.

So, I think what 3 MS. MUKHERJEE: Yes. we heard was that in some states there are a 4 5 large number of children who are on antipsychotic medications, perhaps inappropriately. 6 I didn't 7 recall that what she said was that they are on multiple antipsychotics. I mean, it does happen, 8 9 and that is inappropriate. But I think last year 10 I don't think we had access to a lot of measures 11 around this particular topic. And if I recall 12 the conversation correctly, this was a huge 13 issue, yes, because that is what we heard, but 14 this was the only measure that I think we had at 15 the time. So, that is why we recommended it. 16 Somebody correct me if I am wrong. 17 MEMBER LACEY: And it was particularly 18 problematic for kids in foster care. 19 MS. MUKHERJEE: Right. 20 MEMBER LACEY: So, I don't know. I am

just trying to clarify what we heard.

CHAIR GESTEN: I just want to jump in

1	and let you know that I am turning the
2	facilitation of the Chair over to Carol because
3	this is a measure I need to recuse myself from.
4	MEMBER SAKALA: Since CMS has
5	recommended it to states, we have the option of a
6	conversation that helps continue to inform their
7	work or the option of picking this up as an
8	officially-recommended measure within this set.
9	When we are done, I think, with our
10	comments, then we will open it up. Thank you.
11	Rich?
12	DR. ANTONELLI: I just need a little
13	bit of context here. I know that this is
14	proposed as a measure of quality, but, in fact,
15	is that the intent or is it of interest to track
16	the percent of the pediatric population that is
17	on concurrent antipsychotics? If it is the
18	latter, I assume that that data will be collected
19	at some level anyway. It just won't be labeled
20	necessarily as a quality indicator.
21	So, can somebody comment on that? Do
22	we lose that data stream if we vote this off the

island? 1 2 (Laughter.) MEMBER SAKALA: I think it is not 3 voted on the island. 4 5 DR. HUDSON SCHOLLE: May I speak to the questions? 6 7 MEMBER SAKALA: Yes. I'm sorry, you're going to answer the specific question? 8 9 Great. 10 DR. HUDSON SCHOLLE: I could try to 11 answer those questions. I am Sarah Scholle from 12 NCQA. 13 And we did develop this measure along 14 with a suite of measures on antipsychotic 15 medication management through our Center of 16 Excellence. 17 And so, this is intended as a quality 18 measure, not a utilization measure. It is based 19 on multiple guidelines that caution against the 20 use of multiple antipsychotics because of the 21 risk of the antipsychotic medication and its side 22 effects for children and youth.

And so, the measure is specified very 1 2 clearly to look at children who are on multiple antipsychotics for a period of time, not just as 3 a point in time when they are shifting 4 5 medications, but over a period of time. The measure reliability -- and I am 6 not sure the information that is reported here is 7 up-to-date -- this measure is reported by health 8 9 plans and HEDIS. We will have new data in about 10 two weeks. Unfortunately, I don't have the full 11 data today. 12 But in our data that we reported from 13 2015 we didn't have a concern about reliability 14 for Medicaid plans. There does continue to be a 15 concern about commercial plans. And so, we will 16 be observing that. The 2015 data were the first 17 year of reporting to NCQA, and the first year is 18 not public. It is reported again this year. It 19 will be publicly-reported for Medicaid plans; for 20 commercial plans it will not be because we are 21 going to be looking to see about that, and the 22 result is going to be based on -- it is the

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

number of kids eligible for the denominator does
 influence the reliability, and commercial plans
 just tend to have fewer kids.

We did find evidence of the validity 4 5 of the measure. We are also looking. We see that this is a measure where the use of multiple 6 7 antipsychotics is more common among children in foster care and children who are disabled 8 9 compared to children in poverty. So, that is why 10 we think it is important for this high-risk 11 population.

MEMBER SAKALA: Rich, are you done?
Are you done? You do have another comment?
Okay.

So, Charles I think was next.

DR. GALLIA: I wanted to say, topically, this is probably one of the more important subject matter areas from a state Medicaid program. The shared responsibility for children in foster care is one part of it, but the polypharmacy use and management. And, then, across in the other states that I was working

> Neal R. Gross and Co., Inc. Washington DC

15

with, the prescribing provider and knowing who 1 2 that is in one setting but not in another, it is important information to facilitate the 3 discussion about care coordination. I don't know 4 5 another more vulnerable point and potential influence than the use of antipsychotics 6 inappropriately. 7 Even though the threshold is not 8 9 clinically-determined, if we get to the point 10 where we can have some comparative information, I 11 can see if there is a higher proportion of my 12 population that is exposed to having two or more. 13 MEMBER SAKALA: Andrea? 14 I am just confused on MEMBER BENIN: 15 This metric is on the list for the the process. 16 2016? 17 That is just what I am MS. GORHAM: 18 trying to clarify. 19 MEMBER BENIN: I quess, then, my 20 question is, did anybody collect data on it this 21 year and were there any lessons from that? So, 22 if we say no, then we are taking it off, having

given it one year's worth of a chance. We are 1 2 recommending taking it off, having given it only one year's worth of a chance. 3 4 MEMBER SAKALA: So, let me just ask 5 this: but it was conditional upon NQF endorsement? You have recommended it, but NQF is 6 7 not recommending endorsing it. MEMBER BENIN: But it is on the list 8 9 that went to the states? 10 It is on the 2016 core MS. GORHAM: 11 set? 12 MEMBER BENIN: Yes, in the 2106 core 13 set. 14 MS. GORHAM: This measure has been 15 included in the 2016 core set. 16 MEMBER SAKALA: So, I just need to 17 correct that it can be voted off, but it is 18 already on. I'm sorry. 19 MEMBER BENIN: I guess, then, I would 20 say give it a couple of years. I mean, if it got 21 voted on last year, maybe we should just give it 22 a little bit of time and see if there is any -- I

1	don't know if it is good, better, indifferent.
2	It looks like there are some methodological
3	issues, but if there is some interest from the
4	states and we had some interest last year, and we
5	heard all this I mean, I remember last year we
6	had a lot of conversation about the mental
7	health, the need for some real mental health
8	stuff, et cetera, et cetera.
9	So, personally, I like metrics that
10	have hard goals. I don't like metrics where you
11	don't know what the goal is. But, since there
12	was, obviously, some interest in it and we put it
13	on for a year, it seems a little vague, you know,
14	a little wind-blown just putting it on and off.
15	MEMBER SAKALA: Rich?
16	DR. ANTONELLI: I would like to make
17	an observation, as somebody in the clinical
18	trenches. That is why, Sarah, thank you for the
19	clarification. Because I am of a mixed mind
20	about, while I recognize that it is a quality
21	measure, I also see it as a utilization measure.
22	And here is what it looks like to provide care in

1	the trenches for especially patients with
2	significant behavioral health needs in Medicaid.
3	Getting access to non-pharmacologic
4	interventions can sometimes be a protean task,
5	right? So, the way I would look at this data is
6	not necessarily, well, those prescribing
7	physicians are just totally off the planet. They
8	are not following best practice guidelines
9	because it may be their only contingency option.
10	And so, I just want to call that out.
11	That is why I would actually say get
12	rid of this one if it was purely a quality
13	measure. But, being somebody who practices every
14	day in the frontline, it is easy for me to see it
15	as both.
16	MEMBER SAKALA: Other comments?
17	(No response.)
18	MEMBER SAKALA: So, I think we open
19	this up to public comment.
20	OPERATOR: Okay. At this time, if you
21	would like to make a public comment, please press
22	star, then the number 1.

1 (Pause.) 2 **OPERATOR:** There are no public comments from the phone lines at this time. 3 4 MEMBER SAKALA: From the room as well? 5 (No response.) So, I think what we 6 MEMBER SAKALA: would entertain is a motion to take it off, if 7 anyone is proposing that. Otherwise, it will 8 9 stand as we decided last year. 10 (No response.) 11 MEMBER SAKALA: Okay. Thank you. 12 MS. GORHAM: Just for the record, 13 there was no motion to remove the measure from 14 the core set. 15 CHAIR GESTEN: Is this Shaconna? Ι 16 think this is you going through a little bit of 17 information about gaps and your idea about 18 filling gaps. 19 These are additions or MS. GORHAM: 20 potential recommendations from both staff and the 21 Task Force. 22 But, first, I would like to remind you

of the gap areas identified by MAP during last 1 2 year's review. The Task Force identified gaps in the measure areas listed on your slide. 3 4 There are some measures included in 5 the core set that pertain to some of these topics, but you all did not perceive them as 6 7 comprehensive. So, those are the measures that are listed. 8 9 The measures with the asterisk next to 10 them indicate those measures that were introduced 11 as of 2015. 12 Next slide. 13 And that is the comprehensive list. 14 Okay. 15 The next list is the Excel sheet, 16 basically, that we compiled. Again, as we 17 discussed earlier, the measures that we pulled to 18 address the gap areas that you identified in 2015 19 as well as 2014, we took measures from NQF's 20 repository; we took measures from PQMP; we took 21 measures from Task Force members, and we compiled 22 the number of measures.

So, perinatal/maternity care measures
 were discussed yesterday. Asthma was discussed
 yesterday.

Care coordination, there were nine measures on your Excel sheet, three measures of injury and trauma, 12 measures in mental and behavioral health, and then, there were six in overuse, 18 in sickle cell, 10 in patientreported outcomes, and then, 10 in dental.

10 So, if we move on, because I know that 11 we have the Centers of Excellence, and we are 12 going to discuss a couple of sickle cell measures 13 and they are only on the line at 1:30 or so. So, 14 I want to make sure we have enough time to have 15 sufficient conversation about those measures.

Just to remind you -- if we go back one slide, please -- just the decision category. So, support and conditional support are usually the ones that we follow. Conditional support pending NQF endorsement, pending a change by the measure steward, pending CMS confirmation of feasibility are your reasons for conditional

support.

2	But, again, support would be a green
3	light; conditional support would be a yellow
4	light saying, yes, you know, we support this
5	measure, but we would like a little bit more
6	information, if you will, through the NQF
7	endorsement process, for example.
8	Next slide.
9	MEMBER ADIRIM: Just quickly, I wonder
10	if this is the time I can ask if we could add a
11	measure for discussion, just the 2801, the one I
12	had mentioned.
13	MS. GORHAM: So, that will give Nadine
14	time. So, hold that information up while I go
15	through the rest of what has already been
16	recommended.
17	MEMBER ADIRIM: Okay.
18	MS. GORHAM: So, first to discuss,
19	this is a staff pick, as well as a Task Force
20	member recommendation, Measure 2800, Metabolic
21	Screening for Children and Adolescents Newly on
22	Antipsychotics, suggested as a complement to the

current multiple antipsychotic measure that you
 all just heard about.

This measure was reviewed in a Pediatrics Performance Measures Project. The measure was recommended by the Steering Committee, and it has been ratified by the Board. So, this is an endorsed measure.

During last year's review, MAP 8 9 explored, as we discussed, the issues of access 10 to appropriate behavioral health services. Staff 11 analysis favored this measure. Since this 12 measure assesses the prescribing of two or more 13 antipsychotics accompanied with metabolic 14 monitoring, the coupling of the antipsychotic 15 prescription with metabolic monitoring is a great 16 start in potentially identifying and addressing 17 the serious side effects -- for example, diabetes, rapid weight gain -- of prescribing 18 19 these medications.

20 So, when the Steering Committee looked 21 at this measure, they thought it had good 22 evidence. It was based on 11 evidence-based

clinical practice guidelines and standards from five organizations.

In examination 3 There were some gaps. 4 of claims data from 17 Medicaid health plans in 5 one state, the developer found the average percentage of children receiving baseline 6 7 metabolic screening within 30 days of a new antipsychotic medication prescription among the 8 9 general population of children in health plans 10 was 10.3 percent, with a range of .2 to 17 11 percent. 12 The Standing Committee thought this 13 measure had good specs, thought that it was 14 precise and solid testing results, thought that 15 this measure was usable and feasible. And so, 16 they recommended this measure. 17 MR. HUNT: You just cited the 10.3 18 percent scoring on that measure. That was with 19 only one antipsychotic, or was it, because this 20 measure is two or more? 21 MS. GORHAM: Two or more. 22 MR. HUNT: But the scoring of 10

1

2

www.nealrgross.com

percent, they scored with the addition of one or 1 2 It is not a big point, but I just wondered. two? I think it is two more 3 DR. SILBER: prescriptions -- so, it is some continuity -- not 4 5 two or more drugs. 6 MR. HUNT: Okay. 7 MS. GORHAM: Okay. The next Measure 2797, this is the transcranial Doppler 8 9 ultrasonography screening among children with 10 sickle cell anemia. 11 This measure stood as a key metric, 12 University of Michigan. This was a staff pick as 13 well as a Task Force member recommendation. It 14 was also reviewed in the Pediatric Project and 15 was recommended and ratified by the Board. 16 The measure fills a gap area 17 identified by MAP last year. Without 18 intervention, 11 percent of children with sickle 19 cell anemia will have a stroke by the age of 18. 20 This measure aligns with the National Heart, 21 Lung, and Blood Institute guidelines for annual 22 transcranial Doppler screening of children with

sickle cell anemia.

2	The Committee agreed that the clinical
3	evidence provided by the measure developer
4	demonstrated that lack of annual screening is
5	strongly associated with poor outcomes, that gaps
6	exist. Most kids with SCA are covered under
7	Medicaid.
8	The testing was fine. No feasibility
9	or usability concerns. And overall, the Standing
10	Committee thought this was a good measure. They
11	recommended it.
12	The next Measure 2789, the ADAPT to
13	Adult-Focused Healthcare, the Adolescent
14	Assessment of Preparation for Transition to
15	Adult-Focused Health Care. This is Measure 2789.
16	This was also reviewed in the
17	Pediatrics Performance Measurement Project. It
18	was recommended and ratified by the Board.
19	Last year, MAP identified PROs and
20	care coordination as gap areas. The patient-
21	reported outcome and coordination-of-care measure
22	has three domains: counseling on transition to

self-management, counseling on prescription 1 2 medication, and transfer planning. And it is reported as a single measure. 3 This measure addresses care 4 5 coordination, and especially seamless care coordination between childhood and adulthood, 6 7 which is important for population health improvement. 8 9 This is some just summary of the 10 Standing Committee as they looked over the 11 Despite finding the measure measure. 12 conceptually-compelling and noting there is 13 evidence that care transitions are not being done 14 well, the Committee had some concerns that the 15 process is focused on the domain's link to actual 16 improved outcomes. However, it ultimately 17 passed the evidence criteria. 18 The testing results were fine. And

19 there is a male-only survey. So, there are some 20 feasibility concerns, but, ultimately, the 21 Standing Committee was okay with it. And the 22 developer is looking into electronic

administration.

2 It is not in use, but there is a lot 3 of interest. Overall, the Standing Committee 4 endorsed or recommended this measure, and it was 5 endorsed. So, those are the three staff picks. 6 I would invite Rich to speak about the measures 7 that he recommended. 8 9 DR. ANTONELLI: Thank you. 10 I would like to bring to people's 11 attention consideration of appropriate antibiotic prophylaxis for children with sickle cell 12 13 disease. A couple of years ago, I sat in this 14 I was the child health subject matter room. 15 expert for a Task Force that was designed to 16 populate the exchange plans for quality 17 I noticed after six hours or so that portfolios. 18 there were really no measures for vulnerable and 19 disparate populations. And so, I said, you know 20 Let's think about sickle cell disease and what? 21 what would be a really straightforward thing to 22 do for sickle cell.

1	Interestingly, the NQF staff said,
2	"That's a really good idea." They did a quick
3	search of the archive, and there were no sickle
4	cell measures.
5	So, I am excited that there finally
6	are some sickle cell measures of quality.
7	However, this one has the opportunity literally
8	to be lifesaving. It is essential for children
9	who are diagnosed with sickle cell disease,
10	starting them on a daily dose of penicillin, a
11	very inexpensive drug. Up through about the
12	fifth birthday, it has very positive evidence for
13	outcomes.
14	I know that it is not NQF-endorsed
15	yet, but it is a disparate outcome that I feel is
16	something that we can make an impact on by
17	putting it forward.
18	The transcranial ultrasound is looking
19	for problems. That is really important. But
20	this measure has the ability to prevent problems.
21	So, I would really like to appeal to the
22	Committee's sensibilities to do something for a

population that for many, many years has been at 1 2 the level of receiving disparate outcomes. It is It is evidence-based. 3 simple. 4 Thank you. And so, for the folks on 5 MS. GORHAM: the phone, and apparently us since we can't see 6 this slide deck right now, but Rich is referring 7 to the appropriate antibiotic prophylaxis for 8 9 children with sickle cell disease measure. In 10 one minute we will be able to see the 11 description, numerator statement, denominator 12 statement, and exclusions. 13 As he said, this measure has not 14 actually been submitted to NQF, and it is in the 15 PQM pipeline and it is ready. But we have not 16 formally received it. 17 CHAIR GESTEN: So, while we are 18 waiting, I guess I will do my recusals. I am, 19 for the record, recusing myself from discussion 20 on 2800, metabolic screening; 2797, the 21 transcranial Doppler ultrasonography, and the 22 measure that Rich just talked about regarding

antibiotic prophylaxis as well. 1 2 So, I am turning things over to my trusty Co-Chair. 3 4 MS. GORHAM: I am sorry. On your 5 screen you have the description and numerator statement for the measure that was just 6 7 discussed, the appropriate antibiotic prophylaxis for children with sickle cell disease. 8 9 We have two more measures that a Task 10 Force member recommended. But, before we lose 11 our developers, I would just invite conversation about especially the sickle cell measures. 12 13 Because, if we have any questions about 14 specifications, now would be the time. 15 MEMBER ADIRIM: Point of 16 clarification. Rich, the appropriate antibiotic 17 prophylaxis in children, is there any data that 18 demonstrates that children with sickle cell 19 disease are not getting appropriate -- like what 20 is the rate of that? 21 DR. ANTONELLI: First of all, there is 22 solid evidence that it makes a difference. So,

it is a quality/safety -- but you are looking at 1 2 the obverse of that. Because it is not a broadly-used performance measure, we can only 3 report anecdotally, based on published 4 5 literature, that there are significant gaps of children going without antibiotic prophylaxis. 6 7 A part of that is not knowing who is on point. Is it the primary care provider? 8 Is 9 it the hematology and/or sickle cell specialist? 10 So, some of that is actually the result of fragmentation. Others are the result, I think, 11 12 of just people not following clinical guidelines. 13 Just to be clear, this is not going to 14 change best practice. This is best practice. 15 MEMBER SAKALA: Andrea? MEMBER BENIN: Do we know why the 16 17 sickle cell metric was not in the first round to 18 go to NQF? 19 MS. GORHAM: Sean, can you open 20 Kevin's line? 21 MS. REESE: Hello. This is Sarah 22 Reese from the University of Michigan.
1 MEMBER SAKALA: Thank you. 2 MEMBER BENIN: Hi, Sarah. Can you comment on how you chose the ultrasound metric to 3 4 go to NQF before the antibiotic prophylaxis 5 metric and where your thinking is on the prioritization of those? 6 7 MS. REESE: Absolutely. We actually very much wanted to submit both to NQF in this 8 9 last round, but, frankly, lacked the capacity to 10 And the TCD measure was still a little do two. 11 further along. So, we chose to go ahead with 12 that one. We are very much looking forward to 13 submitting that for consideration during the next 14 call, however. 15 MEMBER SAKALA: Thank you. 16 Yes, please. 17 MEMBER BENIN: I don't want to 18 overstep my commenting time. 19 So, if I could just try to put a 20 little bit of a frame around the four metrics 21 that we have discussed so far. 22 The Children's Hospital Association

has a Committee on Metrics and Standards. 1 We 2 actually have created a short set of metrics that we suggest for children with chronic illness. 3 4 The sickle cell ultrasound Doppler metric is on 5 that list, and we got to that list through a very comprehensive review of all of the possible 6 7 metrics out there. We had a pretty in-depth peer-review process, not at the level of an NQF 8 9 endorsement level, but assuming some NQF 10 endorsement.

And so, I think that I would very much support the sickle cell Doppler metric. I feel as though the antibiotic prophylaxis metric is super-important. I might want to just wait until it went through the NQF process for the sort of rigor around that.

I would prioritize those two metrics, certainly the ultrasound, you know, the Doppler ultrasound metric over the other two metrics that were on that list, one of which is a survey metric. I think in the spirit of not adding more survey metrics when we kind of haven't figured

out the survey metrics that we have to the list, I would suggest that we hold off on recommending the survey metric.

4 And then, the first metric was a 5 relatively-new behavioral health metabolic disease for metabolic screening around behavioral 6 7 health medication initiation. And so, to me, it sounds like we already have a new behavioral 8 9 I would say, if we are looking at health metric. 10 our gaps and we want to get into the sickle cell 11 space, I might let us play out, have the measures 12 that play out the behavioral health metrics that 13 are already in there and start to get into the 14 sickle cell space and kind of bookmark those 15 other two for future evaluation. But, in the 16 spirit of not recommending a million things, I would suggest that we could prioritize them in 17 18 that fashion.

19Our Committee did put on the short20list the cranial Doppler.

21 MEMBER SAKALA: Thanks, Andrea. That22 is very helpful.

1

2

1We have two more measures to go2through in this series of new considerations, but3I want to ask I know there is a small window4for the developer.5Are there any more questions on the6measures from this developer while this woman is7on the line?8(No response.)9Okay. Thank you very much.10So, I think, Shaconna, finish with the11last two measures in this series.12MS. GORHAM: Okay. We are kind of13torn here. We have two more measures recommended14by Meg, and she asked us to kind of wait, but we15definitely can't hold the conversation for long.16So, I want to go to 2801, but I look17over and Terry just walked out of the room. But18we will go to 2801 because I know that Terry will19Enturn shortly.20And she has recommended 2801 today,21the use of first-line psychosocial care for22children and adolescents on antipsychotics. The		
 I want to ask I know there is a small window for the developer. Are there any more questions on the measures from this developer while this woman is on the line? (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	1	We have two more measures to go
 for the developer. Are there any more questions on the measures from this developer while this woman is on the line? (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	2	through in this series of new considerations, but
 Are there any more questions on the measures from this developer while this woman is on the line? (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	3	I want to ask I know there is a small window
 measures from this developer while this woman is on the line? (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	4	for the developer.
 on the line? (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	5	Are there any more questions on the
 (No response.) Okay. Thank you very much. So, I think, Shaconna, finish with the last two measures in this series. MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	6	measures from this developer while this woman is
9Okay. Thank you very much.10So, I think, Shaconna, finish with the11last two measures in this series.12MS. GORHAM: Okay. We are kind of13torn here. We have two more measures recommended14by Meg, and she asked us to kind of wait, but we15definitely can't hold the conversation for long.16So, I want to go to 2801, but I look17over and Terry just walked out of the room. But18we will go to 2801 because I know that Terry will19return shortly.20And she has recommended 2801 today,21the use of first-line psychosocial care for	7	on the line?
10So, I think, Shaconna, finish with the11last two measures in this series.12MS. GORHAM: Okay. We are kind of13torn here. We have two more measures recommended14by Meg, and she asked us to kind of wait, but we15definitely can't hold the conversation for long.16So, I want to go to 2801, but I look17over and Terry just walked out of the room. But18we will go to 2801 because I know that Terry will19return shortly.20And she has recommended 2801 today,21the use of first-line psychosocial care for	8	(No response.)
11 last two measures in this series. 12 MS. GORHAM: Okay. We are kind of 13 torn here. We have two more measures recommended 14 by Meg, and she asked us to kind of wait, but we 15 definitely can't hold the conversation for long. 16 So, I want to go to 2801, but I look 17 over and Terry just walked out of the room. But 18 we will go to 2801 because I know that Terry will 19 return shortly. 20 And she has recommended 2801 today, 21 the use of first-line psychosocial care for	9	Okay. Thank you very much.
 MS. GORHAM: Okay. We are kind of torn here. We have two more measures recommended by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	10	So, I think, Shaconna, finish with the
 13 torn here. We have two more measures recommended 14 by Meg, and she asked us to kind of wait, but we 15 definitely can't hold the conversation for long. 16 So, I want to go to 2801, but I look 17 over and Terry just walked out of the room. But 18 we will go to 2801 because I know that Terry will 19 return shortly. 20 And she has recommended 2801 today, 21 the use of first-line psychosocial care for 	11	last two measures in this series.
 by Meg, and she asked us to kind of wait, but we definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	12	MS. GORHAM: Okay. We are kind of
 definitely can't hold the conversation for long. So, I want to go to 2801, but I look over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	13	torn here. We have two more measures recommended
16So, I want to go to 2801, but I look17over and Terry just walked out of the room. But18we will go to 2801 because I know that Terry will19return shortly.20And she has recommended 2801 today,21the use of first-line psychosocial care for	14	by Meg, and she asked us to kind of wait, but we
 over and Terry just walked out of the room. But we will go to 2801 because I know that Terry will return shortly. And she has recommended 2801 today, the use of first-line psychosocial care for 	15	definitely can't hold the conversation for long.
18 we will go to 2801 because I know that Terry will 19 return shortly. 20 And she has recommended 2801 today, 21 the use of first-line psychosocial care for	16	So, I want to go to 2801, but I look
<pre>19 return shortly. 20 And she has recommended 2801 today, 21 the use of first-line psychosocial care for</pre>	17	over and Terry just walked out of the room. But
20 And she has recommended 2801 today, 21 the use of first-line psychosocial care for	18	we will go to 2801 because I know that Terry will
21 the use of first-line psychosocial care for	19	return shortly.
	20	And she has recommended 2801 today,
22 children and adolescents on antipsychotics. The	21	the use of first-line psychosocial care for
	22	children and adolescents on antipsychotics. The

1 steward is NCQA. This is an NQF-endorsed 2 measure.

3	And you can see on your screen the
4	description of the measure, percentage of
5	children and adolescents 1 through 17 years of
6	age with a new prescription for antipsychotic.
7	The numerator is children and adolescents from
8	the denominator who have psychosocial care at
9	first-line treatment. And it is a process
10	measure, and the data source is administrative
11	claims.
12	Any questions about this measure?
13	(No response.)
14	MS. GORHAM: Okay. So, we will move
15	on to the churning measures.
16	Okay, so the informed coverage
17	measure. Yes, scroll down.
18	Terry, I briefly introduced the
19	Measure 2801. If you want to elaborate a little
20	more, just in time.
21	MEMBER ADIRIM: Yes. No, this didn't
22	come to our attention until I think it was

earlier today or yesterday. I thought it was an 1 2 important issue, especially since states had told us last year that this was a huge issue, an 3 4 appropriate prescription of antipsychotics. Ι 5 think there have been recent guidelines that just came out within the last few weeks regarding use 6 7 of psychosocial interventions first, especially in younger children, as opposed to medication. 8 9 So, I had only briefly looked at this, 10 and I don't know if this gets at it, but it is an 11 endorsed measure. I think pairing on this with 12 the measure that is already in the set would be, 13 I thought, useful. 14 Thank you. MS. GORHAM: 15 Okav. So, the informed coverage 16 measure, again, a Task Force recommendation. Ι 17 will at least say the rationale that she gave me. 18 She recommended this measure as well as the next 19 measure, the duration of first-observed 20 involvement, as a set to address the turning on 21 and off of Medicaid. 22 It has not been submitted to NQF. It

is, again, a PQMP measure, and CHOP is the
 steward for this measure.

So this, along with the duration of 3 4 first-observed enrollment, again, CHOP is the 5 It has not been submitted to NQF. So, steward. therefore, we pulled this information from the 6 website, the information that was submitted to 7 This is what we have on these measures. 8 us. 9 She had to leave. She anticipated 10 being back by now, but --11 DR. MISTRY: I just asked because Meg 12 actually spoke with the developer in detail about 13 these. And so, I think that would be valuable 14 since she was the one who put it forward. 15 I think the developer, CHOP, should be 16 on the phone a little later as well. They might 17 already be on, but I am not sure, if questions 18 come up. 19 MS. GORHAM: Let me see whether or 20 not, Sean, do we have anyone from CHOP on the 21 line? 22 Jeffrey, are you from CHOP? Would you

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1

like to speak for these measures?

	-
2	DR. SILBER: We had not originally, as
3	you know, submitted this to NQF. We are glad to
4	go through that process if NQF is interested.
5	These were measures to help the states
6	determine the enrollment of eligible children in
7	Medicaid. We have two kinds of measures.
8	Coverage is a point-in-time measure which is
9	informed by the event of appendicitis. We look
10	at a state's appendectomy patients or patients
11	that come down with appendicitis, and we look to
12	see when they developed their random event, which
13	isn't related to insurance, and they were
14	admitted to the hospital, whether they were
15	covered or not in those patients that were
16	eligible.
17	And that metric is the rate of the
18	random event of appendicitis patients having
19	insurance. It tells us about the state and it
20	informs us of the assumptions that are needed to
21	make an estimate of coverage or of having

22 insurance if you were eligible.

(202) 234-4433

From that number, we, then, will produce coverage metrics, but it is not just for appendectomy patients. It is for all patients in the state.

When we do that, then, in our analysis 5 we have compared this to survey results and to 6 7 other methods that are out there, rougher metrics like the COO continuity metric. And ours 8 9 performs better and looks closer to the results 10 of the surveys. So, we think it is a good way to 11 look at whether a state is doing a good job at 12 making sure that their eligible kids have 13 insurance.

14 Secondly, and combined with that, is 15 the duration metric, which is a more common 16 metric that people use. Duration talks about 17 whether, once you have insurance, do you hang 18 onto your insurance and over what period of time. 19 What we have done is compare duration 20 to coverage and other metrics. What we find is 21 that they measure different things. Many kids 22 who have insurance from a continuous period of

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

time will not be in the duration metric because 1 2 duration has to start when you have been off insurance and, then, go onto insurance. 3 So, you can lose 80 percent of the patients. 4 The states 5 that do the best in terms of keeping people on the rolls, those states won't get any benefit for 6 7 that because it won't show up in the duration 8 metric.

9 So, what we have decided is that you 10 really need both. You need a point-in-time 11 estimate to see if you are actually, for a random 12 point in time, are you covering the patients that 13 you need to cover that are eligible. And you 14 need a duration metric. They are not well-15 correlated. The correlation is around .5, and at 16 the same time they give different bits of 17 information. The random point in time gives you 18 an overall assessment of how well a state is 19 doing in terms of making sure that their patients 20 are covered. And the duration metric is a select population of those who had not been covered who, 21 22 then, become covered. It tells you how long that

1 new person would stay covered. 2 So, it has got problems; at the same 3 time, it has some useful information as well. That is kind of a general overview of the 4 5 These are developed for the states. methods. And then, in our analysis we also, and 6 in our algorithm, we also have ways to test 7 whether the data that the state is providing is 8 9 That is always a big issue. adequate. 10 It is developed to be used with MAACS 11 data, which is the kind of the data that the 12 states are supposed to be sending to the federal 13 government. 14 I guess I will stop there, but we are 15 delighted that people are interested in this. We 16 hadn't thought that it was what NQF would want, 17 but if you are interested, we are certainly 18 interested as well. 19 MEMBER LACEY: My only question to --20 you said Kevin? -- whoever is on the phone --21 DR. SILBER: Jeff Silber. 22 MEMBER LACEY: Okay. So, we have

talked a lot on different measures throughout 1 2 doing this work about events that don't happen So, I don't have any idea, any bias. 3 very often. 4 How often does it happen that this random event 5 is how you can capture these people and find out if they are -- do you know what I mean? 6 7 DR. SILBER: Right. So, the appendectomy is relatively rare, but, remember --8 9 and I guess I want to make sure I am explaining 10 this right -- the metric uses all patients, not 11 just appendectomy patients. Appendectomy simply 12 tells us about one assumption in the metric. We 13 have to assume, when we first see a patient, 14 whether they are presumed to be eligible or 15 ineligible. 16 One of the main problems with all of 17 the ways that we estimate coverage for any of the 18 methods that are out there is that we never know

18 methods that are out there is that we never know 19 when a patient drops out of the system. We never 20 know whether they dropped out because they meant 21 to drop out because they were no longer eligible, 22 or whether they meant to drop out because they

were -- they didn't mean to drop out, but they
ended up not getting re-enrolled. So, we never
know that information, short of surveying
patients, which is very difficult and rarely
something that is available for the state
Medicaid systems.

For that one assumption, if we knew whether someone who has dropped out was eligible or not eligible when they dropped out, that is what we use the appendectomy rate for. It is just one part to refine the estimate of what is the real coverage rate for a state's Medicaid population.

14 Appendectomy is just common enough, so 15 that we can help with that assumption, but it is 16 not about appendectomy. Our coverage is about 17 the whole state's Medicaid insurance population. 18 It is just a useful tool to refine the estimate, 19 and then, we compare it to the survey data that 20 is available and we find that we do very well. 21 So, this is not about appendicitis. 22 We simply use appendicitis as a method to refine

the assumption about whether you count someone as 1 2 not being covered when they leave, whether they were eligible or ineligible. 3 Is that clear? It is not about this 4 5 random event of appendicitis. MEMBER LACEY: Yes, I don't think 6 7 anybody was thinking that. DR. SILBER: Okay. I didn't 8 9 understand your question. 10 MEMBER LACEY: We were just thinking 11 about an infrequent versus a frequent event. 12 DR. SILBER: Right. 13 MEMBER LACEY: And that is all we were 14 asking. 15 DR. SILBER: Okay. So, we are talking 16 about a whole state's population with a 17 refinement that uses their patients who get 18 appendicitis, which is enough in most states to 19 give us reasonable confidence. 20 Additional conversation MS. GORHAM: 21 about the recommendations put forward? Just the 22 recommendations from Task Force members as well

as staff picks, so we have been discussing some 1 2 of the measures. I just wanted to see if there is any other discussion. 3 MEMBER BENIN: Given the 4 5 opportunity --Go ahead, Andrea. 6 CHAIR GESTEN: I mean, these seem like 7 MEMBER BENIN: great metrics for us to like go through the NQF 8 9 process and make sure that the kinks get worked 10 out. And then, I think the second phase of the 11 PQMP stuff, of actually having people work on 12 trying this, I mean, obviously, I don't have a 13 good handle on the extent to which the field 14 testing and all the other stuff. But it does 15 seem like this is potentially really valuable. 16 It may not be ready for primetime right this 17 So, that would be my assessment of this. year. 18 So, I would up this on a bookmark for next year 19 kind of list, not on a recommend list. 20 So, Meg, we just went CHAIR GESTEN: 21 through a list of measures that were recommended, 22 either a combination of staff, NQF staff

recommendations, and from the Task Force. And 1 2 these last two were recommended by you. We just went through them. On the phone, folks from CHOP 3 talked a little bit about the development. 4 So, I don't know if there are any 5 questions or any statements you want to make 6 7 about why you suggested these or the importance of these, whatever. And then, I think we will 8 9 move on to -- I think we are ready to start 10 considering voting on these measures. 11 I am being tapped on the back. Go 12 I will figure out what the tap is. ahead. 13 MEMBER MURRAY: Okay. Yes, just two 14 main points. One is that the legislation does 15 call for a continuity measure, although it does 16 say "existing," but I guess these measures are 17 existing now. And two, that all of these measures, especially the HEDIS ones, you have to 18 19 be in for 12 months. And we know from research 20 that we have done that people are only in, 21 typically, for eight, nine, ten months. And so, 22 we need to do a better job on that. One of the

1	ways to do that is to measure it, so that we can
2	see improvements. Eventually, we would like to
3	see a policy change where people have to be on
4	for 12 months.
5	So, those are the reasons that we are
6	pushing it. It is because, without the good
7	data, it is hard to make the argument, as people
8	have said, that we need to make a change.
9	DR. SILBER: Yes, this is Jeff Silber
10	again.
11	Well, I appreciate your interest, and
12	we are certainly willing to work with you to go
13	forward on this, if you are interested.
14	CHAIR GESTEN: Any other questions,
15	comments?
16	(No response.)
17	CHAIR GESTEN: We do have one other.
18	This is, I think, all of the measures with one
19	exception. There was a request to reconsider the
20	measure that we talked about yesterday on healthy
21	newborns by a Task Force member. And so, we will
22	be, with some new information, responsive to some

of the questions or issues that came up 1 2 yesterday. Again, that is allowed under the rules, but staff at NQF are busy putting the 3 4 information together. They are not quite ready 5 yet. So, my suggestion is that we wait, and 6 7 when Reva and folks are ready, we will present that as well. But we can go back to the measures 8 9 that were presented, starting with the staff 10 picks. 11 MEMBER BENIN: Just one process 12 question. I hate to obsess over this. Wasn't 13 the readmission metric on the orange? Wasn't 14 that in one of the orange ones? Were we coming 15 back to that later? Is that at the end still? 16 Okay. I mean, I will sit tight. 17 MS. GORHAM: So, I will throw it out 18 as a recommendation. We have those measures 19 teed-up. So that, if someone wants to make a 20 motion, they can do so. If you would like, 21 before we start voting on these, to make a motion 22 on 2015, whether or not we want to re-vote on

Neal R. Gross and Co., Inc.

Washington DC

those this year, we can do that now. 1 So, bullet No. 4 are measures 2 recommended in 2014 and 2015, the NOF 2393, 3 4 pediatric all-condition readmission measure, and 5 then, 2509, prevention dental sealants for 10- to 14-year-old children at elevated caries risk. 6 7 And then, we just put the caps measures back up 8 there. 9 But, if you want to see the 10 specifications for those measures again, we can 11 pull that up as well. But that is the list with 12 the measures and bullet No. 3. 13 CHAIR GESTEN: So, I need a 14 clarification. If we do nothing, I mean, there 15 is always, I assume, an ability for folks to re-16 vote and take something off the island. But 17 there is no obligation. Measures that were 18 recommended that were not taken up by CMS, from a 19 process point of view, is there a need to re-vote 20 on them, unless there is somebody who wants to? 21 Is there a need to restate the recommendation or 22 is the only discussion item whether or not

somebody in the group wants to remove them? 1 2 MS. GORHAM: So, that is up to you 3 all. From what I understand -- and, Marsha, 4 please correct me -- I don't think that CMS keeps 5 a list, a running list of all of the recommendations from year to year. 6 CHAIR GESTEN: 7 Why not? DR. LILLIE-BLANTON: Well, we keep a 8 9 list, but we have not in the past been 10 reconsidering them. So, the only way you will 11 keep it is for us to keep bringing it up. 12 CHAIR GESTEN: Is that right? 13 DR. LILLIE-BLANTON: So, we would have to add it to the list of recommendations each 14 15 year. 16 CHAIR GESTEN: Okay. All right. so, 17 that answers my question. If you want it --18 okay, so that answers my question. Okay. 19 MEMBER BENIN: Can I make a motion, 20 then, that we suggest the readmission metric for 21 inclusion? 22 (Second.)

1	DR. ANTONELLI: Marsha, can you tell
2	us why the measures wouldn't have gotten
3	implemented, and is there something we should
4	know from CMS's perspective about these, if they
5	were recommended last year?
6	DR. LILLIE-BLANTON: So, the decision
7	about each measure varies. And I remembering I
8	discussed this at the adult and not the child.
9	We reached out to our stakeholders.
10	And by "stakeholders," I mean we consulted with
11	CMS internally. So, internally, we have
12	different sectors, both disabled and elderly
13	group, and the Duals Office, different sectors.
14	So, we met with them, discussed with them,
15	actually did some voting internally. We reached
16	out to our quality technical advisory group and,
17	for each of the measures, discussed the measures
18	and also voted with them. And then, for the
19	adult measures, we reached out to our adult
20	quality grantees.
21	So, we listen to the input and
22	feedback from our stakeholders about all of the

measures and made an assessment based on the
 results from those efforts to communicate with
 our different stakeholders.

4 The measures varied in terms of 5 reasons and explanations. As we talked about, we try to make, we are making incremental changes. 6 And so, we really tried to take the measures that 7 we thought really helped us fill some gaps, would 8 9 address our ability to measure and monitor care 10 where we weren't doing it well, and we thought 11 could actually be implemented by our state 12 partners.

13 I would have to go back to look at the 14 specifics on the readmission measure, but I think 15 in some cases it is about problems. For example, 16 with antipsychotic use, it was clear that we had 17 a big problem in Medicaid and we needed to do 18 something for the hearing measure. It was clear we have gotten a lot of concern about -- I mean, 19 20 this is something we can fix. I mean, there is 21 no reason for a child who is identified with a 22 hearing problem to leave, who is identified with

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

a hearing problem not to be referred for 1 2 treatment and have that addressed. I mean, it is 3 just the long-term consequences were too great. So, there could be other measures like 4 5 that, but there were things that we thought we should really be able to fix, even though we knew 6 7 it would add to a burden, even though we knew it would be problematic to collect. And we think 8 9 that measure, the audiological measure, was going 10 to be problematic to collect, but we didn't want 11 to risk not trying, given we think that that is a 12 problem that we should be able to fix easily. 13 So, there are lots of tradeoffs, but 14 the main thing is we tried to be systematic and 15 I would have to go back to look at thoughtful. 16 the concretes on the readmission measure. 17 DR. ANTONELLI: So, thank you for the 18 candor. The genesis of my question, though, is, 19 is it productive for this group to once again 20 endorse something that was endorsed last year 21 without possibly knowing what that --22 She actually DR. LILLIE-BLANTON:

1	pulled up the specifics.
2	DR. ANTONELLI: Okay. Because it
3	would be helpful for us to know what your
4	concerns were.
5	DR. LILLIE-BLANTON: Right.
6	DR. ANTONELLI: If you are able to
7	share that with us, it will certainly inform my
8	thinking about the vote.
9	DR. MATSUOKA: So, specifically on the
10	pediatric all-condition readmission measure, is
11	that the one? The overarching consideration, I
12	think, was this notion of parsimony. But, then,
13	with regard to this particular one, in addition,
14	there was a sense that readmissions are rare for
15	children. Maybe for children with particular
16	kinds of conditions that might be different, but
17	for the child population overall we thought that
18	the numbers would be relatively small.
19	And to get to the question about is it
20	worthwhile, I think yes. Because I think looking
21	back on our notes, it looks that there are some
22	that we did end up declining where MAP supported.

But we have a note here that we would like to consider adding this in future years. So, I think, in general, especially for measures where we were kind of on the fence, I think it would be helpful to hear whether the Committee still thinks that it is worth recommending.

MEMBER BENIN: 7 I do know that through -- oh, sorry, go ahead, Terry. Through SBS, we 8 9 do know that pediatric readmissions in general 10 are in the vicinity of something like -- it 11 depends on the place and there is a lot of variation, and the metric that people are using 12 13 around is a mixed bag. But it is something like 14 6 to 11 percent. You know, it is in that range. 15 So, it is in the kind of 10-percent-ish range. 16 That is the data that we often see. A lot of 17 places are a lot lower; some places are in that, 18 for whatever that is worth for people.

19 MS. GORHAM: I just want to make a 20 statement for the record, so that we have it on 21 the transcript that Foster is recusing himself 22 from discussion of the readmission measure.

1

2

3

4

5

6

MEMBER ADIRIM: And just to say I
 pulled up two articles, because I know there have
 been recent publications on this particular
 issue, and it is an exceedingly small problem.
 It is not like it is in the adult population with
 readmissions being very high and good reasons to
 lower them.

8 I think, in pediatrics, kids who get 9 readmission, they are probably more often than 10 not related to their particular condition and 11 would be a good reason for readmission. So, I 12 think in pediatrics my feeling would be that it 13 could be harmful to these kids with certain 14 medical conditions.

And the one article was 6.5 percent
that came out of Boston Children's, and it did
describe variability amongst institutions.
Another article said the numbers are just too
small to even report. So, those were the two
that I picked up.
MEMBER SAKALA: (presiding) Rich?

DR. ANTONELLI: So, it depends on how

Neal R. Gross and Co., Inc. Washington DC

you define the population. The IOM had a Symposium on Kids with Special Healthcare Needs. So, if you look at the so-called children with 3 4 medical complexity, in fact, their rates of 30day all-cause readmissions are comparable to Medicare rates, so 22 percent and above. 6

So, for those entities that are 7 thinking about taking on accountability, it is 8 9 really important. Now, having said what I just 10 said, that is the science and the epidemiologic 11 If providers of care for children with data. 12 medical complexity aren't going to be held 13 "accountable" -- air quotes, for those of you on 14 the phone -- for 30-day all-cause readmissions, 15 then do we need this measure?

16 But I can tell you for somebody that 17 is actually doing this work, we watch the data 18 very carefully. So, once again, it is the 19 comparability of what does the utilization look 20 like and where are the opportunities to 21 ameliorate excessive cost versus what is an 22 accountability measure.

> Neal R. Gross and Co., Inc. Washington DC

1

2

1	But I do want the group to know,
2	children with medical complexity are readmitted
3	at the same rate as Medicare beneficiaries.
4	MEMBER SAKALA: Bo?
5	(No response.)
6	MEMBER SAKALA: Are there any other
7	comments on the readmission measure?
8	MEMBER BENIN: Would it be helpful to
9	hear from the measure developer? Is the measure
10	developer on the phone? Or is that valuable to
11	people?
12	DR. TOOMEY: This is Sara Toomey from
13	Boston Children's. I would be happy to talk, if
14	that would be okay.
15	MEMBER SAKALA: Thank you.
16	DR. TOOMEY: Okay. Great.
17	And so, I think I will just make a
18	couple of points. In terms of the prevalence
19	overall, what has been cited is about right,
20	which is about, actually, the prevalence of
21	readmissions among the young adults and sort of
22	up through middle-aged populations. But I agree,

overall, it is less than sort of the Medicare
 population that often gets cited.

In regards to, I think, though, key 3 points to remember, one is there is definitely 4 5 measurable variability among hospitals in regards to performance on readmission measures. 6 As such, 7 it really does speak to the point that there are probably differences in care that is being 8 9 provided, because there is, once again, this 10 ability to see these differences.

We have just had accepted a paper that hasn't come out yet that looked at one hospital in a pretty extensive manner. What we were able to show is that the potentially preventable readmissions was somewhere around 25 to 30 percent of the readmissions that we were able to find across the board.

And I should also say that, when we developed this measure, we really developed it to harmonize very closely with the CMS-approved measure that is used for the adults. In doing so, we think it is actually a really important

complement for children. As I said, we were able 1 2 to demonstrate that you can look, in particular, at higher levels at differences among hospitals 3 and, therefore, among states in performance. 4 5 I am happy to answer any questions anybody might have about the measure itself. 6 7 MEMBER SAKALA: Thank you. 8 Other comments or questions? 9 Terry? 10 MEMBER ADIRIM: Yes. I would just 11 want to ask about the utility of having a 12 I mean, I agree with you, there are measure. 13 certain diagnoses that have highest rates of 14 readmission, sickle cell disease, other ones that 15 don't come to me. Because I am in the ER, I 16 admit them to the hospital. So, I see them 17 bouncing back all the time. 18 The question that I have is, what is 19 the utility of having this measure in the core 20 set, so that there is aggregate data in a state, small numbers, as opposed to being a measure that 21 22 is useful for a state Medicaid program to assess

the hospitals that are caring for children? 1 For 2 me, I think it is a very useful measure for the latter as opposed to the former, in my opinion. 3 DR. TOOMEY: Yes. No. Thank you. 4 I think it is valuable in both 5 I mean, even though the readmissions 6 settings. itself is a small number, the numbers of kids 7 that are being admitted in every state is 8 9 actually quite large. So, if you think of it 10 even in terms of what I think are really 11 wonderful measures that are much more targeted 12 populations, the population for which it is 13 evaluating is actually quite small also. 14 I should also say the nice thing about 15 the readmissions measure is it is based using administrative claims data. So, in regards to 16 17 the issue around being a burden to states, this 18 is a measure that is pretty actually 19 straightforward, most likely to integrate into 20 their measurement plan, since they are already

22

21

Neal R. Gross and Co., Inc. Washington DC

collecting the claims data and would just need to

be providing -- we actually have a staff program

www.nealrgross.com

1	for them, but just being able to run the program
2	that we have to be able to give the right
3	readmission measure rates for their hospitals in
4	their state.
5	MEMBER SAKALA: Thank you.
6	Other questions or comments on this
7	measure?
8	Yes?
9	DR. GALLIA: I wonder why many of the
10	children that have special healthcare needs would
11	be covered by Medicare. That kind of gets lost.
12	I am wondering why the Medicare measure doesn't
13	extend its age as opposed to
14	DR. TOOMEY: So, I don't think the
15	Medicare measure doesn't right now, to my
16	knowledge. It is really 18 and over.
17	See, one thing that would be hard in
18	doing so, I work for a state level, but if you
19	wanted to get down to hospital-level reporting,
20	if you only looked at Medicare beneficiaries, it
21	would be such a small component, that it would be
22	very hard to demonstrate variability.

So, at least in this instance when you 1 2 are looking at the population of all Medicaid patients within a hospital, you are much better 3 able to look at sort of differences across 4 5 hospitals or across states. 6 MEMBER SAKALA: Thank you. 7 Other comments on this? MEMBER BENIN: I will make one 8 9 comment, not to negate any other comments. But 10 one of the things that I think is potentially 11 valuable about us putting this metric forward is that it, then, will go into the process that 12 13 Karen and Marsha just described, because I think 14 that there is some value to having the states 15 evaluate the feasibility of it. 16 Because I am not actually 100 percent 17 sure that I really understand the feasibility of 18 And so, I think that getting it into this it. 19 metric needs to happen eventually. It is sort of 20 an essential part of what we are going to end up 21 doing at some point here. 22 But how the data really gets linked,

whether you get readmitted in the same state 1 2 where you got admitted, and all that kind of jazz, has to get sorted out a little bit. 3 And 4 so, I think that there is a lot of value to 5 getting it put into the process of us recommending it, so that there is a mechanism for 6 7 it to go forward and get evaluated in that way, and to have the states really have to have this 8 9 iterative process around whether there is any 10 actual feasibility to it.

11 So, not to put any damper on it, but, 12 to me, that is the real kicker here, is how does 13 it actually play out. And I don't think that we 14 know that. I know that that usually is not the 15 type of metric I am in favor of, not to like 16 completely go counter to type. But I do think it 17 is an important piece of us moving these things forward, and it is a PQMP metric, which also 18 19 makes it important.

20 CHAIR GESTEN: (presiding) Great. 21 So, the other measures, let's just go through the 22 measures here and, then, we will go back to

measures and see if there is a motion to vote to 1 2 include. Just for clarity, the No. 3 on this 3 4 list, effective postpartum contraceptive access, 5 did not pass yesterday. This was a measure that we voted on yesterday. 6 7 The measure on contraceptive -- I'm sorry -- postpartum past use of contraceptive 8 9 methods, by within 15-to-20, did not pass. 10 So, No. 3 is currently in the set. 11 Four is not. 12 And No. 1 there, NQF 0477, under 1500-13 gram infants not delivered at an appropriate 14 level of care, my understanding is that the 15 measure developer is not continuing stewardship 16 of this measure. 17 Shaconna, maybe you can clarify that 18 and see what we want to do about that. 19 MS. GORHAM: So, the measure developer 20 did not submit this measure for maintenance review for the following reasons: too much work 21 22 -- and this is me stating the reasons given by

the developer -- too much work for a measure that we, ourselves, are not using; uncertainty that others were truly using it as a quality measure. Its best role seemed to be at a population level rather than a hospital-level measure, which are their main interests. The hospital-level measures are their main interest.

8 So, the measure was not submitted for 9 maintenance review. Therefore, it would lose 10 endorsement.

11 CHAIR GESTEN: So, again, we have 12 confronted some measures that don't have 13 endorsement, lost endorsement, are on their way 14 to endorsement. This one will not get endorsed 15 because it is not going to go through the measure 16 review process. This was not taken up by CMS as 17 a measure to include for state reporting.

So, the question for the Committee, just like the previous measures are, do we want to continue to recommend this going forward as a measure that should be put into the measure set? Discussion?
1	(No response.)
2	CHAIR GESTEN: Is there any motion to
3	vote to decide whether this should be included
4	going forward?
5	MEMBER SALAM: I guess maybe I am not
6	sure I am understanding. Because if the measure
7	isn't going to be maintained and, then, there is
8	going to be errors in it, and there is no one
9	monitoring the quality of the measure, actually,
10	it shouldn't even be a vote. Like it can't be a
11	measure because no one is maintaining it.
12	CHAIR GESTEN: Some people would
13	believe that the universe should run that way,
14	but as far as I know, there is no rule that says
15	it must. So, that is why.
16	Carol?
17	MEMBER SALAM: If I made the rules, it
18	would happen that way.
19	(Laughter.)
20	CHAIR GESTEN: We got it.
21	Carol?
22	MEMBER SAKALA: So, the measures that
21	Carol?

come out of Elliott Main and the California 1 2 Maternal Quality Care Collaborative are, in general, top-notch. They are focused on 3 4 hospital-level quality improvement. So, I can 5 understand why he didn't want to go through the effort of continuing to be the steward. 6 7 As a population-level measure, it could be of value here. My feeling is that the 8 9 perinatal measures that we have already put forth 10 in our short list are probably more impactful for 11 a larger segment of the population. So, I would 12 personally prioritize those, even though I have a 13 lot of confidence in this measure. 14 CHAIR GESTEN: Thank you, Carol. 15 So, can we go back to the slide that 16 has the individual measures, starting with the three that were recommended by staff? 17 18 MEMBER SAKALA: Are we going to ask 19 whether people want to put them up to a vote? 20 CHAIR GESTEN: Uh-hum. 21 MEMBER SAKALA: But without doing that 22 one with complication because that is

1 different --2 CHAIR GESTEN: We are waiting for it. We are still waiting for Reva to get that 3 4 together. 5 MEMBER SAKALA: Okay. CHAIR GESTEN: We are doing to delay 6 7 on that. So, without getting into the 8 9 individual measures -- I will need to recuse 10 myself -- but just in terms of a process point 11 going forward, I think we should see whether 12 there is a motion include this one, a second, if 13 there is any discussion, and then, we would vote. 14 That would be the progression of things. And 15 then, we need to decide about public comment 16 relative to this. 17 No, how about this? Can we get public 18 comment now on any of the measures that we have just spent some time talking about? Why don't we 19 20 do that? Does that make sense? 21 So, Operator, can we open up lines for 22 any public comment on any of the measures that we

have just talked about that we may consider for a 1 2 vote? At this time, if you 3 **OPERATOR:** Yes. would like to make a public comment, please press 4 5 star, then the number 1. (Pause.) 6 7 OPERATOR: There are no public comments at this time. 8 9 CHAIR GESTEN: Great. Thank you. In 10 the room, any public comments on any of the 11 measures that we have just talked about? 12 (No response.) 13 CHAIR GESTEN: Okey-doke. 14 DR. KLEINMAN: Can you all hear? 15 CHAIR GESTEN: Yes, now I can. Go 16 ahead. 17 DR. KLEINMAN: Okay. They never said 18 to go ahead. 19 This is Larry Kleinman from CAPQuaM. 20 I wanted to make a couple of comments. 21 One is I have seen the measure that 22 Jeff Silber was discussing as it was being

developed and as it was tested. I think it is a superb measure.

I think it is interesting because, 3 4 like any number of the CAPQuaM measures, it 5 challenges some of the paradigms about when we think about quality -- I'm sorry -- the PQMP 6 measures, in that it doesn't line itself up well 7 to, for example, the NQF framework in which the 8 9 algorithm doesn't distinguish good care from bad 10 Often, that is not actually the relevant care. question. It is, can it systematically, 11 12 reliably, and validly measure something that is 13 happening and important?

So, whether it rises to the level of importance to be on the core set, I would leave to the Committee to decide, but I just want to say that, as someone who watched it grow up, I think it is scientifically-superb and it reflects a lot of the challenges.

I also want to say I have heard several times the statement about Elliott Main. I am not sure it was made by the same person or

> Neal R. Gross and Co., Inc. Washington DC

1

2

others or various people. And I agree, Elliott is terrific and his measures are terrific.

But I just want to point out that I 3 4 would say the same of all the POMP measures, 5 which I don't think a number of them got a fair I hope there will be an opportunity to 6 hearing. 7 discuss some of that at some point in the public comments for this call, because I think there are 8 9 measures that were available that were responsive 10 to questions asked yesterday that were not 11 brought up by staff or others and might have 12 impacted the direction of conversation and/or 13 decision-making, had they been pointed out. Ι 14 mean, I don't know; that is an unknowable. But, 15 certainly, the Committee deserved to be aware of 16 the measures as the discussions were taking 17 place. 18 Thank you. 19 Thank you, Larry, for CHAIR GESTEN: 20 that comment. It is Foster. 21 Hopefully, if there is some time, 22 there may be an opportunity to raise that as an

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

issue. I hope there is.

2	But can you just clarify the first
3	question? The first measure that you were
4	talking about, that you were referring to, was
5	which measure exactly?
6	DR. KLEINMAN: I don't remember the
7	name of the measure. It was about continuity,
8	the one Jeff Silber was discussing from CHOP.
9	CHAIR GESTEN: Oh, the CHOP measure on
10	continuity of coverage? Okay. Thank you.
11	DR. KLEINMAN: Right. Yes. Okay,
12	good. Thank you.
13	CHAIR GESTEN: Thank you much.
14	There is another public comment, I
15	hear, on the phone?
16	OPERATOR: Yes, sir. You have a
17	public comment on from Sean Currigan.
18	MR. CURRIGAN: This is Sean from ACOG.
19	I just wanted to express my concern
20	that measures that have gone through the
21	perinatal and reproductive health panel which are
22	recommended for endorsement have been voted down

by this panel or by the combined panel, but you 1 2 are in the process of potentially considering a measure that did not even seek endorsement. 3 And 4 I am just concerned that there has been another 5 panel that has expressed the recommendation that contraception measures and even the unexpected 6 complications in newborns go forward for 7 endorsement, and then, not be included in the 8 9 Medicaid MAP. 10 CHAIR GESTEN: Sean, thank you for 11 that concern. 12 Do you have any response or anything? 13 MS. MUNTHALI: Well, Sean, this is 14 Elisa from NOF. 15 One of the things we are doing right 16 after the Task Force votes on the measures that 17 are in front of them today is to reconsider one 18 of those measures you brought up. But I just 19 wanted to remind you, while endorsement is a 20 strong preference by Medicaid, it is not a 21 requirement for the measures that may go into the 22 core set.

1 CHAIR GESTEN: Rich, was there a 2 question? 3 DR. ANTONELLI: Just a procedural 4 question. Will we have an opportunity to comment 5 as we go measure-by-measure for each of the 6 votes? Yes? Okay. Thank you. 7 CHAIR GESTEN: That would be my suggestion --8 9 DR. ANTONELLI: Yes. 10 CHAIR GESTEN: -- to see whether there 11 is a motion and second, conversation, vote. 12 MEMBER SAKALA: (presiding) Okay. 13 So, for 2800, metabolic screening for -- oh, I am 14 sorry, Marsha. 15 DR. LILLIE-BLANTON: Before you vote, 16 I just want to ask, is there data somewhere on 17 the continuity-of-coverage measure, just so we 18 can get a sense? So, I could get a sense of how 19 it has been tested and what we have learned 20 from -- you all would have sent it to the NOF 21 members, right? 22 CHAIR GESTEN: I believe this measure

1	would be in the spreadsheet, the CHOP measure,
2	the PQMP CHOP measure on consent and
3	MEMBER SAKALA: Continuity of
4	coverage.
5	CHAIR GESTEN: Continuity of coverage.
6	But it would be information about the
7	description, not detailed information about the
8	testing of the measure.
9	MS. GORHAM: We don't have this
10	information, but we have the Excel sheet that the
11	members receive.
12	MEMBER SAKALA: Okay. So, is there
13	anyone here who would like to propose that we
14	have a vote on 2800 and including that, our
15	recommendation to include that in this core
16	measure set?
17	(No response.)
18	MEMBER SAKALA: Okay. Seeing no
19	interest in that one, let's move on to 2797,
20	which is transcranial Doppler ultrasonography
21	screening among children with sickle cell anemia,
22	an NQF-endorsed measure. Is someone here

interested in a vote? 1 2 Andrea, yes. Is there a second? MEMBER ADIRIM: I second. 3 4 MR. CURRIGAN: Terry. Okay. Now here 5 is another opportunity have comments and questions about this measure before we vote. 6 7 (No response.) 8 MR. CURRIGAN: Okay. No comments or 9 Can we open it for voting, please? questions. 10 MS. OGUNGBEMI: The voting is open. 11 And we are looking for 10 MS. GORHAM: 12 I do not have a proxy vote for Cindy. votes. 13 MEMBER SAKALA: Okay. So, 1 is, yes, 14 we recommend it be included in the set, and 2 is 15 no. 16 (Voting.) 17 MEMBER SAKALA: We are looking for one 18 more vote. 19 MS. GORHAM: For the record, I don't 20 have a proxy vote for Cindy and Foster is 21 recusing himself from vote for this measure. 22 MEMBER SAKALA: Okay. Okay. Seventy-

1	eight percent support this. So, we are adding
2	that to our list of recommended measures.
3	CHAIR GESTEN: (presiding) Cool.
4	What is the next one?
5	MEMBER SAKALA: 2789.
6	CHAIR GESTEN: 2789 is the adolescent
7	assessment in preparation for transition to
8	adult-focused healthcare. This is NQF-endorsed.
9	It comes from one of the centers. It is a
10	patient-reported survey of young adults 16 to 17
11	years old. We had a conversation about it.
12	Is there anyone who would like to
13	propose adding this to the measure set?
14	Rich?
15	DR. ANTONELLI: I will make a motion.
16	CHAIR GESTEN: Okay. Is there a
17	second?
18	(Second.)
19	CHAIR GESTEN: There is a second. Any
20	discussion?
21	(No response.)
22	CHAIR GESTEN: So, I have some

discussion. I think this is a gap area. I think
it is a gap age population. I think it is an
important issue.

4 My fear about this measure is that it 5 is not going to get much uptake, and that may not be a reason to vote it down. But I would say, 6 7 based on we have done, or tried to do, adolescent surveys by mail in the past, and there are a huge 8 9 number of implementation challenges to doing 10 That doesn't make it not worthy, and maybe this. 11 it is a new day. But I have real concerns about 12 states' ability to actually implement this. 13 On the other hand, you know, we

14 certainly have -- what are you guys doing over 15 there? Susan is on the ground.

(Laughter.)

17 CHAIR GESTEN: So, we have measures 18 that are aspirational, and it would be great to 19 be wrong in my assessment of this, but that is my 20 concern about this relative to the burden of 21 cost, prioritization, and so on, despite what I 22 think is a really important area.

16

I am not sure whose card -- but yours 1 2 is on the ground, Susan. I will let you go first. Go ahead. 3 4 MEMBER LACEY: So, I think traditional 5 surveys would be really -- you know, nobody would do those in that age bracket. 6 But apps, YouTube 7 slides, some other like innovative way to get this information would make a whole lot of sense. 8 9 It is sort of like we can't keep teaching tiger 10 clubbing in an age where we don't also go around 11 clubbing tigers. So, we need to find the right 12 way to get information, not necessarily a survey. 13 CHAIR GESTEN: I have to follow up Is that a southern 14 with you on that analogy. 15 thing? 16 (Laughter.) 17 CHAIR GESTEN: Tiger clubbing, I have 18 never heard that one before. 19 MEMBER LACEY: Have you never read The 20 Saber Tooth Curriculum? 21 CHAIR GESTEN: Apparently not. 22 It is a classic. MEMBER LACEY: It is

about teaching things we don't do anymore because 1 2 we have always done it. It sounds great. 3 CHAIR GESTEN: 4 Bo? 5 MEMBER RIEWERTS: I am not going to say much, but I agree totally with you that we 6 7 have been totally unsuccessful at doing this in our organization, trying to reach out to teens to 8 9 get information from them by mail. 10 CHAIR GESTEN: Rich? You were just 11 busy knocking down Susan's card? Is that it? 12 (Laughter.) 13 CHAIR GESTEN: We would let you speak. 14 You don't have to knock down other people's 15 cards. 16 (Laughter.) 17 CHAIR GESTEN: Any other comments 18 before we vote? Kathryn? 19 MEMBER BEATTIE: I think there is 20 inherent bias in the methodology proposed and 21 that a patient who would be compliant and follow 22 up and going to a visit might be more likely to

respond to a survey. And so, then, the actual 1 2 value of the data gotten back in response to that survey may represent the bias of those who would 3 4 participate in that program. So, I think it 5 would be challenging to implement. CHAIR GESTEN: 6 Thank you. Charles? 7 Good interesting point. 8 9 I could be making this up DR. GALLIA: 10 because it is convenient. But I think that there 11 was some work through AHRQ on a pediatric EMR 12 criteria, modules, recommendations. And one of 13 the components, I believe, is the ability of the 14 system to report exactly this piece of 15 information. So, where that is in development 16 and implementation, I am not exactly sure. 17 CHAIR GESTEN: Is there anyone around 18 the table who has any insight on that? No? 19 Okay. 20 So, why don't we move to a vote. It 21 looks like we have teed-up. So, we are voting on 22 whether to include this measure, 2789, recommend

it to be included to the core set. 1 It is 2 adolescent assessment of preparation for transition to adult-focused healthcare. 3 4 A yes vote would be to include it; a 5 no vote would be to not include it. Are we all ready? 6 7 MS. OGUNGBEMI: Yes, voting is open. 8 (Vote.) 9 CHAIR GESTEN: Okay. So, 90 percent 10 So, this was not recommended to be added to no. 11 the core set. 12 What is the next item that we have? 13 Sure. So, we can do this one. I will have to 14 recuse myself, and you will have to do this one. 15 Sorry. 16 MEMBER SAKALA: (presiding) So, the 17 next up for consideration is 2801, use of first-18 line psychosocial care for children and 19 adolescents on antipsychotics. 20 And we will first ask if anyone has 21 any questions or comments before we find out 22 whether you want to make a vote on it.

1	CHAIR GESTEN: Do you have a question
2	that you would like to ask? Okay.
3	MEMBER SAKALA: Okay.
4	(No response.)
5	MEMBER SAKALA: Hi, Sarah. Not to put
6	you on the spot, but there has been a request
7	that we consider 2801, use of first-line
8	psychosocial care for children and adolescents on
9	antipsychotics. Do you have any comments on this
10	measure?
11	DR. HUDSON SCHOLLE: Sure. Actually,
12	this is a measure that was, when we asked
13	stakeholders to prioritize, this was often the
14	most important priority. It is the most
15	important.
16	This measure really came out of our
17	desire to try to reduce the use of antipsychotics
18	among children and adolescents because our
19	research showed us that children and adolescents,
20	like over half of the kids that get
21	antipsychotics actually have behavioral
22	disorders, and they don't have the conditions for

which antipsychotics have an FDA indication, which suggests that they are being used more to address a behavior, rather than to treat a problem.

And so, that is the origin of the 5 logic here, that the measure is looking to see 6 7 whether children and adolescents, whether there is a trial really, some attempt to provide 8 9 psychosocial care either in the month before the 10 prescription -- I'm sorry -- is it the month or 11 -- you know, in the time before the prescription 12 or within 30 days afterwards.

13 We wanted to take into account whether 14 in an acute situation a child might be given an 15 antipsychotic at the same time that you are 16 arranging psychosocial intervention. But the 17 real concern was that, often, the children have 18 ADHD, and where evidence-based psychosocial 19 interventions exist, and we wanted to make sure 20 that that happens.

21 In our data, the performance rates are 22 around, the median performance rate is around 50

1

2

3

1	percent. So, it shows that there is an awful lot
2	of room for improvement on this measure.
3	MEMBER ADIRIM: Could I ask this
4	seems like a strong candidate for some of the
5	things that we are looking for and why this
6	wasn't a staff pick, if you have any comments on
7	that?
8	MS. GORHAM: We didn't choose it as a
9	staff pick. No particular reason. We didn't
10	want to choose too many measures as a staff pick
11	and really leave it up to the Task Force members.
12	So, no, I can't give you a solid reason.
13	MEMBER SAKALA: Other questions or
14	comments on 2801?
15	Yes, Rich?
16	DR. ANTONELLI: Sarah, psychosocial
17	care, is that a generic term for counseling?
18	DR. HUDSON SCHOLLE: Okay. This
19	measure is reported using claims data. And so,
20	the claims that count as a psychosocial
21	intervention are individual, family, and group
22	therapy. While we would prefer to have something

that was more specific to evidence-based 1 2 psychotherapy, as you know, that is not documented in any obtainable dataset today. 3 4 DR. ANTONELLI: Then, just a follow-up 5 observation. Not having an FDA primary indication does not necessarily mean that it is 6 There is a gap there in 7 not appropriate care. terms of pharmacologic interventions finding 8 9 their way into the pediatric population. That is 10 not to push back on the measure. It is just an 11 observation to the degree that one would consider 12 that the gold standard, but in terms of pediatric 13 indications.

14 I agree, and I think MEMBER ADIRIM: 15 the thing that made a big impression on me, I think it was two years ago -- I'm not sure if it 16 17 was last year -- was that the State Medicaid 18 Director from Louisiana said 40 percent of their kids on Medicaid were on antipsychotics, and she 19 20 said that there are a lot of southern states 21 where that happens. So, this is a widespread 22 problem, and certainly 40 percent of children

(202) 234-4433

1	should not be on antipsychotics. So, that is why
2	I think we should put this in the core set.
3	MEMBER SAKALA: Susan?
4	MEMBER LACEY: More for you in terms
5	of claims data, so I am not a provider, so I
6	don't like chart ICD-9s or codes, or whatever.
7	You would have to get the code that you
8	recommended the counseling or that they have gone
9	to counseling. I mean, how do you get that? It
10	is not just one piece of information. It will be
11	several pieces. Because won't you need the date,
12	several dates?
13	DR. HUDSON SCHOLLE: We are actually
14	looking at whether the counseling service
15	occurred, not whether it was recommended. So,
16	this is based on claims data. This is a health
17	plan measure. So, health plans, we have tested
18	it for both health plans and for states.
19	Really what we are trying to encourage
20	is access to psychosocial services for children's
21	behavioral health needs and to meet the gap in
22	providing psychosocial services that leads people

to prescribing medications instead of psychosocial care. And so, that is why we think it is appropriate at the state and health plan level where states and where health plans are responsible for both the general medical, pharmacy, and mental health benefit. So, it is that responsibility.

8 MEMBER LACEY: When you are saying it 9 is claims data, so if the patient or the family 10 goes to the counselor, that is how you would 11 capture it? And would you have a special way of 12 knowing if that was the first-line or after 13 medication failed? I mean, how do you get that?

14 DR. HUDSON SCHOLLE: That is a very 15 good question. So, the way that we identify that 16 is that we look for children who have a new 17 episode of a medication. And we do that from the 18 claims data. So, we look to see they haven't 19 been on an antipsychotic I think for six months. 20 So, they are continuously enrolled. We can tell 21 they haven't been on an antipsychotic. We see a 22 new prescription of an antipsychotic, and we look

to see, did they have psychosocial service in the 1 2 -- I'm not sure if it is three or six months. Ι can't say that. And then, we also give kind of 3 4 this 30-day grace period. So, we are really 5 saying, did you try psychosocial service before the antipsychotic prescription is filled? 6 In the claims, you are pulling all 7 those pieces of information from the claims data, 8 9 uh-hum. 10 MEMBER SAKALA: Thank you. 11 Other questions or comments? 12 Charles, did you have your card up? 13 DR. GALLIA: I was just going to say, 14 technically, this is similar to some other 15 measures that we have done. So, it is not 16 onerous in that sense that, I mean, the data 17 exists. It is mostly making certain that the 18 timing dates are accurate. And then, the other 19 part6 of it is that, as long as the coding is 20 updated routinely, then we can operationalize it 21 fairly easily. 22 The challenge will be that, if we find

discrepancies, then we can work those out with 1 2 managed care organization to say, no, actually, 3 they did and it was a claim that was submitted. 4 So, it could not only improve, have a focal point 5 for the subject matter, but it might be able to improve our data quality, too. 6 7 MEMBER SAKALA: Okay. Any more on this one? 8 9 (No response.) 10 So, is there a motion MEMBER SAKALA: that we recommend addition of this Measure 2801 11 12 to our recommendations for addition to the child 13 core set? 14 MEMBER ADIRIM: I move that we add 15 this to the core set. 16 MEMBER SAKALA: A second? 17 Meg seconds. 18 Thank you. 19 So, could we open voting, please? 20 A 1 will be yes and a 2 will be no. 21 MS. OGUNGBEMI: Voting is open. 22 MS. GORHAM: And we are looking for

nine votes.
(Vote.)
MEMBER SAKALA: Okay. So, this one,
it gets added to our list with 78 percent yes.
Next, we will move on to there is
no number, but it is from the PQM pipeline,
appropriate antibiotic prophylaxis for children
with sickle cell disease.
Now is an opportunity any additional
comments or questions on this measure.
Rich?
DR. ANTONELLI: Thank you.
I don't know whether the measure
developer is still on the line or not. But
recall that the reason that her team decided not
to put this one forward had nothing to do with
the validity of the measure. It is because of
limitation of resources.
So, once again, I see this as a pure
and simple measure of disparity. The American
Academy of Pediatrics, this is a care guideline.
There is an evidence base for this. I am fully

in support of doing the transcranial ultrasound. 1 2 It costs about a dollar a day for penicillin. It will cost more than that to do an ultrasound 3 4 looking for problems. This prevents problems. 5 So, it is a prevention strategy. It is This has the hallmarks of a 6 inexpensive. 7 disparate outcome for a vulnerable population. Please don't make this a "Sophie's 8 9 choice" for the sake of the population. Well, 10 no, I am concerned because she said -- well, the 11 fact that Sara had to say, "We didn't have the 12 resources to do both." I decided it wasn't going 13 to be appropriate for me to say, "Well, why did 14 you choose that one?" But, as a pediatrician, I 15 tend to think prophylactically or preventively as 16 much as possible. So, I really want to appeal to 17 people to think about this because she clearly 18 said, if they had the resources, this would have 19 come before us. 20 MR. OLKOWSKI: This is Kevin Olkowski

22

21

MEMBER SAKALA: Yes. Thank you.

at the University of Michigan.

So, just to amplify on 1 MR. OLKOWSKI: 2 that, we, in fact, just did not have the bandwidth to put both measures through 3 4 successfully, and our Center was in the process 5 of finishing up 52 separate measures in different And it just was simply impossible to move 6 areas. It is our full intent, though, to 7 these forward. submit that at the next opportunity to seek NQF 8 9 endorsement. 10 MEMBER SAKALA: Okay. Thank you. 11 Any other comments or questions? 12 Terry? 13 MEMBER ADIRIM: Yes, just a 14 clarification, since the measure developer is on 15 the phone. So, in your developing of this 16 measure, do you have any data of how large a 17 problem this is? I mean, what percent of kids 18 with sickle cell disease are not on antibiotics? 19 MR. OLKOWSKI: Yes. Of course, Sara, 20 who is the true expert on that, had to leave. 21 But my understanding is that there is actually a 22 fairly low compliance. I don't have the numbers

1	in front of me. I wish I could send it to you,
2	but I believe 15 percent is the number I recall.
3	But I don't have that right in front of me.
4	DR. ANTONELLI: That is compliance as
5	opposed to non-compliance.
6	MEMBER SAKALA: Rich, do you want to
7	turn your microphone on and say that?
8	DR. ANTONELLI: Kevin, that 15 percent
9	was the compliance rate or the failure rate?
10	Kevin?
11	MR. OLKOWSKI: Oh, I'm sorry.
12	DR. ANTONELLI: Fifteen percent was
13	the rate of adherence to the guideline?
14	MR. OLKOWSKI: Correct.
15	DR. ANTONELLI: Yes.
16	MEMBER ADIRIM: But does this measure
17	measure adherence or prescriptions? Because it
18	looks to me like it is administrative claims
19	data, so it would look at prescriptions as
20	opposed to actual adherence. No, I know, but I
21	am saying every single kid that comes to the
22	emergency department with sickle cell disease, it

says they are on penicillin, whether or not they take it or not. I mean, that is what I am trying to get at, whether or not this measure is going to really help with improvement.

MR. OLKOWSKI: Right. 5 And so, the measure actually recognizes the fact that we are 6 7 using administrative claims data, which certainly has it strengths which are well-documented and 8 9 known to you all, but it also is not a full 10 representation. It is a proxy for actually use 11 of the medications. However, we are looking at 12 it over a one-year time period using that proxy, 13 you know, those refills, and whatnot, to indicate 14 continued use, as best as claims can support. 15 MEMBER SAKALA: Thank you. Any other comments or questions on this one? 16 17 (No response.) 18 MEMBER SAKALA: Okay. Okay. So, we 19 are interested in knowing whether there is a 20 motion to add this one to our list.

21 DR. ANTONELLI: I will make that 22 motion.

1

2

3

MEMBER SAKALA: Is there a second? 1 2 MEMBER RIEWERTS: I will second it. MEMBER SAKALA: Okay. 3 We have a 4 motion and a second. Could we vote, please? 5 We are voting to discuss whether appropriate antibiotic prophylaxis for children 6 with sickle cell disease should be added to our 7 list of recommended measures for the child core 8 9 set. 10 One is yes and 2 is no. 11 MS. OGUNGBEMI: The voting is open. 12 (Voting.) 13 MEMBER SAKALA: We are looking for one 14 more, I believe. 15 All right. So, we are out of Okay. 16 a total of eight. Since we don't have 60 17 percent, we can't pass this. Okay. Thank you. All right. So, I think we go on to 18 19 the two CHOP measures next. 20 CHAIR GESTEN: (presiding) So, we 21 will do these one at a time, though. Informed 22 consent, this is a measure from CHOP around --

I'm sorry -- informed coverage. And the measure 1 we talked about is the measure looking at 2 summation of covered months of coverage. 3 This 4 was, again, developed by CHOP under the Pediatric 5 Quality Measurement Program. It is an administrative measure. 6 7 CHAIR GESTEN: We had some discussion about it previously. Let me just see if there is 8 9 any conversation or questions that did come for 10 you that people want to bring out. 11 (No response.) 12 CHAIR GESTEN: And if not, is there a 13 motion to take a vote, a proposal to take a vote 14 to see whether this measure should be added to 15 the core set? 16 Okay, Meg, yes. Is there a second? 17 (No response.) 18 CHAIR GESTEN: Okay. I am not seeing 19 a second. Sorry, Meg. 20 Let's go to the next one. The next measure is the duration of first-observed 21 22 enrollment, again, a measure developed by CHOP

looking at issues of continuity of coverage. 1 2 Meg, can you just say two words, rather than me read through that, what this 3 measure does versus the one that folks didn't 4 5 vote on. Use your microphone, please. This one looks at how MEMBER MURRAY: 6 many of the kids that were on on day one are 7 still on at six months, at 12 months, at 18 8 9 And so, it gives a sense of the months. 10 continuity. You know, the trail goes down. 11 And I should say that last sickle cell 12 measure was looking at kids who are continuously 13 enrolled. So, my point is so many of these 14 measures are dependent on people being enrolled, 15 and if we don't know what the enrollment levels 16 are, it undermines the quality issues. 17 CHAIR GESTEN: Okay. Thanks. Any questions or comments about this measure? 18 19 (No response.) 20 CHAIR GESTEN: Is there a motion to 21 consider voting on adding this measure? 22 Is there a second? A second. Meg.

Can we set up the vote? We are voting on 1 Okay. 2 whether this measure, the duration of first-3 observed enrollment should be added to the child 4 core set. 5 A yes vote would be for addition; a no vote would be not to add. 6 7 And I think, what is the magic number 8 we are looking for now? Would it be nine? Nine, 9 yes. Okay. 10 So, are we ready to vote? Okay. We 11 are ready to vote. 12 MS. OGUNGBEMI: Yes, voting is open. 13 CHAIR GESTEN: Great. Thanks. 14 (Vote.) 15 Nine is the right CHAIR GESTEN: 16 number? 17 MS. GORHAM: We should have 10. 18 CHAIR GESTEN: We should have 10. Oh, 19 Rich stepped out. Was Rich not here? 20 MS. GORHAM: He voted first. 21 (Pause.) 22 MS. GORHAM: We still have a quorum,

so we are fine. 1 2 CHAIR GESTEN: I don't know. If Rich 3 were here, I suggest we re-vote, but he is not 4 here. MS. GORHAM: We can hold off on the 5 6 re-vote. That is 7 CHAIR GESTEN: Let's do that. 8 my suggestion. I understand what you are saying, 9 but let's maybe re-vote. 10 Can we move on? Is there another one 11 to move on to? 12 Is Reva -- are we ready to tee-up? 13 MEMBER SAKALA: (presiding) So, I 14 would just like to say, Meg, that your colleague 15 mentioned you hadn't thought NQF might be 16 interested. And I think continuity and churn are 17 a huge issue for this population. So, we would 18 encourage you all to submit those measures 19 through this process, and then, they could be 20 really good candidates for us. It is just a 21 little hard to tell right now. 22 Thank you.

1	2
1	So now, we are going on to it was
2	recommended that we consider the readmission
3	measure where is it? from last year's list.
4	Okay. I'm sorry, where is the readmission
5	MS. GORHAM: On the screen back, it
6	shows the voting slides. So, we are voting on
7	2393, pediatric all-condition readmissions
8	measure.
9	MEMBER SAKALA: I see. Got it. Okay.
10	So, we are not looking at any details on this?
11	We are just
12	MS. GORHAM: They said they didn't
13	need to see them.
14	MEMBER SAKALA: Yes. Okay. So, is
15	there comment or questions?
16	Or you think the vote is up now
17	without any discussion?
18	MS. GORHAM: So, you all can discuss.
19	You said you didn't need to see the
20	specifications again because we looked at it and
21	discussed last year. If you need us to pull it
22	up, we can, or not. You all can have a
discussion, and we will vote. It will be nine 1 2 voters because Foster will recuse himself. so, it is up to you. If you want to have discussion, 3 4 you can. We discussed it earlier, yes. 5 MEMBER SAKALA: Okay. So, we said we would discuss as they came up for a vote. 6 That is what I was thinking. 7 And then, to further complicate 8 9 things, Rich, we are missing -- Rich, hi. 10 We are going to re-vote on the last 11 one. So, we wanted to try to get nine votes on 12 this CHOP duration of first-observed enrollment. 13 There is a request to re-vote when you came back, 14 and we are going to try to get nine votes. 15 So, once again, for duration of first-16 observed enrollment, a yes would recommend this 17 for inclusion on our list of recommended new 18 measure, and a no would not include it on the 19 list. 20 MS. OGUNGBEMI: Voting is open. 21 (Voting.) 22 MEMBER SAKALA: Oh, now we have 10?

1 MS. GORHAM: Okay. Ten, got it, 10. 2 MEMBER SAKALA: Okay. So, this measure does not pass with 40 percent yes. 3 Thank 4 you for re-voting, everybody. Now we are going to move to --5 Okay. did we want to pull up details of this 6 7 readmission measure or are we prepared to vote? Well, we have an opportunity to discuss, make any 8 9 additional comments, as we have for the other 10 ones we are running right now. 11 (No response.) 12 MEMBER SAKALA: Does anyone wish to 13 propose that we vote on inclusion of this 14 measure? 15 I think we already have MEMBER BENIN: 16 a motion that is an outstanding motion. 17 MEMBER SAKALA: Sorry. 18 MS. GORHAM: It is okay. We are now 19 going to open the vote for 2393, pediatric all-20 condition readmissions measure. 21 One, we are recommending this measure 22 for addition in the core set; 2, we are not.

	1
1	MS. OGUNGBEMI: The voting is open.
2	MS. GORHAM: We should have nine
3	votes, as Foster is recusing himself from the
4	vote.
5	(Vote.)
6	MEMBER SAKALA: So, this measure, at
7	44 percent yes, does not pass.
8	Okay. Now we will move on to one more
9	measure for this day.
10	CHAIR GESTEN: (presiding) Is the
11	next measure the healthy term or the unexpected
12	newborn complications?
13	Carol, did you describe sort of why we
14	are redoing this? Do you want to just refresh
15	folks' memory?
16	MEMBER SAKALA: Sure. So, after we
17	voted yesterday not to pass this measure, I think
18	not by a landslide, there was some surprised
19	response from people in the room and on the
20	phone. So, Helen was surprised. Reva was
21	surprised. Sean was surprised. And I was as
22	well, but I also recognized I shouldn't be too

greedy about maternity measures.

2 Anyway, the idea is that this measure was supported by 100 percent of the members of 3 the Perinatal and Reproductive Health Standing 4 5 Committee earlier this month. As Sean pointed out, it is a gift to the Medicaid population 6 because it is all based on administrative data. 7 It is also an outcome measure, where we are 8 9 looking toward moving away from process measures 10 and other low-bar measures. And it is considered 11 to be very well-done and, as I mentioned 12 yesterday, a balancing measure. So that, as we 13 move forward with quality improvement in areas 14 like Cesarean reduction, this would be a little 15 kind of canary in the coal mine, for example, if 16 we were getting too aggressive in some of those 17 areas. 18 So, there was the thought that 19 yesterday what we put up, the previous version of

yesterday what we put up, the previous version of
this measure, there was some confusion at not
being able to see what is before now for 0716.
It is the same number. It was previously

endorsed.

2	The developer changed it in the course
3	of this four-year hiatus between the two
4	Perinatal Care Committee meetings, consensus
5	development process meetings. And it is well-
6	tested in its new rendition, which, as we have
7	been saying, is simply flipped. It is pretty
8	much the same measure, but a different way of
9	looking at it.
10	Now it is the number of babies that
11	aren't doing well as opposed to the number of
12	babies that are doing well, who would, in
13	general, be expected to be doing very well. And
14	it is a measure of things that happened around
15	the time of birth and for the rest of the stay in
16	the hospital.
17	CHAIR GESTEN: Thank you, Carol. That
18	is very helpful.
19	So, just as a process point, I just
20	want to point out, just frame this, that I think
21	we never want to have a vote depend a point of
22	confusion or clarification that we can clarify

1 before everyone leaves. And so, part of the 2 reason -- I mean, anyone at any time can ask for, a Task Force member can ask for a re-vote. 3 4 In this particular case, the concern 5 was there were questions raised about what does it mean that it is pretty much the same measure, 6 7 and what is the part that isn't pretty? And so, staff have done some work to try to clarify that. 8 9 Again, I don't know if it will impact the vote or 10 not, but I think we collectively probably don't 11 want to have votes hinge on some misunderstanding 12 that we can clear up. 13 So, Andrea? 14 MEMBER BENIN: You know, I would just 15 like to comment, a question on the process, 16 Foster. I felt like the conversation yesterday 17 was pretty clear. You know, this is the inverse 18 metric that was well-supported by the group. Ι 19 am just not sure that if every time we vote and, 20 then, afterwards people don't like what we vote, 21 we are going to re-vote. That, to me, really 22 makes the whole process pretty suspect.

1	So, I am not going to object. If we
2	want to re-vote, we can re-vote, and my vote
3	won't change. But there is a real disconnect for
4	me on that, that really makes the whole process
5	highly suspect.
6	CHAIR GESTEN: So, I understand that
7	concern. I think that there will need to be a
8	second. And again, I don't know that anything
9	will change. But, again, I think, our view is,
10	first of all, from a process point of view,
11	people can ask for a re-vote if they want to.
12	There isn't anything that forbids that, but there
13	may or may not be support in the group to do
14	that.
15	I think we tried to explain what the
16	reasons were for this, which may accord with what
17	you think is a reasonable reason to re-vote or
18	not.
19	But, Terry? And then, Susan.
20	MEMBER ADIRIM: I was going to say
21	exactly what Andrea said, because it seemed very
22	clear to me yesterday what we were voting on.

So, I am not sure where the lack of clarity is 1 2 happening. And I agree fully that, once we have a vote, I am not sure the utility in doing it 3 4 again, unless you wanted to re-litigate the whole 5 thing all over again. CHAIR GESTEN: 6 Susan? 7 MEMBER LACEY: So, the question I have is, who can call another vote? 8 9 CHAIR GESTEN: Any Task Force member. 10 MEMBER LACEY: Right. So, we had a 11 Task Force member call? And you did that, absent 12 of any kind of -- I mean, you know, I am not --13 MEMBER SAKALA: Right. I am willing 14 to do that now on the basis of the feedback from 15 people who are up in the helicopter around these 16 processes and consider this to be an excellent 17 measure that is moving in the direction of where 18 we want measures to be. 19 CHAIR GESTEN: So, to answer, just to 20 respond to the re-litigation, I would agree with 21 you. I think, again, that is why I framed it the 22 way I did. There were some concerns that there

were some questions that were unanswered or not 1 2 clear about the, quote/unquote, "inversion" of the measure that we were looking at. So, I would 3 4 hope that -- and I think Reva is on the phone --5 that discussion be limited to that the discussion and the comment be around what is meant by the 6 7 inversion and what is pretty much the same. And then, we will see if there is a second for this 8 9 proposal. 10 Bo? 11 I would second it. MEMBER RIEWERTS: 12 CHAIR GESTEN: Okay. Fatema, did 13 you --14 MEMBER SALAM: Yes. I just wanted to 15 say I heard confusion as to what our task was in 16 terms of -- because today we looked at measures 17 that weren't endorsed; we didn't have the 18 specifications, but yesterday we were 19 formulating -- I heard people saying they had 20 trouble voting for this because, as you know, it 21 wasn't the same measure and they hadn't seen all 22 the details.

1	So, to me, the conversation that I
2	heard did have some confusion around the process.
3	But that is just what I heard, and my vote is not
4	going to change either way, anyway. But I am
5	kind of validating that, I guess.
6	CHAIR GESTEN: Okay. Thanks.
7	Reva, I know that you did some work
8	and you had some side-by-side at least I am
9	told there is some information, some other slides
10	that will be presented to try to clarify anything
11	that was at least perceived by some to be unclear
12	about what this inversion meant, ways in which
13	the numerator, denominator, or the exclusions
14	I think, in particular, there were some questions
15	about whether the exclusions differed as the
16	measure was inverted.
17	So, Reva, are you on and can you
18	MS. WINKLER: Yes, Foster, this is
19	Reva.
20	If they could show the slide of the
21	specs of the measure that is on the table? I
22	think everybody needs to forget the concept of

inversion and look at what is in front of you, because this is the measure that is currently in front NQF's consensus process for potential 4 endorsement.

The past history is interesting, but 5 probably not pertinent. And so, the measure you 6 want to be evaluating is the unexpected 7 complications in the term newborn. And I believe 8 9 you have a clear slide of the specifications of 10 that measure in front of you. And so, I think 11 that is really -- to me, I heard a lot of 12 confusion about what the measure actually is. 13 And so, we wanted to be clear what the measure 14 you would be considering, what the specifications 15 are, and have them in front of you.

16 CHAIR GESTEN: Great. Thank you, 17 Reva. That is very helpful.

18 So, I am giving people a chance to 19 kind of read through it. And we would open the 20 floor to any -- is the measure developer on the 21 phone?

> MS. WINKLER: Foster, I tried to

> > Neal R. Gross and Co., Inc. Washington DC

22

1

2

contact him earlier today, and I didn't get a 1 2 response. I gave him the information. 3 CHAIR GESTEN: Okay. 4 MS. WINKLER: Operator, did Elliott 5 Main call into this call at all? OPERATOR: I don't see him on the 6 7 line. Okay. I mean, I don't 8 CHAIR GESTEN: 9 know that we will have a question that we will 10 need to forward to him. Let's just see. 11 Are there any questions about this 12 measure, its specifications, the numerator, 13 denominator, or exclusions? 14 (No response.) 15 CHAIR GESTEN: Seeing no questions, we 16 have a proposal to consider adding this, 17 recommending this be added to the child core set. 18 It has been seconded. So, we are ready to vote. 19 This is for adding 0716, unexpected 20 complications in term newborns, to the core set. 21 A yes vote would be to add this measure; a no 22 vote would be not to.

1 MS. OGUNGBEMI: The voting is open. 2 (Vote.) Yes, I have a proxy vote 3 MS. GORHAM: 4 for Cindy. That is why we have 11 votes. 5 CHAIR GESTEN: Great. Thank you. So, this measure does not pass, as it 6 7 was 55 percent yes, 45 percent no. Thank you, Reva, and thank 8 Thank you. 9 the indulgence of the group for a re-vote. Are 10 we through the gauntlet? 11 (Laughter.) 12 CHAIR GESTEN: First of all, thank 13 I thank everybody for this process. I know you. 14 it is to be a little grilling, a little confusing 15 But, once again, thank you. sometimes. It has 16 been great discussion. 17 The next step of this is prioritizing. 18 Again, just to re-ground folks, the reasons we 19 prioritize is to send a clearer signal/message to 20 CMS as they look at this list. While we have 21 approved each of them, whether there is more 22 weight or more concern about some measures versus

others.

2	And that is, in part, a recognition
3	that I don't know how many measures we have
4	currently that we have five. It is possible,
5	but not probable, that all five will be adopted.
6	So, this is, I guess, our way of putting a stamp
7	on this.
8	I think in the past we have given
9	folks a vote of a certain number of measures with
10	little stickies to decide which were most
11	important and kind of rank order them. When the
12	meeting started, we went through whether we
13	should digitalize this process and update it
14	using this or use stickies. Maybe based on my
15	age, I thought stickies would be easier.
16	What we are proposing is how many?
17	How many? Three? That folks get three votes to
18	stick on this.
19	I see, Terry, your question.
20	We, I think, landed. Do you want to
21	talk a little bit about the measure that has an
22	e-specification and how we are handling that?

1 Was that your question? I had a hunch. 2 MS. GORHAM: So, we had a little bit of conversation behind the scenes. And so, we do 3 4 have the two measures, the breast milk measures. 5 One is a paper measure and the other is the The same measure, different data 6 e-measure. 7 sources. And you, as a Task Force, can recommend 8 and prioritize as you see. And then, if the 9 measures are recommended for the core set, then 10 it will be up to CMS to choose which measure they 11 think would be best for the states. 12 MEMBER ADIRIM: Let's say I consider 13 that No. 1. I consider both of them No. 1. Τ 14 want to use my 2 and 3 for two others. We can't 15 combine those? 16 (Laughter.) 17 MS. MUKHERJEE: We did combine the 18 voting because one is endorsed and the other is 19 going through the process. So, I think in a way, 20 if you are voting, you would be voting for both, 21 and maybe we should bracket it because we did 22 talk about that CMS should have the choice of

1 which data source. And hopefully, some states 2 will do the e-version and some states won't. So, I think in that case, you know, we will put a 3 4 So, if you are choosing, you want to bracket. 5 use just one dot. Use one dot for the two. So, I am okay with 6 CHAIR GESTEN: 7 Is anyone not okay with that? But there that. was a difference of opinion, at least earlier on, 8 9 about whether these are two measures or one 10 So, I see it the way you see it, but measure. 11 not everybody, including our colleagues at those 12 three initials, necessarily saw it that way. So, 13 I am good with a bracket. 14 Rich? Okay. 15 DR. ANTONELLI: I was going to say I 16 am confused, although I like where we just landed 17 because the first measure includes electronic 18 So, it actually is, if you will, the data. 19 mother measure. So, the decision point, if we 20 wanted to make one, would actually be, do we not 21 care about any data sources other than 22 electronic, in which case you should go with the

second one. And so, it was that concept 1 2 yesterday that I was willing to vote them together. 3 4 Is that what we are really talking 5 If we just put one sticky on those two about? and, then, CMS can decide? 6 7 CHAIR GESTEN: That is an approach. 8 DR. ANTONELLI: Yes, yes. 9 Does anybody object to CHAIR GESTEN: 10 putting them together? 11 Carol? I don't object, but I 12 MEMBER SAKALA: 13 just want to say that yesterday we handled the 14 elective delivery that way. We didn't really 15 vote on it. It was already in the set. So, we 16 just said, oh, you also have an e-measure as an 17 option. 18 CHAIR GESTEN: Both of those 19 endorsed --20 MEMBER SAKALA: So, I think elective 21 delivery is already in the set, and then, we 22 supported the e-measure for that.

MS. GORHAM: So, most importantly, CMS 1 2 is shaking their head yes. DR. ANTONELLI: I saw that. 3 4 CHAIR GESTEN: So, deal with the 5 Three stickies, three dots. process. Does anyone want to make any comments 6 7 before you get your dots? MEMBER LACEY: We have to put on three 8 9 different ones or can we put all three of our 10 dots on one? 11 (Laughter.) 12 MEMBER LACEY: I am not saying I want 13 to do that. I am just saying I can't remember 14 what we did last year. 15 CHAIR GESTEN: That is a great 16 question. 17 MEMBER LACEY: Because we decided last 18 year -- I can't remember what it was. MS. GORHAM: We did that last year. 19 20 So, you can, uh-hum. Yes. 21 CHAIR GESTEN: Yes? Okay. 22 All right. So, feel free -- dots

1	away. Everybody get their dots. The dots are
2	for Task Force voting members, right?
3	MS. GORHAM: Yes.
4	So, just as a reminder, the measures
5	that were voted for conditional support are on
6	one wall, and the measures that were voted for to
7	support are listed on the other wall.
8	(Vote.)
9	CHAIR GESTEN: Why don't we take a
10	quick break. We will come back at 3:15 and
11	resume. We will talk a little bit more about cap
12	areas and some summary, next steps, timeline. A
13	lot of work is done, but don't leave yet unless
14	you have to. Thanks.
15	(Whereupon, the above-entitled matter
16	went off the record at 3:06 p.m. and resumed at
17	3:12 p.m.)
18	MS. MUKHERJEE: Okay. We're starting to
19	lose some people, so let's talk about gaps. Some
20	comments on the gap areas, today we did fill two
21	gap areas. We have a sickle cell measure and a
22	behavioral health measure, so we did make some

indentation in some of our gaps, even if it's 1 2 infinitesimally small, it's incremental changes, it's all about scaling up. So, on that note, 3 4 other than that, our gap areas remain the same 5 from last year carry over, but we did sort of add So with that, I will open up to 6 two measures. 7 any comments about gaps that there are in the And then with that, we'll follow up on the 8 room. 9 phone and then we can let everybody go home. So, 10 we'll start with Charles.

11 DR. GALLIA: So, when the measures were 12 first reviewed in relationship to gaps, and I see 13 the tracking mechanism that was used to identify 14 particular areas, one of the components of it was 15 the ACEs and trauma behavioral healthcare, it's a 16 subcomponent. And when the different review 17 groups didn't have this was actually trauma-18 informed, it's the preceding slide. Behavioral 19 health functional outcomes that stem from trauma-20 informed care. I think it's important to 21 consider reframing this in a broader area, rather 22 than strictly mental health and look at a

population based, potentially consider there's
 like the National Children's Health Survey and
 the Maternal Child Health Bureau have trauma
 rates as measures at a state level.

So, I would suggest reconsidering this 5 position as being more prominent and over time, 6 7 there were measures that were proposed that were turned down because this gap wasn't used as a 8 9 contrast for that. In other words, we had 10 measures that considered in the first couple of 11 rounds of the versions that were submitted 12 through public comment over time, but they didn't 13 meet this threshold because the actual gap wasn't 14 identified either. So, what I'm suggesting is to 15 do a little bit of a reset on the subject and 16 consider it more prominent than what it is 17 positioned now. Does that make sense?

18 CHAIR GESTEN: So, I think so, but the 19 gap area as it's described right now under mental 20 health, initially when we were talking, I didn't 21 think it was there, but it's the behavioral 22 health functional outcome stemming from trauma-

informed care, is that what you're referring to 1 2 and is that what you're suggesting be prioritized? Are those the two things that --3 4 DR. GALLIA: This is narrowly 5 constructed, I think it needs to be expanded to be reflected of ACEs more broadly and elevated 6 7 beyond mental health as it is as a category. So the components --8 9 CHAIR GESTEN: So have its own 10 category? 11 DR. GALLIA: -- of exposures -- right. 12 So that not just the consequences on the mental 13 health or even in the setting that's assessed 14 based on whether or not it's trauma-informed 15 care. 16 CHAIR GESTEN: Other comments about gap 17 areas? Terry? 18 MEMBER ADIRIM: Yes. And just to 19 extend on what you were just saying, I think 20 trauma, trauma period, injuries, trauma, in 21 adolescents is one of the leading causes of 22 death, so I think that is probably a gap area.

1	And I think too, just to expand on the behavioral
2	health, substance use. I think kids start
3	smoking during adolescence, so substances would
4	be something to consider too.
5	CHAIR GESTEN: Other comments? Meg?
6	MEMBER MURRAY: Yes. So, the coverage
7	issue, I don't know whether that will be
8	considered a gap, but certainly it's not
9	something that's on there now. So I think it
10	would be.
11	CHAIR GESTEN: Other thoughts or
12	comments about either gap areas that are either
13	not framed in the way you would frame them or
14	that you would add, subtract, or prioritize?
15	Terry?
16	MEMBER ADIRIM: I think too, we have
17	mentioned in past years about measures that
18	assess use or overuse. I believe that was
19	something that had been mentioned, not by me, but
20	I just recall that it was something that had been
21	mentioned. I don't want that to get lost.
22	CHAIR GESTEN: Kamila, microphone, you

were saying, overuse is on the list? 1 2 DR. MISTRY: I think overuse, because I remember sorting measures by overuse. Is it on 3 4 there? CHAIR GESTEN: Yes. 5 MS. MUKHERJEE: So there's misuse and 6 7 overuse. And a lot of overuse and misuse also gets caught up in appropriate use criteria, which 8 9 is sort of a different look and it's sort of a 10 subset measurement. 11 CHAIR GESTEN: So I don't want to lose folks on the phone who've, lord only knows how 12 13 they're able to hang in there all day over the 14 phone, having done that myself, it's a Herculean 15 task, so they need to be rewarded for hanging in. 16 So, Operator, if there are folks who want to make 17 public comment, I know Larry Kleinman wanted to 18 make a comment and I believe he's still on, but 19 if there are others who want to get in queue, 20 we'd be happy to take comments from folks on the 21 phone. 22 DR. KLEINMAN: Thank you, Foster. I'11

take that as an invitation to start. And I will 1 2 say it's the multiple antipsychotics that allow us to hang in, in keeping with the measures. 3 Ι 4 think that you all have a very difficult task. 5 And I want to suggest that there are a number of -- I'm going to speak to CAPQM, the Collaboration 6 7 for Advancing Pediatric Quality Measures, which is one of the PQMP Centers of Excellence 8 9 measures.

10 But I think there are other POMP 11 measures that were not brought to your attention 12 that are excellent measures, some of which will 13 and some of which won't pass NQF's review process 14 because we were asked to move the science 15 forward, and we did. And the review criteria and 16 approaches have not caught up to the advances in 17 the science, and that's a problem. And in some 18 ways, as the one body that can make 19 recommendations or that has been formally asked 20 to make recommendations to CNS that is not NOF, 21 it becomes the responsibility in my view and the 22 opportunity for the MAP to help push that forward

by making recommendations.

2	So I want to suggest a few things.
3	One, the CAPQM has developed a really nice
4	framework on asthma ED overuse that includes a
5	better measure of the rate than the one that used
6	to be on the Core Set and was removed a couple of
7	years ago. This one is now going through the NQF
8	process, just went through the public comments
9	process where the CDC program strongly endorsed
10	it, or the CDC Asthma Control Program made public
11	comments strongly supporting it.
12	We also have an appropriateness
13	measure, and it's the combination of the count
14	measure and the appropriateness measure that
15	allow you to really get to the notion of overuse,
16	under use, et cetera. We also have measures that
17	look at the connection to primary care before and
18	after ED visits, thus looking at coordination in
19	a population that by its own behavior has
20	demonstrated itself to be at higher risk. So
21	it's targeted. That's one thing.
22	Also, in response to a question you

Also, in response to a question you

asked yesterday, Foster, about other prenatal 1 2 measures, the CAPQM actually does have several 3 measures of prenatal care, again targeted towards 4 higher risk. So, we had whether women who were 5 at higher risk had zero, one, or greater than one visit with an appropriate specialist or an MFM 6 7 doc and we had that both as an overall measure and then broken down by indications such as HIV, 8 9 heart disease, epilepsy, and other indications. 10 So that was one.

11 Secondly, we have a measure of whether 12 women at high risk receive multi-disciplinary 13 care, which is defined as services by three or 14 more different types of providers or clinicians 15 during the pregnancy. And a third is a proxy 16 measure for preconception care, looking at 17 whether women who are on teratogenic medication 18 continue to fill that prescription during their 19 pregnancy. So, there actually are three measures 20 that relate to prenatal care, with specific 21 content targeted to women who are at higher risk 22 on the basis of criteria developed by an expert

panel.

2	We also have other perinatal measures
3	that I think would have been useful for
4	discussion, including measures that relate to
5	ACOG's preferences regarding levels of care. We
6	have them as four individual measures that we
7	submitted to PQMP, looking at four different
8	aspects of the structural content or capacities
9	of the institutions in which women with high risk
10	deliver. These are intended to be index
11	measures, they're not supposed to be all 100
12	percent yes, but rather to reflect the
13	availability within a population of these
14	services, including 24/7 OB staffing, well, OB or
15	other staffing by a clinician capable of doing an
16	emergency C-section, 24/7 inpatient on the labor
17	and delivery anesthesiology, 24/7 blood banking
18	transfusion, and 24/7, well Level 3 or higher
19	NICU, so the NICU services.
20	We also have measures of temperature
21	for all low birth weight infants, because this is

22

Neal R. Gross and Co., Inc. Washington DC

a major source of mortality and morbidity, it's a

proximal outcomes measure. And we have a couple
 of temperature taking measures that go with that.
 And I think that this is really important,
 because in the area of injury prevention as well
 as safety, even in the very best NICUs, too many
 infants get cold and die as a result of that.

7 And then, lastly to discuss, we have mental health follow-up measures that we have 8 9 found in our work that children who have both a 10 primary care, well, who have primary care follow-11 up following a mental health discharge, 12 controlling for whether or not they had mental 13 health follow-up, have lesser readmission rates 14 at 30, 60 or maybe 60, 90, and 180 days, I think 15 is what we looked at. So, this is really an 16 important component of it and we have a whole 17 series of measures that look at timely follow-up, 18 delays in follow-up, and also the establishment 19 of ongoing follow-up, looking at the time or 20 whether or not there was a second visit and the 21 time between the first and second visit.

So, I just want to say, I think there

Neal R. Gross and Co., Inc. Washington DC

are really wonderful measures, carefully 1 2 developed with the highest level of science to try to fill some of these gaps and I feel sad, I 3 feel sad for the field, I feel sad for the 4 5 children who could potentially benefit, that I don't think they're getting hearing because 6 they're developed outside of the framework that 7 NQF was designed to handle and I think that's 8 9 probably true for other measures. 10 Some of these have not gone through 11 NQF again, because of the resource issues you heard about from other sectors. 12 There are a 13 limited number of slots to submit for and a 14 limited amount of dollars to pay for our work to 15 I think this is an do the submissions. 16 opportunity for you all, I hope you will figure 17 out a way to address this opportunity. I think 18 CMS and our children will benefit if you can 19 figure that out. Thank you. 20 CHAIR GESTEN: Larry, thank you. And 21 just --22 DR. WOODS: I'd like to follow up on

that	
LIIAL	

2	CHAIR GESTEN: That would be great in
3	second. I need to recuse myself from
4	conversation about those measures, but, Shaconna,
5	do you want to maybe a clarifying comment about
6	process and I'm sorry? Yes, I know you do, I
7	know, I just wanted to respond to this directly
8	first. Okay.
9	MS. GORHAM: So, Larry, I just wanted
10	to thank you for that. Just a matter of
11	clarification as far as process, staff definitely
12	try to do our due diligence to get a list of all
13	of the measures that could possibly be in the
14	PQMP pipeline that are ready. And so we reached
15	out and Kamila did an excellent job, she was very
16	patient, worked with us, and got a list of PQMP
17	measures that are ready for development, but have
18	not been submitted to the NQF for endorsement
19	yet.
20	And so that list was put together, we
21	developed a spreadsheet, and submitted that to
22	our Task Force members so that they could see all

Neal R. Gross and Co., Inc. Washington DC

available measures, whether in the NQF repository 1 2 or other measures that are not aware of. So they were -- the Task Force members did have an 3 4 opportunity to review the measures and recommend 5 those measures for potential discussion and vote. DR. KLEINMAN: If I could just say 6 7 thank you, I appreciate that. I just think, as you know and we all know, the work of actually 8 9 reviewing and going through that independent 10 critical thinking is very challenging for any of 11 us and certainly for the committee members. But it's good to know and I appreciate your 12 13 clarifying that for the record. 14 DR. WOODS: This is Donna. Thank you, 15 Larry, for bringing that up, because I've been 16 sitting here thinking similar thoughts. And for 17 us, we also have perinatal measures, we have 18 measures of ADHD, we have PICU measures of 19 quality --20 CHAIR GESTEN: Donna, could you just 21 introduce yourself so we know who you are? 22 DR. WOODS: Oh, okay. I'm Donna Woods.

I'm faculty at Feinberg School of Medicine at 1 2 Northwestern. I am a principal in the PMCOE Center of Excellence, Pediatric Measures Center 3 4 of Excellence, for which Ramesh Sachdeva is the 5 PI and he asked me to sit in to be able to comment as made sense. 6 7 CHAIR GESTEN: Thank you. Go ahead 8 with your comments. Thank you. 9 DR. WOODS: Right. So we have 10 additional PICU measures and dental measures as 11 well as a number of perinatal measures, different 12 than the ones that Larry just described. And one 13 of them was actually encouraged when there was 14 the SNAC, which was I guess an internal committee 15 to AHRQ, but I don't believe has been put forward 16 in this process. So, you might want to discuss 17 that. But also, we did submit two ADHD measures. 18 And one of them was very close, but needed a 19 tweak, but we had no funding to do that tweak. 20 And so, I fear that that one will be lost in this 21 process as well.

22

And it's an important one because

we've interacted with Medicaid states and it's 1 2 about the chronic care follow-up -- well, the current ADHD measure in the Core Set requires a 3 DEA number and you may or may not know that 4 5 Federally Qualified Health Centers when they prescribe don't use a DEA number because they 6 7 consider the children to be covered by the entire So all of the FQHC patients fall out of 8 Center. 9 that measure and the state, particularly in the 10 state of Illinois, they've been very frustrated 11 with that and have really asked for an ADHD 12 measure that they can use because it's a very 13 prevalent problem. And we have -- it needed a 14 tweak. 15 DR. MANGIONE-SMITH: Hello, this is Rita Mangione-Smith. Just wondering if I could 16 17 make a comment? 18 MS. GORHAM: Yes. 19 DR. MANGIONE-SMITH: Thank you. So, my 20 name is Rita Mangione-Smith. I am the principal 21 investigator for the Center of Excellence located 22 at Seattle Children's Research Institute, part of

And I just want to put a charge to the 1 the POMP. 2 Committee moving forward in your work, and I don't envy your job, I think this is very 3 4 difficult work. I know care coordination has 5 been a gap area on your list for years and my fear is that it's going to continue to be a gap. 6 7 Having spent the last five years really diving into this topic area, developing 8 9 rigorous quality measures around it through our 10 FUCC Measure Set, having eight of those measures 11 endorsed by NQF in this last round for measure 12 calls, the resistance to survey measures is going 13 to make this area of measurement remain 14 problematic and a gap. Much of what the evidence 15 supports in the realm of care coordination, 16 successful transitions for adolescents, as we see 17 in the ADAPT Measure, really depends on talking 18 to families. It's the only way we can tell 19 whether the things that the evidence show us will 20 help with care coordination and help with 21 outcomes actually happened.

22

So, I hope that moving forward, there

1 was mention of paper surveys are beating the 2 tiger with a club, I really loved that analogy, and I'm hoping moving forward we can really start 3 to think out of the box about collecting survey 4 5 measures using smartphones, using other technologies that are now available so that these 6 7 measures don't remain in a space where they can't be used. Because I really believe that's the 8 9 only way we're ever going to learn about the 10 quality of care coordination that children with 11 special healthcare needs are receiving. Thank 12 you for the chance to comment. 13 CHAIR GESTEN: Thank you very much. 14 Other comments on the phone? So, we'll go to the 15 room in a second, but I just --16 DR. KLEINMAN: It's Larry. Can I make 17 one more comment? 18 CHAIR GESTEN: Yes, go ahead. 19 DR. KLEINMAN: Thank you, Foster. Ι 20 want to comment on the notion of harmonization. 21 I struggle with this, because I appreciate the 22 feasibility. But I looked up actually the word
harmony and it related to multiple sounds that 1 2 together create something greater than any of And I think we need to remember that 3 them alone. when we think about harmonization. 4 It's not 5 homogenization, it's not the same measures, because somebody commented yesterday that the 6 7 adult and pediatric follow-up after mental health measure was harmonized because it was the same 8 9 measure, but it wasn't optimized for children and 10 it's not optimal for children, as someone who has 11 spent two and a half years working on that 12 specifically.

13 And so, I think that it also relates 14 to the same kind of assumptions that we make that 15 Rita was talking about, about survey measures 16 hard, therefore probably shouldn't do, don't rise 17 to the level. I think we need to figure out how 18 to bring better critical thinking to understand 19 what the marginal value of differences are, the 20 marginal value of extra effort to create work, 21 and how we can do those things efficiently, but 22 also effectively. Thank you.

(202) 234-4433

CHAIR GESTEN: So, I just want to thank 1 2 Larry and Donna and Rita for your very thoughtful comments and input. And also just make one 3 observation, which is that I think that those are 4 5 good comments and things for us to think about going forward, both the staff and the Task Force 6 and the MAP, and I think that we credit the 7 tremendous reservoir of measures that have 8 9 generated out of this program, and at least for 10 me, I don't see this as a one time, one 11 opportunity to consider them. I view many of 12 these measures and these conversations as 13 something that's going to continue. 14 And so, there's no question that, as 15 a result of the work that all of you are involved 16 in and engaged in, our ability to look at and 17 have measures to pick from to look at gap areas 18 or improve areas has made a huge difference over 19 the past two to three years and I think it will 20 continue to do that. So, I want to recognize how important that's been and recognize that there 21

(202) 234-4433

22

Neal R. Gross and Co., Inc. Washington DC

are measures that are making their way into the

www.nealrgross.com

set from that great work. But, Marsha, let me
just, if you have a comment?

DR. LILLIE-BLANTON: I feel like you've 3 already said pretty much what I wanted to say and 4 5 that is, the Pediatric Quality Measures Program has really helped us to advance the science. 6 And 7 we are still evolving. I mean, we are evolving because we are learning from the researchers and 8 9 the scientists and the clinicians in the field, 10 but we're also evolving because as a quality 11 measurement and reporting program, we're still 12 pretty much, we're a little beyond our infancy, 13 but we're not far beyond that. And so, we value 14 the work you've done.

15 We continue to look for you because as 16 I said, you are advancing the science and I would 17 think as we move forward, more of the measures 18 that have been developed will be considered as 19 thoughtfully as they have, if not even more 20 thoughtfully. So, we just want to thank you for 21 being a part of this evolving team and look 22 forward to continuing to work with you so that we

can do a better job at measuring and, in course, 1 2 improving performance of children, both in Medicaid and in the nation overall. 3 4 CHAIR GESTEN: Thank you, Marsha. 5 Charles, did you want to, before I go to the room, did you want to make a comment? 6 7 DR. GALLIA: And I'll make it brief. And just one time. So I'm going to make a couple 8 9 recommendations. One is that you consider 10 instead of just on or off in the set and reframe 11 your voting to say that this one we could defer 12 for future consideration, make a notation of 13 that, that way you could have it marked and move 14 forward instead of just having it set aside. 15 Almost like a motion to defer it for future 16 consideration, in addition to the options that 17 you've presented. 18 That gives some future direction to 19 any information to subsequent groups. So, like, 20 On-Deck, so this is emerging, we think it should 21 continue. We did this with some of the measures

22

Neal R. Gross and Co., Inc. Washington DC

in the beginning, and this one is moving out

www.nealrgross.com

potentially, so it's on the edge, we think this 1 2 might be retired at some point. So consider reframing how you're characterizing the measures. 3 The other is that go back to the 4 5 charge of the Core Set, the characteristics of the Core Set included components related to 6 children with special healthcare needs, race and 7 ethnicity, and a number of other areas. 8 And 9 while these topically cover them in many ways, 10 they really don't specifically address those 11 disparities and I think that's important to 12 identify those explicitly as a gap area. 13 And then finally, I think that the 14 patient's experience of care component, the one 15 that's caps, it's such a rich source of 16 information, but the shortcoming is that it's not 17 at a practice level, it's a state health plan 18 level. So something needs to be done to 19 translate back to primary care specifically and 20 make it actionable. It's a big area of concern 21 that I have and there's nothing in there that 22 gives a state the impetus to go beyond that

health plan level. So, that's my last comments. 1 2 CHAIR GESTEN: Thank you. I just want to make sure I understand one of your 3 recommendations. It sounds like it's a --4 5 instead of saying no, it's kind of like this is promising if x, y, or z happened, as a 6 7 communication to the measure developer. Is that what you meant? 8 9 DR. GALLIA: Yes. So, if it's --10 CHAIR GESTEN: And is there --11 DR. GALLIA: -- a work in progress --12 CHAIR GESTEN: Hang on a second. Is 13 there such a -- it's ringing some bell that there 14 used to be, that the MAP has some category of 15 sort of not yet ready, but promising, or 16 something like that, and I can't remember. Does 17 that category still --18 MS. MUNTHALI: It's continued 19 development. 20 CHAIR GESTEN: Continued development or 21 22 MS. MUNTHALI: Yes.

1 CHAIR GESTEN: -- something like that? 2 And so there are other context at NQF and other 3 forums in which that category or that message, if 4 you will, which is a little more positive or 5 perhaps could create some gray is communicated to 6 the developers. So I think that's an interesting 7 suggestion. Terry?

MEMBER ADIRIM: Yes. Just two brief 8 9 The first one is, I mean, my heart is comments. 10 bleeding for the measure developers and all the 11 hard work that went into developing the 79 12 measures, I think it was 79 measures, and 13 obviously we know the issue with how many we 14 could have in this particular Core Set. But my 15 understanding of the program is not only to move 16 the science along, but to create measures that 17 are appropriate for children, not just for this Core Set, but population health is a growing 18 19 field.

20 So these measures are so important to 21 places and people, health plans, and so on, that 22 are doing population health. And I'm sure there

(202) 234-4433

are states that are, as had been mentioned by our state colleagues, that are creating dashboards that would need these measures. So I don't know if there is some kind of forum or place for the measure developers to present their measures so that they're being used and taken up. So that's one.

The second comment that I was going to 8 9 make is, I agree with Rita, care coordination is 10 a huge issue. And I would have liked to see more 11 of those measures that we considered, but I 12 understand the issues for states in their 13 reporting of them. So I was just wondering if 14 CMS had any thoughts about providing some 15 resources to testing ways to, in a limited way, 16 testing innovative methods for surveying, for 17 example, adolescents or that kind of thing so 18 that we can try and move the actual how we get that information so that the measure is a better 19 20 measure for state Medicaid programs? 21 DR. MATSUOKA: I think, I mean, I think 22 we're very interested in exploring different

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

1

options.

2 CHAIR GESTEN: Let me just say, because I failed to do it, because Bo asked me before he 3 4 was leaving to make the point that on the 5 Adolescent Transition Care Measure, I'm terrible with remembering the titles or names -- what? 6 7 ADAPT measure, that it sort of falls under, I think, the category that Charles was mentioning, 8 9 which was, want to send a signal that this was a 10 really important area and a great sort of start, 11 but concerns about the methodologic and implementation issues, but very much wanted a 12 13 means to send a signal to the developer or to the 14 field that this is really worthy to pursue and to 15 try to deal head-on with some of the 16 implementation issues. But I don't know, Kamila, 17 did you want to -- I thought Terry's comments 18 were important about this forum is not the only 19 utility for measures that are developed for 20 pediatric health. Did you want to add anything 21 or respond to that? 22 DR. MISTRY: No. I mean, I think we do

know that more broadly. I think this was one of 1 2 the main reasons and the main issue around the So this was a main target point. 3 legislation. 4 But I think that measure developers know more 5 I mean, I can use Mark Schuster's group broadly. as an example, where they're thinking about 6 7 things more broadly. They're working with vendors, they're trying to figure out how to get 8 9 these measures used more broadly. I know Rita 10 also and Larry, a lot of the folks have. So I 11 know that they themselves, there's limited time, 12 resources to be doing that, but I think we'll 13 also, as a program, think through how we can 14 think about this for private uses and for other 15 public uses as well. So, thank you.

The other thing is, I think that gray area that Charles brought up I think is very important to the work that we do, because I think we very often with a limited resource set, we need to prioritize things. And so that's just another tool or another way for us to think about how to signal to, for instance, the Q-Metric team

learned today that the antibiotic, to prioritize 1 2 And so, all these things kind of help to that. signal what goes first, second, or third. 3 It's 4 not to say that many of those measures aren't 5 important, but it just allows us to be a little bit more pointed in the way that we do our work. 6 7 CHAIR GESTEN: Great. Thank you. 8 DR. MISTRY: Thank you. 9 CHAIR GESTEN: Didn't mean to 10 shortchange the room, was there anyone in the 11 room that wants to make public comment? Seeing 12 nothing, so we just have a couple of, amazingly 13 we are actually kind of on time, never seems like 14 we will get there, but we want to just report on 15 the prioritization. It looks like, in terms of 16 the -- oops, that's what I'm looking at. So, the 17 sticky dot war, we have a tie of the exclusive 18 breast milk feeding, both those measures, which 19 were counted together, as well as the 20 transcranial Doppler ultrasonography screening 21 among children with sickle cell, at the top of the list. And then rank order second was the use 22

of first line psycho-social care for children and 1 2 adolescents on antipsychotics. And then third was the contraceptive care for postpartum women. 3 4 So, we have a timeline and some next 5 Maybe there's a slide, I'm guessing there steps. Oh, wait, do you want to just go back to 6 is. 7 what we removed? We removed from the Core Set Measure 1391, frequency of ongoing prenatal care, 8 9 we did that yesterday. And then today we removed 10 the measure of Child and Adolescent Access to 11 Primary Care Practitioners. So, we did that. 12 Next steps. 13 So, the dates, July 6 to August 5 will 14 be a 30 day public comment period on draft 15 reports and recommendations. The process point 16 is that the MAP Coordinating Committee will 17 review draft reports and may have comments or 18 suggestions or changes or whatever that happens 19 as a result of that. And then, by August 31, 20 which means vacations don't happen probably the 21 last week of August for NQF staff, final reports are due to HHS and made available to the public.

Neal R. Gross and Co., Inc. Washington DC

336

And then during that fall-ish time, fall/early 1 2 winter, I think you guys do seasonal time frames just like we do with the state, CMS makes a 3 determination about what to do with the 4 5 recommendations and makes that public to the world, right? Do I have that right? 6 So, let me just ask something I should 7 know, which is, when people, either the public --8 9 so the public comment period is this, if Task 10 Force members have comments or things that they 11 didn't mention or think of after the meeting, 12 they're allowed to contact you guys, right? 13 MS. GORHAM: Yes. So, the Task Force 14 members can definitely contact us. We will 15 respond to your emails and consider or include 16 your input as we write the draft report. But 17 Task Force members are also, if you have comments 18 to the draft report once it is online, then you 19 can definitely make comments online as well. 20 CHAIR GESTEN: And we will also take 21 process comments, like ways to make this better, 22 clearer, faster, more productive, more efficient,

1 whatever. We're open to those comments as well. 2 So I think, are we -- I want to thank my extemporaneous co-chair, Carol, who we drafted 3 last minute to deal with all those recusals and 4 5 Thank you so much for stepping in to facilitate. do that. And thanks staff, once again, and thank 6 7 you all for participating and have safe journeys 8 home. Anything else?

9 MS. GORHAM: I just want to echo what 10 I definitely thank Foster, he is Foster said. 11 always responsive and works very well with us. Ι 12 mean, we appreciate you very much. And Carol was 13 wonderful, I sent her an email probably like 8:30 14 last night and she was like, oh, sure, I can do 15 So, I just want to thank all of the Task that. 16 Force members just for your support and also your 17 input and your hard work. You definitely did a 18 wonderful job. You reviewed all of the 19 information we sent you, so we just want to 20 definitely thank you. As well as the staff, we 21 had Alexandria and Donna help us and fill in with 22 voting, so we definitely thank everyone.

1	CHAIR GESTEN: Bye, everyone. Bye,
2	folks on the phone.
3	(Whereupon, the above-entitled matter
4	went off the record at 3:47 p.m.)
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	

Α a.m 1:9 5:2 **AAP** 60:4 AAP's 145:9 abandon 61:2 ability 73:1 112:1,10 154:6 155:3 170:9 213:20 235:15 238:9 245:10 265:12 268:13 326:16 able 20:7,20 22:16 25:17 27:19 38:10 41:13 48:3 78:19 112:6 121:18 123:2 129:21 151:7 155:7,7 155:18,20 156:4 160:6 175:10 184:9 214:10 239:6,12 240:6 245:13,16 246:1 248:1,2 249:4 277:5 292:21 312:13 321.5 above-entitled 186:22 307:15 339:3 absent 296:11 absolute 163:10 absolutely 157:3 217:7 Academy 8:14 99:9 100:12 105:4 278:21 accepted 245:11 accepting 71:1 access 16:8 33:22 86:19 92:15,20 113:14,15 122:3,6 127:9,17 153:6 176:15,17 177:14 178:10,13,13,14,15 180:22 181:12.14 182:2 183:1,5,18 184:1,14 188:6 194:10 202:3 207:9 251:4 274:20 336:10 accessible 53:10 accommodated 123:5 accommodations 122:19 accompanied 207:13 accomplish 134:22 accord 295:16 account 271:13 accountability 79:18,20 79:21,22 80:2 82:2 160:15 243:8,22 accountable 80:1 97:3 243:13 accounting 82:18 accreditation 115:12 accrue 73:2

accuracy 166:15 accurate 109:14 276:18 ACEs 308:15 310:6 achievable 126:14 achieve 43:19 82:18 158:7 ACO 146:4 152:11 ACOG 259:18 ACOG's 316:5 acronyms 13:15 action 18:10 actionable 97:5 113:22 114:1 164:9 329:20 actions 119:16 128:5 activities 131:13 145:5 145:10 160:5 170:11 183:8 activity 140:6 151:9 actual 30:16 76:20 211:15 250:10 268:1 281:20 309:13 332:18 acute 16:9,19,19 52:3,4 52:12 84:15,16 140:21 271:14 ADAPT 210:12 323:17 333:7 add 11:20 20:22 24:2 29:19 46:2 67:10 129:4 191:9 206:10 236:14 239:7 277:14 282:20 286:6 300:21 308:5 311:14 333:20 added 13:19 18:18 31:12 36:8 37:19 128:15,19 131:4 165:13 191:14 269:10 278:4 283:7 284:14 286:3 300:17 addicted 77:16 adding 218:21 241:2 264:1,13 285:21 300:16,19 addition 12:1 18:8 19:1 26:20 69:17 154:22 163:21 164:4 190:14 209:1 240:13 277:11 277:12 286:5 290:22 328:16 additional 55:8,19 68:17 128:18 163:21 166:20 173:9 174:7 178:18 230:20 278:9 290:9 321:10 additions 203:19 address 6:15 49:20 107:15 117:14 123:19 124:11,14 132:18 163:15 204:18 222:20

238:9 271:3 318:17 329:10 addressed 119:1,4 239:2 addresses 211:4 addressing 95:10 207:16 adequacy 133:12 adequate 227:9 ADHD 110:20 271:18 320:18 321:17 322:3 322:11 adherence 281:13,17 281:20 Adirim 1:12 8:11,12 134:12 166:21 175:17 175:20 183:13 206:9 206:17 215:15 221:21 242:1 246:10 263:3 272:3 273:14 277:14 280:13 281:16 295:20 303:12 310:18 311:16 331:8 Adjourn 4:21 administration 2:9 48:18 212:1 administrative 109:7 121:16 122:1 165:21 167:4 172:17 221:10 247:16 281:18 282:7 284:6 292:7 administratively 167:17 Administrator 9:20 admissions 137:5 admit 137:10 246:16 admitted 224:14 247:8 250:2 adolescence 188:6 311:3 adolescent 183:19 184:1,14 191:11 210:13 264:6 265:7 269:2 333:5 336:10 adolescents 18:20 31:14 162:19 183:19 191:15 206:21 220:22 221:5,7 269:19 270:8 270:18.19 271:7 310:21 323:16 332:17 336:2 adopted 302:5 adult 8:17 9:7 10:21 16:14 44:15 62:22 114:9,17 115:10 119:1,4 129:17 131:21 133:14 175:22 237:8,19,19 242:5

325:7 adult-focused 210:13 210:15 264:8 269:3 adult-oriented 16:17 adulthood 211:6 adults 14:5 114:22 123:14 244:21 245:21 264:10 advance 50:20 327:6 advanced 150:12 153:10,10 advances 313:16 advancing 313:7 327:16 advantage 161:18 advertisement 86:8 99:6 Advisor 7:14 9:12 10:6 103:20 advisory 237:16 advocacy 27:18 advocate 72:19 Affairs 89:6 affect 17:15 91:3 Affiliated 1:16 10:2 afraid 137:6.10 afternoon 161:19 162:9 age 14:1 18:22 31:11 114:8,13,14 145:10 177:16 178:7 181:16 187:5 209:19 221:6 248:13 265:2 266:6 266:10 302:15 Agency 2:7 agency's 26:8 agency-wide 26:3 agenda 5:18,19,22 49:14 75:10 161:19 aggregate 41:16 125:16 161:6 246:20 aggressive 292:16 agnostic 145:10,11 ago 66:18 142:3,19 148:18 212:13 273:16 314:7 agonizing 27:21 agree 62:9,13 74:14 85:22 102:2 144:19 158:20 176:6 183:14 183:21 244:22 246:12 258:1 267:6 273:14 296:2,20 332:9 agreed 12:5 13:4 45:16 192:3 193:7 210:2 agreement 51:5 70:20 ahead 60:13 76:15 77:2 104:3 167:21 175:16 191:7 217:11 231:6

232:12 241:8 256:16 256:18 266:3 321:7 324:18 AHRQ 7:14 51:6 52:20 93:14 103:1 144:7 160:9 268:11 321:15 AHRQ's 107:13 air 130:18 243:13 Alabama 98:17 Alaska 105:16,18 108:4 111:6,7 112:19,19 albeit 155:6 alcohol 115:16 125:6 Alexandra 2:16 184:9 Alexandria 187:15 338:21 algorithm 227:7 257:9 algorithms 149:5 align 170:11 alignment 140:5,7,9 aligns 209:20 all-290:19 all-cause 243:5,14 all-condition 235:4 240:10 288:7 Allen 2:11 4:4.7.13 9:8 9:8 15:7 21:9 31:8.20 33:1 50:5 162:7 171:3 171:5,11 172:14 176:2 178:3 191:8 allocated 17:10 allow 313:2 314:15 allowed 38:8 92:7 180:6 234:2 337:12 allows 335:5 AMA 173:22 amazing 148:22 amazingly 335:12 ameliorate 243:21 America's 9:21 American 1:15 3:2 8:6 8:14 105:3 278:20 amount 48:1 61:19 89:13 90:17 134:5 183:5 318:14 amplify 280:1 analogy 266:14 324:2 analysis 11:14 107:6 119:10 152:4 207:11 225:5 227:6 analyst 2:16 87:2 analysts 87:3 analytic 42:19 analytical 149:4 analytics 42:10,16 51:22 149:16 analyze 153:22 anchored 127:9

anchoring 123:6 and/or 155:11,21,21 164:10 216:9 258:12 Andrea 1:14 7:20 21:10 72:4 190:10 199:13 216:15 219:21 231:6 263:2 294:13 295:21 anecdotally 156:21 216:4 anemia 209:10,19 210:1 262:21 anemically 77:22 anesthesiology 316:17 annual 33:12 177:21 209:21 210:4 answer 65:12 74:4 75:10 136:1,5 156:17 156:17 180:7 196:8 196:11 246:5 296:19 answers 96:9 236:17 236:18 anti- 51:14 antibiotic 212:11 214:8 215:1,7,16 216:6 217:4 218:13 278:7 283:6 335:1 antibiotics 280:18 anticipate 17:22 122:20 124:6 anticipated 223:9 antipsychotic 191:10 192:4,7,8,9 193:5,18 194:5 196:14,21 207:1,14 208:8,19 221:6 238:16 271:15 275:19,21,22 276:6 antipsychotics 31:14 162:19 191:15 192:13 194:8 195:17 196:20 197:3 198:7 199:6 206:22 207:13 220:22 222:4 269:19 270:9 270:17,21 271:1 273:19 274:1 313:2 336:2 Antonelli 2:2 8:2,2 26:21 28:14,18 40:2 41:22 42:3,5 65:3,16 65:21 66:6,16 141:21 170:2,18 182:20 185:15,21 195:12 201:16 212:9 215:21 237:1 239:17 240:2,6 242:22 261:3,9 264:15 272:16 273:4 278:12 281:4,8,12,15 282:21 304:15 305:8 306:3

anybody 85:16 157:9 199:20 230:7 246:6 305:9 anymore 44:3 61:6 79:1 267:1 anyway 45:21 69:21 195:19 292:2 298:4 **app** 96:19 apparently 161:12 186:14 214:6 266:21 appeal 119:7 213:21 279:16 appear 162:12 appendectomy 224:10 225:3 228:8,11,11 229:10,14,16 appendicitis 224:9,11 224:18 229:21,22 230:5,18 applicable 111:15 **APPLICATION** 1:3 applications 12:17 apply 92:7 111:11 appointment 122:20 appointments 123:1 appreciate 134:3 162:6 233:11 320:7.12 324:21 338:12 **approach** 42:20 66:19 305:7 approaches 313:16 appropriate 72:20 139:21 140:14 147:4 149:12 192:10 193:4 207:10 212:11 214:8 215:7,16,19 222:4 251:13 273:7 275:3 278:7 279:13 283:6 312:8 315:6 331:17 appropriateness 314:12,14 approved 301:21 Approximately 50:9 apps 266:6 AQM 97:16,17 archive 213:3 area 111:3 209:16 265:1,22 308:21 309:19 310:22 317:4 323:5,8,13 329:12,20 333:10 334:17 areas 4:15 6:14 17:17 32:18 46:7 52:2 97:15 104:19 110:17 114:12 115:17 118:20 121:9 137:18 156:1 175:5 198:18 204:1,3,18 210:20 280:6 292:13

292:17 307:12.20.21 308:4,14 310:17 311:12 326:17,18 329:8 argue 80:18 83:16 argument 61:13 233:7 arguments 156:8 arm 85:14 arranging 271:16 array 105:7 article 89:5 148:19 242:15,18 articles 242:2 articulated 104:19 aside 63:16 328:14 asked 25:19 58:13 82:8 87:15 89:2 117:3 121:13 220:14 223:11 258:10 270:12 313:14 313:19 315:1 321:5 322:11 333:3 asking 41:12 55:10 63:12 98:2 230:14 asks 58:12 96:8 aspects 316:8 aspirational 93:4 133:2 265:18 assess 193:6 246:22 311:18 **assessed** 310:13 assesses 192:21 207:12 assessing 19:12 97:14 assessment 19:4 36:12 123:15 165:12 176:7 190:5 210:14 226:18 231:17 238:1 264:7 265:19 269:2 assigned 45:19 assigning 45:18 assistance 41:13 67:11 82:5 87:21 166:19 associated 163:6 210:5 association 1:14,15,16 3:18 8:1,6 9:3 10:2 20:21 21:13 60:4 85:21 91:13,14 160:3 160:6 217:22 associations 151:4 **assume** 48:2 174:14 176:5 195:18 228:13 235:15 assumed 108:22 assuming 218:9 assumption 155:2 228:12 229:7,15 230:1 assumptions 156:14

224:20 325:14 Assurance 3:12 asterisk 204:9 asthma 17:4 34:7 36:7 68:3,4 205:2 314:4,10 attached 141:8 attempt 271:8 attendance 94:3 attention 16:18 34:14 107:15 155:11 212:11 221:22 313:11 audible 46:19 101:22 102:9 159:18 audience 159:4 audiological 18:21 31:10 239:9 auditable 151:5,13 August 336:13,19,21 authority 3:3 4:10 25:1 25:3 103:21 autism 17:4 122:19 169:5 automated 149:5,15 automatically 191:4 availability 30:19 50:17 52:6 316:13 available 22:2,20,21 51:2 52:2,17,19 53:5 54:3 112:18 113:8 149:3 153:19 162:21 164:12 166:11 167:3 167:17 173:5 174:4 229:5,20 258:9 320:1 324:6 336:22 average 16:1 46:21,22 76:8 81:4 89:7 100:9 100:19 125:12,13,14 127:1 208:5 averages 126:2,7 aware 258:15 320:2 awesome 141:21 awful 272:1 В **babies** 77:15,16 78:22 293:10,12 back 4:2 5:16,16 21:14 27:6 30:21 42:6 53:17 55:8 58:21 59:4 60:12 61:12 62:2 66:17 83:8 92:1 103:6 113:10,20 119:18 123:9 127:19

234:15 235:7 238:13 239:15 240:21 246:17 250:22 254:15 268:2 273:10 288:5 289:13 307:10 329:4,19 336:6 background 15:1,12 74:4 133:5 backwards 42:4 bad 135:9 257:9 bag 42:11 241:13 balancing 292:12 bandwidth 280:3 banking 316:17 bar 47:22 61:21 63:10 69:7,11 70:12,13 116:9 barely 60:7 barriers 67:21 118:22 121:17 122:1 base 278:22 based 35:2,19 43:7 94:10 135:6 163:1 166:7 173:1,22 196:18 197:22 207:22 216:4 238:1 247:15 265:7 274:16 292:7 302:14 309:1 310:14 **baseline** 208:6 basement 116:6 basically 28:20 114:17 121:2 204:16 basis 150:10 296:14 315:22 bear 112:8 113:1 beat 157:10 beating 157:7 324:1 Beattie 1:13 9:18,19 21:11 184:21 185:7 267:19 beautifully 170:5 becoming 22:13 beginning 42:22 72:7 130:13 328:22 begun 41:9 behavior 80:11 97:8,9 271:3 314:19 behavioral 16:11 36:12 86:20 125:10 165:12 189:19 190:5 202:2 205:7 207:10 219:5,6 219:8,12 270:21 274:21 307:22 308:15 308:18 309:21 311:1 believe 14:9 30:9 35:10 62:20 63:7 122:15 167:3 253:13 261:22 268:13 281:2 283:14

299:8 311:18 312:18 321:15 324:8 **bell** 85:6 330:13 **benchmark** 126:10 benchmarking 22:22 benchmarks 116:12 154:14 beneficiaries 45:19 244:3 248:20 benefit 226:6 275:6 318:5,18 benefits 16:16 115:13 151:3 Benin 1:14 7:20,20 72:5 189:4,9 190:15 199:14,19 200:8,12 200:19 216:16 217:2 217:17 231:4,7 234:11 236:19 241:7 244:8 249:8 290:15 294:14 best 24:10 53:21 132:12 158:16 202:8 216:14,14 226:5 252:4 282:14 303:11 317:5 better 22:9 23:16 26:7 31:5 35:9 45:8 49:22 77:20 84:4,5 93:10 101:1 106:10,13,14 137:11.12 140:1.2 145:8 168:11 181:1 186:14 201:1 225:9 232:22 249:3 314:5 325:18 328:1 332:19 337:21 beyond 310:7 327:12 327:13 329:22 bias 228:3 267:20 268:3 big 23:1 26:5 44:9 84:19 132:4 135:15 146:18 209:2 227:9 238:17 273:15 329:20 bigger 83:16 159:6 **billion** 83:18 **bird** 86:9 birth 17:5 26:3 34:7 86:7 293:15 316:21 **birthday** 213:12 births 16:1 25:20,21 **Biscuits** 78:11 79:4 **bit** 14:22 16:16 20:3 22:15 23:20 24:8,20 27:21 35:7 49:5 51:8 52:15 73:17 75:13 77:3,8 79:9 88:12 89:1 92:21 96:8 104:17 106:10 131:5

131:18 145:4 165:15 170:3 178:22 183:10 195:13 200:22 203:16 206:5 217:20 232:4 250:3 302:21 303:2 307:11 309:15 335:6 bits 226:16 bleeding 331:10 bless 71:11 blood 18:2 147:9 209:21 316:17 **blunt** 179:3 BMI 100:3 109:7 116:3 147:9 **Bo** 8:8 244:4 267:4 297:10 333:3 board 22:10 131:10 207:6 209:15 210:18 245:17 boards 160:7 **body** 18:3 313:18 **Boise** 9:20 bookmark 219:14 231:18 books 68:6 born 77:15 **Boston** 2:2 3:15 8:3 20:5 27:1 242:16 244:13 **bottom** 31:15 166:13 bottom-up 28:19 bouncing 246:17 box 324:4 bracket 266:6 303:21 304:4.13 break 121:18 159:13 186:5,18 307:10 breakdown 131:19 breakdowns 119:11 breaking 186:20 breast 14:8 303:4 335:18 BRFSS 123:13 brief 7:11 15:8 43:3,15 43:18 44:15 45:3,6,22 50:13 125:4 142:18 328:7 331:8 briefly 10:16 221:18 222:9 briefs 43:16 bring 29:11 34:14 40:4 74:9,10,11 84:19 101:18 140:4 143:20 144:2 148:10 161:6 212:10 284:10 325:18 bringing 236:11 320:15 brings 158:3 bristle 117:20

127:22 140:5 145:4

147:3 151:6,7 152:14

161:6 172:13 186:19

189:21 190:1 205:16

223:10 232:11 234:8

186:21 188:19 189:18

broad 105:7 182:13 broad-based 113:13 broader 14:1 24:17 31:2 308:21 broadly 310:6 334:1,5,7 334:9 broadly-used 216:3 broken 315:8 brought 29:4 133:22 258:11 260:18 313:11 334:17 **bucket** 40:7 44:9 47:3 141:4 budget 166:14 build 90:16 built 151:16 **bullet** 235:2,12 bump 86:22 **burden** 81:6,11 86:12 88:22 90:4 93:4,18 119:22 129:1 181:8,9 239:7 247:17 265:20 burdens 122:2 **burdensome** 120:6,14 120:21 Bureau 309:3 burnout 89:3 business 136:22 149:1 149:14 **busy** 187:20 234:3 267:11 **buy-in** 148:3 buzzword 131:5 **Bye** 339:1,1 С C-O-N-T-E-N-T-S 4:1 C-section 190:4 316:16 CAHPS 19:13,15 20:14 36:4 115:8 123:13 127:14 CAHPS-type 25:7 calculation 76:21 calculations 173:7 California 8:10 254:1 call 56:20 67:3,20 68:3 68:11,16 78:20 107:5 108:13 131:4 142:13 153:19 168:6,6 202:10 217:14 232:15 258:8 296:8,11 300:5 300:5 called 90:6 143:12 144:18 153:15 calls 68:2,17,19 323:12 campaigns 149:3 canary 292:15

candidates 287:20 candor 239:18 cap 83:3 307:11 capability 153:6 capable 44:14 316:15 capacities 316:8 capacity 17:12 54:21 97:14,15,15,16 119:14 152:22 153:6 153:22 217:9 capital 90:17 119:9 CAPQM 313:6 314:3 315:2 CAPQuaM 256:19 257:4 caps 235:7 329:15 capture 183:15 228:5 275:11 captured 34:17 car 116:5 card 266:1 267:11 276:12 cards 267:15 care 1:21 3:9 4:8 7:3 8:3 9:15 13:21,21 14:13 16:7,8 17:19 18:1 23:11 34:1,1,3 35:21 44:7 48:17 51:18,19,22 52:3,3,11 66:4 74:7 80:1 82:18 86:19 87:4 90:7,22,22 91:4,12 92:7 93:7,15 111:4,13,18 112:13 113:15,21 122:6,8,10 122:16 123:13,16 124:14 125:13,21 126:15 127:21 128:18 131:17,22 136:13 137:4,11 140:8 142:2 142:7,11,20,22 143:10 145:5,6,18 147:7,12 150:18 152:3,13 154:13,15 170:8 176:15,17 177:15,22 178:10,13 178:14,15,16 181:12 181:15 182:6 183:2,5 183:6,18 184:2,15 188:6 194:18 198:8 198:20 199:4 201:22 205:1,4 210:15,20 211:4,5,13 216:8 220:21 221:8 238:9 243:11 245:8 251:14 254:2 257:9,10 269:18 270:8 271:9 272:17 273:7 275:2 277:2 278:21 293:4

304:21 308:20 310:1 310:15 314:17 315:3 315:13,16,20 316:5 317:10,10 322:2 323:4,15,20 324:10 329:14,19 332:9 333:5 336:1,3,8,11 cared 143:14 careful 84:2 118:15 carefully 243:18 318:1 caries 235:6 caring 247:1 Carol 1:19 8:19 12:5 13:4 67:17 69:4 195:2 253:16,21 254:14 291:13 293:17 305:11 338:3,12 Carolina 8:7 carry 308:5 carts 37:3 57:19,19 59:7 112:5 116:21 case 23:21 93:15 294:4 304:3,22 cases 109:2 120:15 169:15,16 176:20 192:9 238:15 cataloging 53:1 catch-22 22:15 catch-22s 21:15 categories 74:17 94:9 categorization 72:17 category 205:17 310:7 310:10 330:14,17 331:3 333:8 caught 312:8 313:16 cause 186:10 causes 105:10 310:21 caution 196:19 CCSQ 7:17 26:2 **CCSQA** 140:6 **CDC** 34:18 314:9,10 **cell** 17:5 51:14 205:8,12 209:10,19 210:1 212:12,20,22 213:4,6 213:9 214:9 215:8,12 215:18 216:9,17 218:4,12 219:10,14 246:14 262:21 278:8 280:18 281:22 283:7 285:11 307:21 335:21 center 7:18,21 9:13 24:19 93:14 132:11 196:15 280:4 321:3,3 322:8,21 centered 122:8 centers 2:4,5 3:4,6,8 12:9,14,19 51:4 53:3 53:17 54:20 55:7

60:20 61:16 62:6 63:6 68:21 144:9 205:11 264:9 313:8 322:5 central 163:13 certain 130:9 136:15 242:13 246:13 276:17 302:9 certainly 44:14 45:4 72:7 89:12 218:18 227:17 233:12 240:7 258:15 265:14 273:22 282:7 311:8 320:11 Cesarean 292:14 cessation 115:13 cetera 161:5 164:12,12 165:1 201:8,8 314:16 CF 17:5 **chair** 1:9.11 4:2 5:13 8:22 10:13 11:7 13:16 13:19 14:19 26:9,19 28:22 29:18 30:20 32:3,6,11 37:14 38:8 38:12,15,18,20 39:3 39:15,21 40:14 46:1 47:11 48:8,19,22 49:9 54:8 57:4.9 59:19 62:14 63:2,11,17 64:16 65:1 67:17 69:4 70:11 71:13,22 73:21 75:8 76:11 101:3 102:5 103:17 106:7 106:12 133:21 136:1 138:1 141:20 146:6 148:12 150:1 151:18 152:19 154:9 157:19 159:8,21 161:9,12,16 167:21 168:2 169:8 170:14,19 171:9,12 172:7 174:10 175:19 176:4 177:11,19 178:5,12 179:4,6,14 179:16 180:2,5 181:19 182:10,19 183:12 184:3,5,8,20 185:4,12,20 186:4,9 187:3 188:1,13,19 189:7,11,17 190:2,10 191:7 194:22 195:2 203:15 214:17 231:6 231:20 233:14,17 235:13 236:7,12,16 250:20 252:11 253:2 253:12,20 254:14,20 255:2,6 256:9,13,15 258:19 259:9,13 260:10 261:1,7,10,22 262:5 264:3,6,16,19 264:22 265:17 266:13

candidate 272:4

266:17,21 267:3,10 267:13,17 268:6,17 269:9 270:1 283:20 284:7,12,18 285:17 285:20 286:13,15,18 287:2,7 291:10 293:17 295:6 296:6,9 296:19 297:12 298:6 299:16 300:3,8,15 301:5,12 304:6 305:7 305:9,18 306:4,15,21 307:9 309:18 310:9 310:16 311:5,11,22 312:5,11 318:20 319:2 320:20 321:7 324:13,18 326:1 328:4 330:2,10,12,20 331:1 333:2 335:7,9 337:20 339:1 Chair's 28:6 challenge 98:4 104:15 112:20 116:18 157:4 276:22 challenges 19:18 62:12 62:15 107:20 114:5,6 119:20 154:11 168:9 175:3,7 257:5,19 265:9 challenging 116:7 119:17 268:5 320:10 chance 186:18 200:1,3 299:18 324:12 **chances** 55:15 **change** 24:16 40:17,20 41:4,9,17 82:21 92:16 92:22 97:8,9 105:1 117:19,22 129:10 130:11 140:19 164:22 167:16 179:11 180:10 205:20 216:14 233:3 233:8 295:3,9 298:4 changed 47:17 72:14 97:2 293:2 changer 144:9 changes 80:11 109:21 112:2 130:20 158:21 238:6 308:2 336:18 changing 80:11 164:7 characteristics 115:20 116:8 131:8 163:5 329:5 characterizing 329:3 charge 106:19 113:11 323:1 329:5 **Charles** 3:3 4:9 10:5 62:17 76:14 101:12 103:19 104:7 106:7 133:21 144:18 150:1

162:5 170:19 174:22 182:10 198:15 268:7 276:12 308:10 328:5 333:8 334:17 Charles's 140:15 Charlie 104:13 chart 34:11 169:13 274:6 checked 109:15 chemical 125:7 Chief 13:11,11 child 1:3 4:12 6:3,8,21 7:14 8:18 9:7,10 11:14 13:20 14:5,12 14:15 15:21 18:8 19:2 27:9,18 31:5,9 32:20 33:13,14 34:12 35:1 35:19 40:18 44:16 48:16 52:11 62:22 114:10 115:14 133:15 161:4 163:7 166:6 169:10 172:22 173:21 176:2 178:10,10 181:4 182:2 183:1,16 184:1,14 187:22 188:5.6 191:11.13 212:14 237:8 238:21 240:17 271:14 277:12 283:8 286:3 300:17 309:3 336:10 child-relevant 27:15 child-specific 27:14 childhood 34:2 105:6 211:6 children 7:4 8:13 15:19 15:20 16:11,14,20 17:3,9 18:20 23:11 31:14 33:22 86:18 100:18,18 107:5 111:19 114:17 122:19 122:21,21 128:6,16 129:2 148:4 162:19 177:22 178:18 191:11 191:15 194:5 196:22 197:2 198:7,8,9,20 206:21 208:6,9 209:9 209:18,22 212:12 213:8 214:9 215:8,17 215:18 216:6 218:3 220:22 221:5,7 222:8 224:6 235:6 240:15 240:15 243:3,11 244:2 246:1 247:1 248:10 262:21 269:18 270:8,18,19 271:7,17 273:22 275:16 278:7 283:6 317:9 318:5,18 322:7 324:10 325:9

325:10 328:2 329:7 331:17 335:21 336:1 children's 1:13,14 2:2 3:13,16,17 7:21,22 8:4 9:20 15:4,15 17:22 20:20 21:12 23:10 26:6 27:1 60:4 110:15 115:15 160:2 160:12 217:22 242:16 244:13 274:20 309:2 322:22 CHIP 9:13 13:12 15:13 15:18 16:7 33:17 111:8,13,16,18,19 114:22 177:22 179:21 CHIPRA 50:15 57:11,11 57:13 58:12 60:6 97:19 105:14 106:17 106:20 108:6,22 116:22 129:17 130:5 130:6 **CHIPRA-** 51:3 Chlamydia 36:3 choice 108:1 279:9 303:22 choices 72:12 108:13 **choose** 70:9 272:8,10 279:14 303:10 choosing 304:4 CHOP 55:11 56:2,18 59:3,11 64:7 223:1,4 223:15,20,22 232:3 259:8,9 262:1,2 283:19,22 284:4,22 289:12 chose 217:3,11 Christie 94:2 Christopher's 8:13 chronic 16:9,22 17:4 52:5,13 84:17 86:21 128:16 129:3 147:7 147:11 218:3 322:2 **churn** 287:16 churning 221:15 Cindy 9:16 59:22 66:20 187:10 188:2,15,18 189:2,2 263:12,20 301:4 circle 30:21 cited 208:17 244:19 245:2 claim 151:8 152:12 277:3 claims 150:10 152:2,3,7 152:8 153:8 165:22 172:17 208:4 221:11 247:16,21 272:19,20 274:5,16 275:9,18

276:7.8 281:18 282:7 282:14 claims-based 34:22 35:17 CLAPC 34:14 clarification 37:4 57:5 63:13 69:6 166:22 174:6 175:18 190:16 193:12 201:19 215:16 235:14 280:14 293:22 319:11 clarify 53:11 54:16 67:18 70:11 194:21 199:18 251:17 259:2 293:22 294:8 298:10 clarifying 101:13,20 319:5 320:13 clarity 251:3 296:1 classic 266:22 clear 54:14 154:11 184:11 188:15 216:13 230:4 238:16,18 294:12,17 295:22 297:2 299:9,13 **clearer** 301:19 337:22 clearly 32:17 197:2 279:17 clinic 106:4 109:15 113:3,20 122:12 143:18 clinical 7:17,19 24:19 52:3,11 104:22 115:6 137:11 164:7 165:22 201:17 208:1 210:2 216:12 clinically-determined 199:9 clinician 128:14,20 131:22 316:15 clinicians 315:14 327:9 clinics 118:6 close 110:5 137:9 151:1 321:18 close-up 105:21 closely 44:6 61:16 245:20 closer 35:7 58:18 106:8 225:9 club 324:2 clubbing 266:10,11,17 CMCS 11:6 CMS 7:16,18 10:19 18:16 19:1,15,16,19 21:20 24:18 26:5 27:8 27:19 28:2,8 33:7,12 37:4 40:16 41:12 51:6 65:6 66:3,8 68:9 69:16,20 70:2,22

130:5 138:16 144:6 158:13,22 160:9 164:18,22 166:19 174:7 176:12 191:2,9 191:13 195:4 205:21 235:18 236:4 237:11 252:16 301:20 303:10 303:22 305:6 306:1 318:18 332:14 337:3 CMS's 237:4 CMS-approved 245:20 **CNS** 313:20 **co-chair** 104:12 215:3 338:3 coal 292:15 Coast 104:1 **code** 150:5 167:1,2 169:12 274:7 coded 151:14 169:10 169:16,16 codes 274:6 coding 167:14 173:8 276:19 **COEs** 58:4 cognizant 138:17,21 cold 317:6 Collaboration 313:6 Collaborative 1:22 9:15 254:2 colleague 15:9 24:20 33:2 118:9 287:14 colleagues 100:2,7 103:5 180:14 304:11 332:2 collect 58:1 160:14 168:11 199:20 239:8 239:10 collected 166:14,17 195:18 collecting 247:21 324:4 collection 93:18 95:22 collective 174:20 collectively 294:10 College 1:12 3:2 colocation 132:7 columns 91:6 combination 128:9 231:22 314:13 combine 303:15.17 combined 225:14 260:1 come 19:16 25:3 28:10 29:2 41:11,12 42:11 63:14,19,19 89:2 92:1 132:6 135:5 141:2,14 142:6 143:6,7 186:19 186:21 221:22 223:18 224:11 245:12 246:15 254:1 279:19 284:9

307:10 comes 30:9 98:7 144:7 264:9 281:21 coming 22:8 50:8 68:17 76:7 91:17 158:22 179:21 182:22 183:10 234:14 **comment** 4:11,14,18 24:5 57:5 102:20 159:12,14,16,22 170:21 174:12 181:18 195:21 198:13 202:19 202:21 217:3 249:9 255:15,18,22 256:4 258:20 259:14,17 261:4 288:15 294:15 297:6 309:12 312:17 312:18 319:5 321:6 322:17 324:12,17,20 327:2 328:6 332:8 335:11 336:14 337:9 commented 325:6 commenting 217:18 comments 27:6 37:17 49:1 72:1 159:20 161:10 175:14 179:16 180:14 184:3 190:7 195:10 202:16 203:3 233:15 244:7 246:8 248:6 249:7.9 256:8 256:10.20 258:8 263:5,8 267:17 269:21 270:9 272:6 272:14 276:11 278:10 280:11 282:16 285:18 290:9 306:6 307:20 308:7 310:16 311:5 311:12 312:20 314:8 314:11 321:8 324:14 326:3,5 330:1 331:9 333:17 336:17 337:10 337:17,19,21 338:1 commercial 116:13 192:20 197:15,20 198:2 Commission's 173:1 committed 86:15 117:7 committee 3:12 26:11 28:15 29:5,16 71:10 73:13 74:5 142:1 192:3,14 193:7 207:6 207:20 208:12 210:2 210:10 211:10,14,21 212:3 218:1 219:19 241:5 252:18 257:16 258:15 292:5 293:4 320:11 321:14 323:2 336:16

committee's 177:17 191:22 213:22 committees 29:3 103:9 160:8 common 166:10 173:4 174:3 198:7 225:15 229:14 commonly 94:21 Commonwealth 142:19 communicate 238:2 communicated 331:5 communication 84:11 118:7 120:12 158:13 330:7 communities 91:11,19 147:22 148:1,6 **community** 1:16 10:2 27:19 80:3 132:2,11 136:15 146:4 148:3 Companion 78:7,8 comparability 243:19 comparable 156:9 182:3 243:5 comparative 102:17 107:6 158:2 199:10 comparatively 136:10 compare 23:16,18 25:8 25:9,18 30:5,15 80:5 103:5,14 225:19 229:19 compared 69:12 85:3 88:8 198:9 225:6 comparison 150:12 157:21 comparisons 111:19 **compel** 172:12 compelled 155:18 compelling 61:12 Competing 163:16 competitive 81:2 100:9 compiled 204:16,21 complain 137:3 complement 206:22 246:1 complemented 110:12 completed 50:9 53:13 68:4 75:3 completely 128:5 250:16 completeness 33:14 133:12 completion 191:12 complex 16:11 **complexity** 243:4,12 244:2 compliance 56:10 85:4 85:8 280:22 281:4,9 compliant 267:21

complicate 289:8 complicated 57:21 58:5 129:13 143:12,16 150:11,20 167:11 complication 254:22 complications 26:3,4 260:7 291:12 299:8 300:20 component 123:15 127:9 128:3 131:17 248:21 317:16 329:14 components 111:15 159:5 268:13 308:14 310:8 329:6 comprehensive 50:1 134:3 204:7,13 218:6 comprised 51:3 computer 186:16 computers 186:15 concept 132:13 298:22 305:1 conceptual 6:1 conceptually-compel... 211:12 concern 45:9 114:13 118:2 180:10 193:2 197:13.15 238:19 259:19 260:11 265:20 271:17 294:4 295:7 301:22 329:20 concerned 19:19 135:17,21 137:12 260:4 279:10 concerns 117:14 132:19 210:9 211:14 211:20 240:4 265:11 296:22 333:11 concert 129:9 concerted 130:12 conclusions 177:9 **concretes** 239:16 concurrent 18:19 31:13 162:18 191:10,14 195:17 condensing 101:4 condition 16:22 143:12 242:10 290:20 conditional 13:22 14:7 14:8 69:10,18 72:13 164:20 200:5 205:18 205:19,22 206:3 307:5 conditionally 64:13 conditions 16:10,19,20 17:6,15 52:5,13 86:21 128:16 129:3 240:16 242:14 270:22 conduct 168:17

Conference 1:8 confidence 44:20 230:19 254:13 confirmation 66:13 165:1 205:21 confronted 252:12 confused 167:18 199:14 304:16 confusing 301:14 confusion 186:10 292:20 293:22 297:15 298:2 299:12 **Congress** 61:6,12 158:22 congressional 154:18 connect 138:6 connected 148:15 151:9 Connecticut 7:21 44:22 connection 314:17 connections 68:10 conscientious 124:12 conscious 98:22 consensus 192:16 293:4 299:3 consensus-driven 51:1 consent 262:2 283:22 consequences 239:3 310:12 conservative 150:4 consider 7:5 29:9 63:16 69:2 153:10 164:14 241:2 256:1 270:7 273:11 285:21 288:2 296:16 300:16 303:12 303:13 308:21 309:1 309:16 311:4 322:7 326:11 328:9 329:2 337:15 considerable 108:19 consideration 29:8,12 120:10 130:3 133:11 140:15 212:11 217:13 240:11 269:17 328:12 328:16 considerations 116:10 132:19 220:2 considered 120:9 191:17 292:10 309:10 311:8 327:18 332:11 considering 54:4 122:17 232:10 260:2 299:14 consistency 193:2 consistent 58:14 163:8 consistently 34:20 35:15 164:3 consists 31:9

constantly 101:6 constituencies 159:4 constraints 166:15 constructed 310:5 constructing 123:18 consulted 237:10 Consumer 19:3 contact 300:1 337:12 337:14 content 71:17 185:8 315:21 316:8 context 101:8 195:13 331:2 contextual 15:3 contingency 202:9 continuation 60:5 continue 17:12 19:1 61:13 63:9 133:7 135:20 177:5 195:6 197:14 252:20 315:18 323:6 326:13,20 327:15 328:21 continued 282:14 330:18,20 continuing 21:22 53:16 68:22 251:15 254:6 327:22 **continuity** 57:12 58:2 112:1 121:14 209:4 225:8 232:15 259:7 259:10 262:3,5 285:1 285:10 287:16 continuity-of-coverage 261:17 continuous 121:16 225:22 continuously 275:20 285:12 continuum 33:21 contraception 260:6 contraceptive 13:21 251:4,7,8 336:3 contract 41:14 111:17 contracted 150:15 contracting 80:11 contractor 19:11 42:19 contractors 42:16 150:18 153:7 contracts 60:20 contractual 112:12 contradictory 58:14 contrast 111:6 309:9 contribute 163:22 Control 314:10 controlling 317:12 controversial 45:7 convenient 268:10 convening 123:4

conversation 32:16 42:7 66:17 134:6 157:4 160:22 194:12 195:6 201:6 205:15 215:11 220:15 230:20 258:12 261:11 264:11 284:9 294:16 298:1 303:3 319:4 conversations 6:9 60:14 78:21 79:8,17 136:2 145:20 326:12 conversion 119:14 128:8 converted 127:22 converting 131:12 convincing 62:15 COO 225:8 cool 142:10 264:3 cooperative 51:5 coordinated 125:13,21 126:15 coordinating 26:11 28:14 29:5,15 71:10 336:16 coordination 51:19.21 93:15 124:15 128:18 131:17 132:1 142:2,7 142:11,21,22 145:5,6 145:18 147:16 170:8 199:4 205:4 210:20 211:5,6 314:18 323:4 323:15,20 324:10 332:9 coordination-of-care 210:21 Coordinator 2:6 71:19 81:13 142:4 **core** 4:4,12 6:3,8,21 8:18 11:15 13:20 14:5 14:12 15:6,11 18:8 21:1 31:9,12 33:14 34:12 35:1,19 36:14 37:6,7 40:18 50:16 56:7 62:22 86:10.17 91:7 106:22 108:2 109:1 113:11 114:4 115:15 127:15 133:6 133:12,14,15 135:2,4 138:14 139:21 140:6 140:11 163:7 164:2 165:8 166:6 172:22 173:17,22 175:22 176:3 187:22 188:5 191:2,11,13,16 200:10,12,15 203:14 204:5 246:19 257:15 260:22 262:15 269:1 269:11 274:2 277:13

277:15 283:8 284:15 286:4 290:22 300:17 300:20 303:9 314:6 322:3 329:5,6 331:14 331:18 336:7 correct 26:17 29:5 31:20 63:1,2 184:18 185:2 194:16 200:17 236:4 281:14 correctly 21:16 194:12 correlated 182:3 226:15 correlation 226:15 correspond 16:6 17:16 114:10 cost 90:22 96:12 180:16 243:21 265:21 279:3 costly 168:18 costs 279:2 counseling 116:4 210:22 211:1 272:17 274:8,9,14 counselor 275:10 count 230:1 272:20 314:13 counted 82:21 335:19 counter 250:16 counting 181:7 country 28:1 149:14 154:15 160:13 couple 5:6 6:7 12:4 18:11 45:19,20 67:19 67:22 89:15 93:19 110:19 146:3 200:20 205:12 212:13 244:18 256:20 309:10 314:6 317:1 328:8 335:12 coupling 207:14 courage 81:22 course 44:6 112:20 133:9 280:19 293:2 328:1 cover 15:14 226:13 329:9 coverage 52:6 54:14 56:8 57:12 58:2 121:12,15 122:11 221:16 222:15 224:8 224:21 225:2,20 228:17 229:12,16 259:10 262:4,5 284:1 284:3 285:1 311:6 covered 18:5 133:16 210:6 224:15 226:20 226:21,22 227:1 230:2 248:11 284:3 322:7

covering 226:12 covers 15:18 105:7 111:13 **CPT** 167:2,8 cranial 219:20 cranking 144:15 create 80:9 84:10,10 90:15 91:22 94:12 121:7,8 123:8 154:12 154:13 325:2,20 331:5,16 created 7:2 67:2 74:8 84:14 85:17 92:18 102:3 218:2 creating 57:15 84:12 122:1 158:10 332:2 creative 129:14 credit 83:9,13 118:10 326:7 criteria 6:18 70:16 123:21 124:1 132:8 163:4,18 174:15 176:8 177:5 180:20 193:9 211:17 268:12 312:8 313:15 315:22 criterion 192:17 critical 66:4 67:7 320:10 325:18 criticized 45:14 cross-sector 96:14 cultural 131:19 culture 136:14 cumulative 123:17 curious 149:18 155:15 current 162:1 207:1 322:3 currently 12:11 76:4 134:19 160:10,16 251:10 299:2 302:4 **Curriculum** 266:20 Currigan 3:2 259:17,18 263:4,8 curve 85:6 104:3 cycle 49:18 98:11 **CYNTHIA** 1:17 D **D.C** 1:9 daily 213:10 damper 250:11 dashboard 143:22 dashboards 332:2 data 19:16,18,21 20:7,8 23:13 30:1,4,7,10,13 30:17,18,19 33:14 34:15 38:7 39:8,11 40:12 44:20 54:1 78:18 80:8 87:3,6,15

108:17 109:7 120:7 130:8 149:6,8 150:17 151:13 152:4,12,13 152:18 153:8 157:8 158:20 159:7 165:21 165:22 166:10,15 167:3,4 173:5,8,14 174:4 195:18,22 197:9,11,12,16 199:20 202:5 208:4 215:17 221:10 227:8 227:11,11 229:19 233:7 241:16 243:11 243:17 246:20 247:16 247:21 249:22 261:16 268:2 271:21 272:19 274:5,16 275:9,18 276:8,16 277:6 280:16 281:19 282:7 292:7 303:6 304:1,18 304:21 data-driven 154:7 database 73:4 dataset 273:3 date 11:16 274:11 dates 274:12 276:18 336:13 David 2:6 71:14,18 day 30:22 42:7 77:15 143:9 202:14 243:5 265:11 279:2 285:7 291:9 312:13 336:14 days 5:7,8 138:5 208:7 271:12 317:14 **de** 2:4 7:16,16,18 24:22 25:6 29:21 **DEA** 322:4,6 deadline 53:21 deal 23:1 83:16 84:20 306:4 333:15 338:4 dealing 124:6 death 310:22 Debjani 2:15 4:16 8:16 Debjani's 140:5 decades 16:21 December 21:8 56:19 decide 83:10 253:3 255:15 257:16 302:10 305:6 decided 10:17 21:6 62:2 69:21 78:7 203:9 226:9 278:15 279:12 306:17 deciding 42:13 decimals 182:16 decision 24:6 74:13 164:14,15 192:1 193:9 205:17 237:6

304:19 decision- 128:19 decision-making 258:13 decisions 29:15,17 55:17 79:14 163:13 deck 124:5 214:7 declined 16:20 declining 240:22 decrease 48:1 decreased 36:5 172:20 decreasing 90:17 deep 149:5 deeper 89:22 defer 328:11,15 deficiency 150:7 define 95:12 243:1 defined 23:18 315:13 definitely 62:13 71:12 220:15 245:4 319:11 337:14,19 338:10,17 338:20,22 definition 65:22 145:7 definitive 21:8 defusing 145:17 degree 42:8 144:6 273:11 delay 255:6 delays 110:7 317:18 deliberate 139:15 deliberation 191:22 delighted 103:18 227:15 deliver 77:16 316:10 delivered 251:13 delivery 25:16,17 81:8 81:10 111:22 112:9 139:3 142:16 143:22 305:14,21 316:17 demonstrate 246:2 248:22 demonstrated 118:5 210:4 314:20 demonstrates 120:3 215:18 demonstration 105:14 106:18 108:6,22 130:5 denominator 173:7 198:1 214:11 221:8 298:13 300:13 denominators 74:6 dental 16:12 18:1 32:2 34:1 37:18 156:19 205:9 235:5 321:10 **department** 9:1 34:8 75:17 135:18 177:20 281:22

departures 187:9 depend 293:21 dependent 139:2 285:14 depends 241:11 242:22 323:17 describe 74:18 242:17 291:13 described 249:13 309:19 321:12 describing 11:13 description 40:17 185:5,14 214:11 215:5 221:4 262:7 descriptive 149:4 deserved 258:15 designed 27:8 158:9 212:15 318:8 desire 174:20 180:13 270:17 despite 154:10 175:3,7 181:22 182:1 211:11 265:21 detail 46:2 106:5 223:12 detailed 147:6 262:7 details 51:8 288:10 290:6 297:22 detect 17:13 determination 109:17 337:4 determine 123:7 158:21 224:6 develop 33:11 80:7 99:16 100:13 121:3 147:14 154:7 196:13 developed 26:22 28:1 50:6,7 57:18 58:3,18 60:16 84:8 90:5 139:11,19 141:5 224:12 227:5,10 245:19,19 257:1 284:4,22 314:3 315:22 318:2.7 319:21 327:18 333:19 developer 55:12 208:5 210:3 211:22 220:4,6 223:12,15 244:9,10 251:15,19 252:1 278:14 280:14 293:2 299:20 330:7 333:13 developers 67:12 75:1 141:11 215:11 331:6 331:10 332:5 334:4 developing 67:22 280:15 323:8 331:11 development 4:6 12:10 16:18 17:15,22 18:3

27:2 49:16 50:20 52:9 52:10 53:11 58:17 62:16 77:20 104:5 232:4 268:15 293:5 319:17 330:19,20 developmental 110:1 127:18 165:17 166:22 167:13 169:5 175:6 190:4 developmentally 147:4 148:10 diabetes 207:18 diagnosed 213:9 diagnoses 246:13 diagnostic 149:4 dichotomous 183:10 die 317:6 differed 298:15 difference 106:6 122:16 125:21 215:22 304:8 326:18 differences 101:19 122:17 123:5 126:8 127:3 245:8,10 246:3 249:4 325:19 different 16:14.17 46:9 47:5 76:5 91:10 95:12 96:20 106:1 111:22 116:8 123:20 125:13 129:21 137:16 143:15 150:10 157:15 165:5 177:15,16,16 178:6 180:3 225:21 226:16 228:1 237:12,13 238:3 240:16 255:1 280:5 293:8 303:6 306:9 308:16 312:9 315:14 316:7 321:11 332:22 differential 127:11 176:21 differing 151:2 difficult 59:5 113:22 229:4 313:4 323:4 difficulty 171:16 digitalize 302:13 diligence 319:12 Dimes 1:17 9:17 60:3 direct 76:2 directed 12:15 direction 132:21 185:3 258:12 296:17 328:18 directions 134:2 directly 30:18 81:18 181:2 319:7 Director 2:15,18,20 8:3 8:17 9:6,19 10:9 11:2 13:13 75:16 99:7

273:18 directors 9:4 10:12 75:20 91:12 94:2 97:22 99:20 149:10 disabilities 25:22 disability 121:20 disabled 198:8 237:12 discharge 317:11 disclosure 26:22 disconnect 295:3 discovered 110:20 discrepancies 277:1 discretion 71:1 discriminate 169:4 discuss 12:7,21 101:11 134:9 190:20 205:12 206:18 258:7 283:5 288:18 289:6 290:8 317:7 321:16 discussed 204:17 205:2,2 207:9 215:7 217:21 237:8,14,17 288:21 289:4 discussing 162:10 231:1 256:22 259:8 discussion 12:6.12 13:2 27:4 31:3 59:1 59:20 101:17 124:17 138:14 152:21 157:6 172:10 190:7,12 199:4 206:11 214:19 231:3 235:22 241:22 252:22 255:13 264:20 265:1 284:7 288:17 289:1,3 297:5,5 301:16 316:4 320:5 discussions 159:10 258:16 disease 17:5 212:13,20 213:9 214:9 215:8,19 219:6 246:14 278:8 280:18 281:22 283:7 315:9 diseases 133:17 disenroll 85:15 disenrollment 80:19 disgruntlement 89:12 disheartening 144:13 disingenuous 117:5 disorder 95:12 167:15 disorders 270:22 disparate 212:19 213:15 214:2 279:7 disparities 80:6 105:10 107:8 121:4,11 123:19 126:4 127:3 131:9 157:3 329:11 disparity 23:9 278:20

disparity-sensitive 127:6 dispelled 129:13 disproportionate 122:2 disruptive 113:4 disseminated 62:9 distance 105:22 distinction 30:6 107:9 111:10 115:8 167:9 distinctions 131:19 distinguish 257:9 diving 149:5 323:8 **Division** 2:14,17,18 10:21 11:2,5 13:13,14 doc 10:10 78:22 136:20 315:7 **Doctor** 89:3 document 25:18,19 185:2,5,11,16 documented 151:10 273:3 documents 33:8 178:4 **dog** 193:12 doing 42:16,20 44:7,14 45:8 46:7 49:11 55:8 75:14 79:10 86:12 87:4.19 88:19 90:1 102:17 104:3 130:17 135:1 156:3 157:7 158:16 190:15 225:11 226:19 228:2 238:10 243:17 245:21 248:18 249:21 254:21 255:6 260:15 265:9,14 267:7 279:1 293:11 293:12,13 296:3 316:15 331:22 334:12 dollar 89:13 279:2 dollars 83:18 318:14 domain's 211:15 domains 90:21 210:22 Donna 3:19 5:4 184:10 184:12 320:14,20,22 326:2 338:21 door 74:15 **Doppler** 209:8,22 214:21 218:4,12,18 219:20 262:20 335:20 dose 213:10 dot 304:5,5 335:17 dots 138:6 306:5,7,10 306:22 307:1,1 doubling 86:17 dovetailing 138:9 downgraded 71:21 72:2 downwards 47:14 dozen 143:14

Dr 7:13 8:2 9:11 10:5.8 10:19 13:10 19:9 23:14 25:5,14 26:18 26:21 28:10,14,16,18 38:2,11,13,16 39:1,4 39:7,10,17 40:2 41:2 41:22 42:1,3,4,5,18 43:2 48:9,10,13,21 52:18 54:16 56:14,16 57:10 58:19 59:8,10 59:13,16 61:14 62:18 63:3,5,12 65:3,16,21 66:6,16 67:18 68:15 74:20 76:10,16 78:15 81:15 92:11 102:1,14 104:10 106:11,13 125:4 136:6 138:2 141:21 146:7 150:3 151:19 152:20 156:16 157:21 160:1 167:6 168:1,4 169:2 170:2 170:18,21 171:4,8,15 182:11,20 185:15,21 195:12 196:5,10 198:16 201:16 209:3 212:9 215:21 223:11 224:2 227:21 228:7 230:8,12,15 233:9 236:8,13 237:1,6 239:17,22 240:2,5,6,9 242:22 244:12.16 247:4 248:9,14 256:14,17 259:6,11 261:3,9,15 264:15 268:9 270:11 272:16 272:18 273:4 274:13 275:14 276:13 278:12 281:4,8,12,15 282:21 304:15 305:8 306:3 308:11 310:4,11 312:2,22 318:22 320:6,14,22 321:9 322:15,19 324:16,19 327:3 328:7 330:9,11 332:21 333:22 335:8 draft 336:14,17 337:16 337:18 drafted 338:3 Drexel 1:12 drive 43:14 88:9 117:22 141:16 148:7 156:22 160:21 driven 24:13 108:12 115:3 driver 110:12 118:8 159:6 driver's 118:12 drivers 99:17 105:9

106:16 126:8 drives 105:1 114:18 157:3 driving 118:16 drop 184:1 228:21,22 229:1 dropped 228:20 229:8 229:9 drops 228:19 DrPH 3:4,11,17 drug 115:16 125:7 213:11 drugs 193:18 209:5 Duals 237:13 due 12:18 319:12 336:22 duration 52:6 54:13 56:8 222:19 223:3 225:15,16,19 226:1,2 226:7,14,20 284:21 286:2 289:12,15 dynamics 116:14 Ε e-measure 303:6 305:16.22 e-specification 302:22 e-version 304:2 earlier 36:8 49:18 66:12 71:19 121:9.13 139:14 162:14 165:10 204:17 222:1 289:4 292:5 300:1 304:8 early 25:16,17 59:2 75:22 81:8 174:19 easier 302:15 easily 53:10 158:18 239:12 276:21 East 103:22 easy 181:6 202:14 echo 338:9 ecological 130:12 ecstatic 147:8 ED 135:2,7,18 136:9,11 136:20 137:3,4,9 161:5 314:4,18 edge 329:1 EDs 136:15 educational 17:20 effect 112:2 effective 152:8 251:4 effectively 96:11 144:16 325:22 effectiveness 102:17 effects 196:22 207:17 efficient 337:22 efficiently 325:21 effort 26:3,5 83:10,21

87:22 90:11.12 97:14 130:12 152:2 254:6 325:20 efforts 89:17 93:1 97:18 97:19 107:13 168:8 169:1 238:2 **EHR** 149:8 eight 51:20 232:21 264:1 283:16 323:10 either 125:1 127:9 155:5 163:6 231:22 271:9 298:4 309:14 311:12,12 337:8 elaborate 221:19 Elasti-Girl 99:21 elderly 237:12 elders 148:5 elected 25:16.17 election 179:2 elective 81:8 305:14,20 electronic 33:6 147:10 165:22 173:15 211:22 304:17,22 element 127:17 elements 127:10 elevated 235:6 310:6 eliaibility 151:4 eligible 198:1 224:6,16 224:22 225:12 226:13 228:14,21 229:8,9 230:3 eliminate 181:12 Elisa 2:11 260:14 Elliott 254:1 257:21 258:1 300:4 email 338:13 emails 337:15 embarrassment 83:15 embedded 115:11 eMeasure 14:10 emergency 8:12 34:8 82:16 281:22 316:16 emerging 50:21 328:20 emotional 17:20 110:6 empathy 104:14 emphasize 97:10 emphasizing 110:18 empirical 192:5 EMR 96:17 113:3 151:10 268:11 EMR-derived 93:7 enabled 129:18 encompasses 145:12 145:13,13,14 encounter 152:2,12 encountered 114:11 encounters 35:21 encourage 274:19

287:18 encouraged 321:13 endeared 71:22 142:9 ended 52:21 53:22 127:5 229:2 endorse 137:15 239:20 endorsed 51:9,11 56:11 56:13,17 65:8,10 69:18 70:21,22 72:14 72:19 84:7 165:20 184:18 192:2 193:15 207:7 212:4,5 222:11 239:20 252:14 293:1 297:17 303:18 305:19 314:9 323:11 endorsement 4:6 14:9 32:20 49:16 50:8,10 54:19 55:22 61:17 65:15 68:1 69:1,8 73:17 75:5 139:12 164:21 191:12,19 200:6 205:20 206:7 218:9,10 252:10,13 252:13,14 259:22 260:3,8,19 280:9 299:4 319:18 endorsing 192:2 193:10 200:7 endpoint 138:9 energy 31:1 104:20 107:21 engage 42:13 engaged 12:22 91:1 326:16 enhanced 153:20 enrolled 275:20 285:13 285:14 enrollees 16:7 33:17 enrollment 52:6 54:13 179:10 223:4 224:6 284:22 285:15 286:3 289:12,16 enterprise 77:20,22 entertain 203:7 entire 126:16 322:7 entities 150:16 243:7 environment 144:3 envy 323:3 epidemiologic 243:10 epilepsy 315:9 episode 275:17 **EPSDT** 170:3,7,10,16 **EQROs** 46:3 equal 35:16 equally 115:17 equate 164:17 equation 97:3 ER 10:10 82:20,21

246:15 errors 253:8 especially 40:8 179:20 202:1 211:5 215:12 222:2,7 232:18 241:3 essential 9:21 213:8 249:20 essentially 108:1 established 50:15 establishment 317:18 estimate 87:6 107:2 224:21 226:11 228:17 229:11,18 et 161:5 164:12,12 165:1 201:8,8 314:16 ethnic 91:18 94:8 107:7 ethnicity 95:13 121:19 125:15 126:4 329:8 evaluate 50:2 65:17 155:3 249:15 evaluated 250:7 evaluating 154:13 163:19 247:13 299:7 evaluation 18:21 31:11 103:20 156:3 169:20 175:16 219:15 event 192:21 193:16 194:1 224:9,12,18 228:4 230:5,11 events 228:2 eventually 141:17 142:21 233:2 249:19 everybody 5:11,16 187:14 290:4 298:22 301:13 304:11 307:1 308:9 evidence 64:10 164:8 169:13 192:6,15 198:4 207:22 210:3 211:13,17 213:12 215:22 278:22 323:14 323:19 evidence-based 50:22 192:11 207:22 214:3 271:18 273:1 evolution 104:13 evolutionary 122:5 evolved 72:16 74:15 evolving 327:7,7,10,21 exactly 259:5 268:14,16 295:21 exaggerated 89:11 examination 208:3 example 20:6 27:5 33:16 64:6 66:3,4 109:6 112:11 113:14 124:14 126:4 156:18 157:22 158:2 161:4

182:13 206:7 207:17 238:15 257:8 292:15 332:17 334:6 examples 77:11 121:1 exceedingly 242:4 Excel 63:20,21 187:19 204:15 205:5 262:10 **Excellence** 12:9,19 51:4 53:3,17 54:20 55:8 60:20 61:16 63:6 93:14 144:10 196:16 205:11 313:8 321:3,4 322:21 excellent 296:16 313:12 319:15 **exception** 113:13 192:16 233:19 excessive 243:21 exchange 212:16 excited 90:2 91:16 94:4 138:7 213:5 exciting 93:13 94:18 160:5 exclusions 74:5 214:12 298:13.15 300:13 exclusive 14:8 335:17 Executive 9:19 exist 114:9 116:16 119:12 128:21 210:6 271:19 existence 150:21 existing 31:6 232:16,17 exists 122:9 127:15 150:17 192:13 276:17 exit 78:6 expand 50:17 180:13 311:1 expanded 128:17 135:10 310:5 expansion 111:8 expect 91:21 126:15 expectation 123:4 130:16 expectations 158:10 expected 293:13 expecting 84:2 expenditures 17:10 **expensive** 137:4,5 experience 6:8 22:6 27:9 40:10,11,19,19 44:13 51:18,21 93:7 123:13 144:20 169:11 174:19,22 180:15 181:2 329:14 experienced 153:7 experiences 101:17 expert 212:15 280:20 315:22

EXPERTS 2:1 explain 20:3 22:10 295:15 explaining 228:9 explanation 24:11 explanations 238:5 explicitly 170:7 329:12 explored 207:9 exploring 332:22 exposed 160:17 199:12 exposures 310:11 express 259:19 expressed 260:5 extemporaneous 338:3 extend 248:13 310:19 extensions 37:4 extensive 245:13 extent 19:13 22:19 72:19 231:13 external 141:12 extra 325:20 exuberant 183:5 eye 11:17 F **FAAN** 1:15 **FAAP** 1:12 face 104:20 107:20 109:5 facet 62:10 facilitate 127:2 129:10 199:3 338:5 facilitation 195:2 facility 132:8 facing 19:17

FACP 1:11

fact 53:8 69:17 105:13

136:3 137:21 138:17

183:7 195:14 243:4

279:11 280:2 282:6

factor 67:4 156:10

96:6,10,11

faculty 321:1

failure 281:9

Faithful 6:14

fall-ish 337:1

falls 333:7

fall/early 337:1

fail 61:3

factors 94:1,7 95:21

failed 275:13 333:3

fair 45:10 92:20 258:5

fairly 276:21 280:22

fall 71:7 74:17 322:8

familiar 15:2 167:7

144:21 323:18

families 1:20 7:3 8:21

144:20 153:14 168:12

94:6 272:21 275:9 family's 116:6 fan 145:16 far 24:12 52:16 85:5 135:17,20 137:12 217:21 253:14 319:11 327:13 fashion 219:18 fast 65:6,12 faster 153:9 337:22 Fatema 1:21 9:14 182:20 297:12 favor 250:15 favored 207:11 FDA 271:1 273:5 fear 136:22 265:4 321:20 323:6 feasibility 164:6 165:1 205:22 210:8 211:20 249:15,17 250:10 324:22 feasible 208:15 feat 53:5 February 52:21 53:21 federal 2:3 38:5,6 48:3 114:18 115:4 140:22 154:19 227:12 Federally 322:5 feds 96:3.4 fee-for- 150:18 fee-for-service 30:4.10 152:13 feed 152:13 feedback 97:1,4,8 120:18 237:22 296:14 feeding 14:8 335:18 feel 55:12 72:18 73:20 90:18 101:15 104:11 106:1 124:10 134:8 157:10 213:15 218:12 306:22 318:3,4,4 327:3 feeling 242:12 254:8 Feinberg 321:1 felt 55:1 294:16 females 143:13 fence 241:4 fewer 198:3 fiction 83:4 field 51:2 55:2 63:9 98:21 175:9 231:13 318:4 327:9 331:19 333:14 fielded 53:16 fielding 129:19 Fifteen 281:12 fifth 213:12

family 51:18,21 93:22

fight 193:12 figure 84:21 90:16 93:18 96:18 147:18 232:12 318:16,19 325:17 334:8 figured 218:22 file 33:6 fill 49:20 238:8 307:20 315:18 318:3 338:21 filled 276:6 filling 203:18 fills 209:16 final 29:14,17 50:11 53:14 191:22 336:21 finalized 53:14,18 finalizing 160:10 finally 213:5 329:13 financial 15:22 82:4 83:14 86:6 Financials 80:17 find 7:9 41:8 73:3 87:18 169:13 185:1.7 187:21 198:4 225:20 228:5 229:20 245:17 266:11 269:21 276:22 finding 186:6 211:11 273:8 fine 22:11 60:13 136:18 210:8 211:18 287:1 finish 220:10 finishing 280:5 firmly 85:14 first 34:5 36:15 43:15 43:16,17 44:11 67:22 75:16 77:13 82:6 85:7 90:8 116:20 121:15 123:9 147:4,14,15 153:3 165:17 171:1 173:16 181:18 183:16 197:16,17 203:22 206:18 215:21 216:17 219:4 222:7 228:13 259:2,3 266:3 269:20 286:20 295:10 301:12 304:17 308:12 309:10 317:21 319:8 331:9 335:3 336:1 first-269:17 286:2 289:15 first-line 220:21 221:9 270:7 275:12 first-observed 222:19 223:4 284:21 289:12 fiscal 38:5,6 80:9 98:10 162:11 165:13 166:4 166:5 173:20 176:14 fit 57:2 162:21 163:1 170:4

fitting 76:6 five 41:10 42:17 43:6 44:8,17 82:17 83:2,6 108:9 154:4 170:22 173:18 177:16 208:2 302:4,5 323:7 fix 238:20 239:6,12 flipped 293:7 floor 1:8 175:13 299:20 fly 61:6 76:16 focal 277:4 focus 89:17 91:15 104:21 114:3 120:22 124:13 127:3 162:13 162:16 163:13 focused 80:12 211:15 254:3 folks 7:10 10:16 15:2 32:15 49:6 53:10 55:11 67:21 74:1,9 75:12 86:4 95:4 106:9 141:10 172:11 174:11 176:6 177:3,9 186:18 214:5 232:3 234:7 235:15 285:4 301:18 302:9.17 312:12.16 312:20 334:10 339:2 folks' 291:15 follow 60:2 61:9 71:7 170:16 205:19 266:13 267:21 308:8 318:22 follow- 317:10 follow-up 42:3 54:4 65:3 273:4 317:8,13 317:17,18,19 322:2 325:7 followed 115:1 following 18:7 28:3 104:18 109:3 116:1 169:6 202:8 216:12 251:21 317:11 follows 116:4 food 95:20 161:22 food-related 116:2 foot 88:17 for-performance 44:5 forbids 295:12 force 1:3,8 9:10 14:16 17:17 64:7,12,18 69:14 70:13 71:4,6 203:21 204:2,21 206:19 209:13 212:15 215:10 222:16 230:22 232:1 233:21 260:16 272:11 294:3 296:9 296:11 303:7 307:2 319:22 320:3 326:6 337:10,13,17 338:16

forces 9:7 71:6 163:9 forget 92:8 298:22 formally 214:16 313:19 former 247:3 formulating 297:19 forth 254:9 forum 1:1,8 143:21 332:4 333:18 forums 331:3 forward 18:12 27:20 28:9 41:21 45:13 65:5 74:9,11,12 165:9 191:5 192:15 213:17 217:12 223:14 230:21 233:13 249:11 250:7 250:18 252:20 253:4 255:11 260:7 278:16 280:7 292:13 300:10 313:15,22 321:15 323:2,22 324:3 326:6 327:17,22 328:14 forwards 118:18 foster 1:9,11 4:13 5:12 8:22 27:11 40:3 50:5 139:14 162:7 194:18 198:8.20 241:21 258:20 263:20 289:2 291:3 294:16 298:18 299:22 312:22 315:1 324:19 338:10,10 found 169:21 186:8 208:5 317:9 foundation 86:3,3 four 12:20 34:6 36:11 36:19 44:8 173:18.21 176:15 177:14,15,16 181:12,14,16 217:20 251:11 316:6,7 four-year 98:11 293:3 Fox 2:5 10:19,19 169:2 FQHC 141:13 322:8 FQHCs 96:4 108:17 fragmentation 216:11 frame 72:9 217:20 293:20 311:13 framed 296:21 311:13 frames 337:2 framework 121:3 123:18 142:20 162:1 257:8 314:4 318:7 frank 27:4 frankly 154:16 158:21 217:9 free 22:19 72:18 73:20 101:15 306:22 freestanding 111:16 frequency 14:13 336:8 frequent 230:11

frequently 33:20 43:10 130:17 **Friday** 12:18 front 62:3 150:14 151:3 260:17 281:1,3 299:1 299:3,10,15 frontline 202:14 frustrated 322:10 FUCC 323:10 full 5:19 197:10 280:7 282:9 fully 23:21 278:22 296:2 fun 5:14,15 function 17:20 75:7 151:15 functional 308:19 309:22 functioning 162:12 **Fund** 142:19 fundamental 60:22 152:5 funded 51:4,6 65:11,14 66:2,3,7,9 77:19,21 77:22 funder 103:1 funding 12:14 55:19 66:8 114:18 129:16 139:13 141:3,8 321:19 further 24:9 58:20 59:14 122:13 151:20 153:13,13 217:11 289:8 furthest 55:2 fussing 39:19 future 18:10 69:11 127:13 132:20 160:17 167:12 219:15 241:2 328:12,15,18 **FY** 36:4 FY13 36:4 FY14 34:5 G gain 207:18 Gallia 3:3 4:9 10:5,6 62:18 63:3 103:19 104:10 106:11,13 125:4 150:3 157:21 167:6 170:21 171:4,8 182:11 198:16 248:9 268:9 276:13 308:11 310:4,11 328:7 330:9 330:11 game- 144:8 game-changing 23:3 Ganey 22:11

gap 4:15 6:14 17:17 51:13 132:4 204:1,18 209:16 210:20 265:1 265:2 273:7 274:21 307:20,21 308:4 309:8,13,19 310:16 310:22 311:8,12 323:5,6,14 326:17 329:12 gaping 82:1 gaps 49:20 81:22 203:17,18 204:2 208:3 210:5 216:5 219:10 238:8 307:19 308:1,7,12 318:3 Garrison 78:6 gather 54:1 gauge 110:16 gauntlet 301:10 general 20:15 46:20 122:6 163:11 167:14 178:4 183:17 208:9 227:4 241:3,9 254:3 275:5 293:13 generally 50:17 70:14 generate 112:13 153:8 156:5 generated 40:15 106:1 326:9 generating 155:10 **generic** 71:3 114:5 272:17 genesis 239:18 Gesten 1:9,11 4:2,13 5:13 8:22,22 10:13 11:7 13:16,19 14:19 26:9,19 28:22 29:18 30:20 32:3,6,11 37:14 38:8,12,15,18,20 39:3 39:15,21 40:14 46:1 47:11 48:8,19,22 49:9 54:8 57:4,9 59:19 62:14 63:2,11,17 64:16 65:1 67:17 69:4 70:11 71:13,22 73:21 75:8 76:11 101:3 102:5 103:17 106:7 106:12 133:21 136:1 138:1 141:20 146:6 148:12 150:1 151:18 152:19 154:9 157:19 159:8,21 161:9,12,16 167:21 168:2 169:8 170:14,19 171:9,12 172:7 174:10 175:19 176:4 177:11,19 178:5,12 179:4,6,14 179:16 180:2 181:19

			352
	I	I	I
182:10,19 183:12	134:14 160:21 179:21	60:19 61:6,7 74:10	Googling 102:11
184:3,5,8,20 185:4,12	200:1,2 231:4 239:11	75:13 76:12,13 77:2,7	Gopal 2:8 48:14
185:20 186:4,9 187:3	251:22 271:14 302:8	77:12 79:9,10,12 83:5	Gorham 2:13 4:5 9:5,6
188:1,13,19 189:7,11	gives 102:14 103:4	83:10,11 84:21 85:3,6	33:3 35:5,9 63:21
189:17 190:2,10	164:20 185:13 226:17	85:8,9,11 87:13 89:18	64:22 65:9,19 66:2,7
191:7 194:22 203:15	285:9 328:18 329:22	89:19 90:15 91:10,11	69:13,22 70:2,4,6,8
214:17 231:6,20	giving 17:21 134:18	91:12,13,18,22 92:1	71:5 178:1 184:10
233:14,17 235:13	299:18	92:13 95:19,22 96:6	186:8 187:17 188:17
236:7,12,16 250:20	glad 5:16 108:11	99:1 101:4 102:13	189:13,19 190:22
252:11 253:2,12,20	152:20 224:3	106:18 108:2 112:9	199:17 200:10,14
254:14,20 255:2,6	gleaned 33:10	112:21 113:6,7,10	203:12,19 206:13,18
256:9,13,15 258:19	go 7:8 11:8 14:19 22:1	116:17 117:9,21	208:21 209:7 214:5
259:9,13 260:10	31:7 38:9 43:1 44:2	118:9,14 119:9,21	215:4 216:19 220:12
261:1,7,10,22 262:5	45:5,21 55:22 61:12	120:17,18,22 123:9	221:14 222:14 223:19
264:3,6,16,19,22	65:14 66:15 68:18	124:8,13,13,20 127:2	230:20 234:17 236:2
265:17 266:13,17,21	76:14,15 77:2,3,12	128:8 131:16 132:5	241:19 251:19 262:9
267:3,10,13,17 268:6	78:19,19 79:9 80:8	132:22 133:19 134:16	263:11,19 272:8
268:17 269:9 270:1	89:20,22 91:18 97:7	135:20 137:9 144:15	277:22 286:17,20,22
283:20 284:7,12,18	103:6 113:6 121:14	146:17,18,19,19,22	287:5 288:5,12,18
285:17,20 286:13,15	122:5 124:7 130:1	147:19 148:7,15	290:1,18 291:2 301:3
286:18 287:2,7	132:10 135:7,20	154:20 157:9,10,14	303:2 306:1,19 307:3
291:10 293:17 295:6	146:2 149:18 151:6,7	159:2 160:5,11,13	319:9 322:18 337:13
296:6,9,19 297:12	156:8 162:20 164:18	162:3 167:11,12,16	338:9
298:6 299:16 300:3,8	164:18 165:5 167:21	168:3,5 172:9,9 176:5	gotten 185:2 237:2
300:15 301:5,12	169:13 172:10,13	178:18 180:1,2,3,4	238:19 268:2
304:6 305:7,9,18	175:16 182:14,18	181:11 182:3,15,18	government 2:3 39:22
306:4,15,21 307:9	188:19 189:18,20	186:11,21 190:19	227:13
309:18 310:9,16	190:11,12 191:7	196:8 197:21,22	grace 276:4
311:5,11,22 312:5,11	205:16 206:14 216:18	203:16 205:12 216:6	graciously 12:5
318:20 319:2 320:20	217:4,11 220:1,16,18	216:13 239:9 243:12	gram 251:13
321:7 324:13,18	224:4 226:3 231:6,8	249:20 252:15,20	grant 65:17 94:19
326:1 328:4 330:2,10	232:11 233:12 234:8	253:4,7,8 254:18	102:14 105:14 106:18
330:12,20 331:1	238:13 239:15 241:8	255:11 265:5 267:5	108:6,22 110:9 119:2
333:2 335:7,9 337:20	249:12 250:7,16,21	267:22 276:13 279:12	119:5 148:17
339:1	250:22 252:15 254:5	282:3 288:1 289:10	grantees 237:20
getting 6:2 20:10 21:4	254:15 256:15,18	289:14 290:5,19	grants 10:22 51:5 52:20
40:6 42:9 49:5 52:16	260:7,21 261:5 266:2	294:21 295:1,20	53:12 54:4 61:22
55:15 68:6 98:20	266:3,10 283:18	298:4 303:19 304:15	129:18
106:14 121:12 127:22	284:20 304:22 308:9	313:6 314:7 320:9	graphic 121:2
157:5,8 174:21 202:3	317:2 321:7 324:14	323:6,12 324:9 326:6	grappling 101:6
215:19 229:2 249:18	324:18 328:5 329:4	326:13 328:8 332:8	grateful 27:3
250:5 255:8 292:16	329:22 336:6	gold 94:15 273:12	gray 331:5 334:16
318:6	goal 48:2 83:13 154:12	good 5:13 8:19 9:18	great 5:19 11:7 44:3
gift 292:6	192:11 201:11	11:9 15:7 28:12,12	58:22 100:20 104:14
gigantic 84:20 100:5	goals 40:4 83:9 103:4	33:19 40:18 87:12	105:5 107:21 111:5
Gigi 2:17 3:8 10:20	117:3 154:14 156:6	88:10 89:18 95:14	134:1 159:8,9 161:9
Gillespie 118:10	201:10	99:13 100:17 101:18	187:13 196:9 207:15
girls 143:13	goes 30:1,17 40:11	109:6 123:12,17	231:8 239:3 244:16
give 6:19 24:11 37:11	42:6,10 61:19 135:19	126:11 129:5 135:9	250:20 256:9 265:18
50:3 67:1 78:11 80:22	146:12 275:10 285:10	158:2 160:1 162:21	267:3 286:13 299:16
85:8 92:3 102:18	335:3	163:1 170:14 179:20	301:5,16 306:15
118:10 136:5 152:17	going 5:15 10:15 11:8	201:1 207:21 208:13	319:2 327:1 333:10
178:22 184:19 185:2	12:7,20,22 14:22 15:8	210:10 213:2 225:10	335:7
186:1,17,17 200:20	21:19 22:7 27:14	225:11 231:13 233:6	greater 34:21 35:16
200:21 206:13 226:16	31:21 32:3,9 33:1	242:6,11 257:9	153:6 315:5 325:2
230:19 248:2 272:12	38:21 42:2 49:13	259:12 268:8 275:15	greatest 53:21
276:3	50:10,13 54:15 55:8	287:20 304:13 320:12	greedy 292:1
given 55:6 65:17 79:3	55:22 56:20 58:21	326:5	green 164:18 206:2
	l	l	-

grid 90:20 92:17 grilling 301:14 ground 131:13 151:9 187:4 265:15 266:2 groundwork 110:10 group 9:2 14:1 41:4,6 41:17 49:21 74:13 75:1,9 94:8,20 95:4 95:20 99:7 101:13 104:14 108:10 124:17 134:10 236:1 237:13 237:16 239:19 244:1 272:21 294:18 295:13 301:9 334:5 groups 26:14 49:21 60:5 114:13 128:14 128:20 163:9 177:16 181:16 308:17 328:19 grow 257:17 growing 17:1 331:18 guaranteed 83:7 quess 40:13 55:11 65:21 89:13 129:4 145:15 147:17 157:15 177:8 186:15 199:19 200:19 214:18 227:14 228:9 232:16 253:5 298:5 302:6 321:14 guessing 336:5 quidance 6:19 17:21 163:12 guided 79:15 guideline 278:21 281:13 guidelines 84:11 196:19 202:8 208:1 209:21 216:12 222:5 guy 98:17 106:8 guys 28:22 63:17 89:2 90:6 96:16 99:22 144:8 171:18 187:15 188:10 265:14 337:2 337:12 Gynecologists 3:2 н habit 182:9 half 15:20 43:10 270:20 325:11 hallmarks 279:6 hallucinating 161:13 hand 265:13 handful 163:1 handle 231:13 318:8 handled 305:13 handling 302:22 handoff 131:21 145:11 handout 36:17,22

hang 225:17 312:13 313:3 330:12 hanging 312:15 happen 28:4 83:5 96:22 121:11 146:14 179:3 180:1 194:8 228:2,4 249:19 253:18 336:20 happened 293:14 323:21 330:6 happening 88:21 122:12 138:21 179:10 257:13 296:2 happens 27:5 47:14 181:6 271:20 273:21 336:18 happy 109:22 157:9 244:13 246:5 312:20 hard 73:4 82:9 83:19 97:22 167:2 201:10 233:7 248:17,22 287:21 325:16 331:11 338:17 harder 98:12 Hardy 2:14 11:5,5 harmful 242:13 harmonization 324:20 325:4 harmonize 245:20 harmonized 325:8 harmony 325:1 Hartford 7:22 Harvard 2:2 hat 144:8 hate 234:12 HCAHPs 26:15 161:4 head 188:9 306:2 head-on 333:15 heading 76:6 health 2:7.8 3:3.9 4:8.9 7:15 9:1 13:13,14 15:15,22 16:8,11,12 16:12,14,14,20,22 17:14 18:3 27:9,18 31:5 33:13 34:2 36:12 48:17,17 68:15 79:18 82:3 83:3,7,15 84:3 86:20,21,21 89:6 95:11 96:10,17,19 99:9 103:21 104:22 107:8,10 115:7 118:6 123:14 125:10 128:12 129:8 132:11 141:11 150:22 165:12 173:15 177:20 189:20 190:5 197:8 201:7,7 202:2 205:7 207:10 208:4,9 210:15 211:7 212:14 219:5,7,9,12 259:21

274:16,17,18,21 275:3,4,6 292:4 307:22 308:19,22 309:2,3,20,22 310:7 310:13 311:2 317:8 317:11,13 322:5 325:7 329:17 330:1 331:18,21,22 333:20 health-plan 128:11 health-related 16:4 healthcare 2:7 15:4,22 16:17 17:10,11 19:4 50:19 94:13 95:1 96:12 97:3 105:10,10 107:3,6,7,9,10 122:22 135:13 183:3 210:13 243:2 248:10 264:8 269:3 308:15 324:11 329:7 healthy 86:7 90:21 91:3 133:18 233:20 291:11 hear 6:7 32:7,9 35:8 48:18,20 101:12,16 106:9 176:8 241:5 244:9 256:14 259:15 heard 138:5 149:9.10 160:22 180:14 194:2 194:4,13,21 201:5 207:2 257:20 266:18 297:15,19 298:2,3 299:11 318:12 hearing 18:2 46:10,17 69:9 101:16 146:8 176:4,5 238:18,22 239:1 258:6 318:6 heart 209:20 315:9 331:9 heavy 60:8 66:19 HEDIS 35:2,20 161:4 197:9 232:18 held 23:11 243:12 Helen 291:20 helicopter 296:15 hello 7:11 216:21 322:15 help 27:19 28:8 57:17 58:10 118:4 129:21 142:12 150:16 157:13 180:4 183:22 184:10 224:5 229:15 282:4 313:22 323:20,20 335:2 338:21 helped 109:17 110:17 168:16 238:8 327:6 helpful 21:10 47:9 66:17 155:20 157:16 219:22 240:3 241:5 244:8 293:18 299:17

helping 5:5,6 95:6 102:13 160:21 helps 22:17 195:6 hematology 216:9 Herculean 312:14 heroic 5:9 hey 5:13 13:6 56:2 HHS 336:22 hi 7:13 8:11 9:5,8,11 10:1,8,20 11:1 13:10 15:7 48:14 52:18 217:2 270:5 289:9 hiatus 293:3 high 28:15 34:20 37:2 164:3 176:20 177:1 179:8 181:9 182:1 242:6 315:12 316:9 high-level 113:9 146:2 high-quality 163:14 high-reported 35:15 high-risk 198:10 higher 20:13 43:10,14 43:19 69:11 199:11 246:3 314:20 315:4,5 315:21 316:18 higher- 43:3,4,6 higher-level 6:11 higher-performing 43:17 45:20 highest 55:14 126:12 246:13 318:2 highest- 158:4 highlight 41:20 45:8 highlighted 110:19 highlighting 18:17 31:18 highlights 10:16 11:9 highly 295:5 hinge 294:11 hinting 175:1 historically 17:2 155:6 history 130:9,21 299:5 **HIT** 11:6 hitting 101:5 HIV 315:8 hold 206:14 219:2 220:15 287:5 holes 82:1 home 78:7.8 132:13 137:7 308:9 338:8 homelessness 95:17 homes 122:8 144:15 homogenization 325:5 hood 46:6 94:7 hope 21:8 53:1 56:21 92:3 126:22 132:20 160:6 258:6 259:1 297:4 318:16 323:22

hopeful 66:12 hopefully 31:1 38:4 258:21 304:1 hoping 92:12 324:3 hospital 1:13,14 2:2 3:13,16,17 8:1,4,13 19:3,13 20:8,15,20 21:12 23:16,17 25:8,8 25:11,18 26:13 27:1 29:14 30:4,8 60:4 91:13 145:1 160:2 217:22 224:14 245:12 246:16 249:3 293:16 hospital-level 248:19 252:5,6 254:4 hospitals 9:22 19:16 23:10,10,11 160:7,12 245:5 246:3 247:1 248:3 249:5 hours 89:7,8 212:17 housing 95:16,17 116:1 146:4 HPV 34:6 36:7 HRSA 108:12 HUDSON 3:11 196:5.10 270:11 272:18 274:13 275:14 huge 125:21 129:4 145:16 154:19 193:20 193:20 194:12 222:3 265:8 287:17 326:18 332:10 Human 75:17 177:20 humbled 104:17 hunch 303:1 Hunt 2:6 71:18 208:17 208:22 209:6 hybrid 111:12 120:7 128:10 L Icahn 3:3 ICD-10 167:1 ICD-9 167:8,10 ICD-9s 274:6 Idaho 9:21 idea 129:1 203:17 213:2 228:3 292:2 ideal 163:6 ideas 74:1 identified 43:5,7,13 44:10 117:15 133:6 204:1,2,18 209:17 210:19 238:21,22 309:14 identifies 163:5 identify 13:3 37:9 45:12 57:13 80:5 121:9

137:18 275:15 308:13 329:12 identifying 207:16 ignore 153:1 illicit 125:7 Illinois 168:15 322:10 illness 121:20 218:3 illnesses 17:4 illustrate 16:13 illustrates 34:11 imagine 116:3 140:18 **immediate** 164:16 immediately 42:10 immunization 18:1 34:3 impact 17:14 40:13 77:13 94:13,16 96:10 105:19 131:9 213:16 294:9 impacted 96:11 258:12 impactful 254:10 imperfectly 155:7 impetus 26:1 115:2 329:22 implement 265:12 268:5 implementation 12:16 27:10.16 101:7 112:21 126:19 131:12 170:10 265:9 268:16 333:12,16 implemented 98:20 114:21 237:3 238:11 implications 17:19 117:12 139:4 142:17 180:17 **implicit** 139:18 importance 16:22 21:2 192:3 232:7 257:15 important 15:17 16:6 36:6 55:1 56:6 62:4,7 62:10 63:8 69:2 73:18 74:22 75:7 78:17 81:5 81:20 85:20 87:9,10 88:2 90:12 91:19 92:15 98:2,9 102:19 107:11,22 112:8 114:7 115:21 116:9 121:21 127:3 131:1 131:11 138:13 146:9 148:2,6 152:16 153:3 171:22 172:3 175:5 176:17 198:10,18 199:3 211:7 213:19 222:2 243:9 245:22 250:17,19 257:13 265:3,22 270:14,15 302:11 308:20 317:3 317:16 321:22 326:21

329:11 331:20 333:10 333:18 334:18 335:5 importantly 176:21 306:1 impossible 113:15 280:6 impression 72:6 273:15 **improve** 6:12 7:3 17:12 50:16 74:7 87:16 153:21 154:6,15 182:9 277:4,6 326:18 improved 33:15 211:16 improvement 7:15 12:16 31:6 40:10,11 40:22 42:21 44:7 46:4 46:7 67:5 77:9,11,21 78:1,4,10,10,18 79:13 79:19 80:2 84:8,9 85:9,18 89:17 92:17 92:22 93:2 94:19 97:17 99:11,17,19 100:13 108:8 110:9 130:22 131:13 137:19 138:18,19 139:1,2 140:17,19 141:16,18 154:17 156:11 160:21 164:5 177:7 211:8 254:4 272:2 282:4 292:13 improvements 233:2 improving 6:3 92:3 153:21 328:2 in-depth 218:7 inappropriate 193:7 194:9 inappropriately 194:6 199:7 incentive 83:14,15 86:6 incentives 83:17 include 17:21 21:6 26:2 191:2 251:2 252:17 255:12 262:15 268:22 269:4,5 289:18 337:15 included 26:15 36:21 37:2 108:20 112:6 124:2 165:18 169:9 200:15 204:4 253:3 260:8 263:14 269:1 329:6 includes 133:17 304:17 314:4 including 6:13 33:22 52:10 133:7 165:21 181:1 262:14 304:11 316:4,14 inclusion 37:5 65:6 236:21 289:17 290:13

inconsistency 166:15 incorporates 120:7 incorporating 120:8 increase 20:12 50:22 166:5 175:3 increased 171:6 increasing 33:17 incredible 94:3 158:6 incredibly 127:16 129:2 incremental 40:22 238:6 308:2 incrementally 148:11 indentation 308:1 independent 320:9 index 18:4 121:8,8 124:2 127:8 316:10 Indian 150:22 indicate 204:10 282:13 indicated 36:20 193:20 indicating 164:4,6 indication 39:12 271:1 273:6 indications 273:13 315:8,9 indicator 123:12 135:11 135:14 195:20 indicators 123:17 142:5 143:2 indifferent 201:1 indirect 76:2 individual 49:6 143:4 193:22 254:16 255:9 272:21 316:6 individuals 64:17 178:6 inducing 78:22 indulgence 28:6 75:8 301:9 ineligible 228:15 230:3 inexpensive 213:11 279:6 infancy 327:12 infants 251:13 316:21 317:6 infection 34:16 infinitesimally 308:2 **influence** 112:1,9 130:13 170:9 198:2 199:6 influenced 178:18 influences 17:9 influencing 116:15 inform 22:17 142:6 160:7 195:6 240:7 information 2:7 15:3,13 19:6,22 20:11 33:10 37:3,21,22 46:5 49:3 52:15 54:6 58:1 64:11 64:15 74:12 87:14

96:18 109:4,13,18 112:10,14,18 116:21 119:18 121:19 127:16 127:21 128:12,13 129:6 130:4 152:14 153:16 155:17 158:2 160:14 161:6 164:9 165:18 166:14,16,20 172:12 175:10 187:18 193:14 197:7 199:3 199:10 203:17 206:6 206:14 223:6,7 226:17 227:3 229:3 233:22 234:4 262:6,7 262:10 266:8,12 267:9 268:15 274:10 276:8 298:9 300:2 328:19 329:16 332:19 338:19 informed 221:16 222:15 224:9 283:21 284:1 308:18,20 310:1 informs 224:20 infrastructure 96:16 99:14 102:4 119:2.6 135:12 136:14 146:13 146:18 147:1,6,15 152:16,21 172:2,6 infrequent 230:11 infused 146:20 **inherent** 267:20 initial 113:11 initially 23:17 133:6 150:6 309:20 initials 92:8 304:12 initiation 219:7 initiative 115:1 initiatives 80:13 injuries 310:20 injury 205:6 317:4 innovation 50:20 innovative 266:7 332:16 inpatient 25:10 30:8 316:16 **input** 102:16 103:2 237:21 326:3 337:16 338:17 insecurity 95:18,20 116:1,2 insight 268:18 instance 249:1 334:22 Institute 209:21 322:22 institutions 132:2 242:17 316:9 instrument 168:18 instruments 168:13

insufficient 113:18 192:15 **insurance** 224:13,19,22 225:13,17,18,22 226:3,3 229:17 integrate 247:19 integrated 8:3 26:7 112:16 132:9 144:22 integration 31:5 125:9 132:6,14,16 142:22 143:10 144:19 integrations 124:15 intellectual 119:9 intelligent 74:13 intended 50:15 196:17 316:10 intensive 62:6 intent 12:18 195:15 280:7 intention 115:16 interacted 322:1 interest 40:8 93:22 195:15 201:3,4,12 212:3 233:11 252:7 262:19 interested 47:15 161:7 224:4 227:15.17.18 233:13 263:1 282:19 287:16 332:22 interesting 44:2 48:4 79:16 93:17,21 104:4 134:2 136:9 138:3 148:20 181:21 257:3 268:8 299:5 331:6 Interestingly 213:1 interests 252:6 interim 67:14 intermittently 6:9 intern 91:17 internal 19:14 84:12,14 321:14 internally 86:16 237:11 237:11,15 interoperability 145:1 interpret 21:3 interpretation 176:11 intervention 96:13 121:22 125:5 143:10 143:11 209:18 271:16 272:21 interventions 202:4 222:7 271:19 273:8 interviewed 43:12 introduce 13:7 48:9 71:14 75:15 113:3 190:13 320:21 introduced 173:16 204:10 221:18

introduction 142:9 inverse 294:17 inversion 108:14 297:2 297:7 298:12 299:1 **inverted** 298:16 invested 21:21 investigator 322:21 investment 49:19 88:6 154:20 investments 154:5 invitation 313:1 invite 30:20 212:7 215:11 inviting 31:3 involve 12:20 involved 12:9,22 75:18 118:2 120:4 326:15 involvement 222:20 involves 14:5 **IOM** 79:11 90:2,21 121:9 243:1 ironically 183:4 Irwin 104:13 island 44:22 196:1,4 235:16 isolate 127:7 isolation 118:19 issue 21:13 31:2 71:16 74:21 81:11 136:2 138:12 140:5 152:5 169:3 171:21 172:3 175:8 187:11 193:20 194:13 222:2,3 227:9 242:4 247:17 259:1 265:3 287:17 311:7 331:13 332:10 334:2 **issued** 168:6 **issues** 5:21 7:5 11:18 15:15 16:9 24:14,15 26:6 28:5 49:20 94:11 101:18 102:19 104:19 105:8 114:12 118:3 124:6,10 126:19 134:1,16 139:8 140:15 169:8,12,21 175:8 201:3 207:9 234:1 285:1,16 318:11 332:12 333:12 333:16 item 124:17 235:22 269:12 items 5:22 12:7 134:10 iterations 99:9 iterative 250:9 J iail 38:9,18,21 January 148:18

iazz 250:3 **JD** 2:4 **Jeff** 3:9 4:8 10:8 63:11 75:16 76:1,1,7,13 81:18 101:3,14,20 104:18 119:3 133:8 134:17 146:6 148:12 150:2 151:18 162:5 170:20 171:14 175:5 227:21 233:9 256:22 259:8 Jeff's 139:22 Jeffrey 3:13 223:22 jibes 155:19 job 5:9 79:1 143:9 225:11 232:22 319:15 323:3 328:1 338:18 Joint 173:1 Jokes 190:8 Josh 2:14 11:5 Journal 148:19 journey 27:22 95:9 journeys 338:7 July 336:13 jump 116:17 194:22 justify 87:8 Κ Kaiser 1:18 8:9 Kamila 2:7 7:12.13 52:14 54:9 60:1 64:4 65:2 66:12 67:11,17 74:19 139:9 311:22 319:15 333:16 Karen 3:6 13:6.7.10 42:6 45:4 58:22 116:22 138:1 141:22 142:14 145:22 249:13 Kathryn 1:13 9:18 184:20 267:18 keep 81:20 98:2 118:17 145:17 154:2 236:8 236:11,11 266:9 keeping 5:9 104:21 226:5 313:3 keeps 236:4 kept 179:12 Kevin 3:7 71:21 227:20 279:20 281:8,10 Kevin's 216:20 key 4:3 6:5 15:10,21 27:13 209:11 245:3 kicker 250:12 kid 137:10 281:21 kids 15:14 26:15 114:22 115:9 137:7 181:3 183:2 193:19 194:18

Neal R. Gross and Co., Inc. Washington DC 198:1,3 210:6 225:12

			356
	I	I	I
225:21 242:8,13	98:9 99:16,18 100:21	178:17 179:5,13,15	legislator 82:6,7
243:2 247:7 270:20	101:6 103:7,8 109:10	193:11 194:17,20	legislators 98:6
273:19 280:17 285:7	109:11,12 111:2	227:19,22 230:6,10	legislature 80:8 96:4
285:12 311:2	112:3 116:6 117:2,4	230:13 266:4,19,22	lens 16:10 107:17
kind 35:7 37:12 44:4,9	118:2 126:13,17	274:4 275:8 296:7,10	lesser 317:13
44:14 53:9 56:3 59:5	128:1 129:20 130:14	306:8,12,17	lessons 113:9 114:4
103:2 104:17 114:5	130:19,20,20 132:18	lack 192:5 210:4 296:1	199:21
116:17 118:21 119:8	133:4,22 135:8,9,10	lacked 217:9	let's 159:11 165:4
122:9,16 123:6,6,8,17	136:15,18,21,22	lag 42:13	184:19 212:20 250:21
125:7 127:17 130:12	137:2,8,16,20,20	Lake 81:4 100:15,16	262:19 284:20 287:7
130:15 131:18 132:17	138:13 139:18 140:16	land 139:21	287:9 300:10 303:12
133:8 135:14,14	147:11,12,16,17,22	landed 302:20 304:16	307:19
138:9 140:4 147:7	148:22 149:5,20,21	landslide 291:18	letter 12:17 80:20
148:20 149:22 155:21	154:1,8 155:22 156:5	language 95:13 122:3	level 20:13 42:21 48:3
158:9 167:15,18	156:6,9,20,21 157:12	large 120:15 126:4	67:3 73:18 79:3,19
178:21,22 181:7	159:2,2 162:16	192:19,21 194:5	80:2,3,19 82:3 97:13
182:15 218:22 219:14	164:16,20 165:2,3,4	247:9 280:16	97:15 98:14,16 99:1
220:12,14 227:4,11	167:1 168:19,21,21	largely 24:14 25:21	99:14 105:2 106:4,5
231:19 241:4,15	169:17 172:11 174:21	larger 254:11	109:15 111:20 113:4
248:11 250:2 276:3	176:11,14 177:12	Larry 3:3 256:19 258:19	113:20,20,21 119:19
292:15 296:12 298:5	178:20,21 179:3	312:17 318:20 319:9	124:19,20 125:8,12
299:19 302:11 325:14	180:1 182:16 184:22	320:15 321:12 324:16	125:19 127:21 128:15
330:5 332:4,17 335:2	194:20 195:1,13	326:2 334:10	132:3 133:11 138:22
335:13	199:4 201:1,11,13	Larsen 71:21	139:3 140:2,3,7,10,12
kinds 132:10 224:7	205:10 206:4 212:19	lastly 317:7	140:14,21,22,22
240:16	213:14 216:16 218:18	latest 53:20	141:1,15,17,18,18,19
kinks 231:9	220:3,18 222:10	Laughter 38:19 39:6,9	143:21 146:11 148:9
Kleinman 3:3 256:14,17	224:3 228:6,18,20	78:14 81:14 161:15	149:13 152:22 153:17
256:19 259:6,11	229:3 232:5,19 237:4	196:2 253:19 265:16	157:5 158:8,17
312:17,22 320:6	240:3 241:7,9,14	266:16 267:12,16	170:13 177:2 181:8,9
324:16,19	242:2 244:1 250:14	301:11 303:16 306:11	181:10 192:20 195:19
knew 143:18 229:7	250:14 253:14 258:14	Laura 2:4 7:16,18 24:2	214:2 218:8,9 248:18
239:6,7	265:13 266:5 271:11	29:18	251:14 252:4 257:14
knock 267:14	273:2 278:13 281:20	law 56:6,10 57:7	275:4 309:4 316:18
knocking 267:11	282:13 285:10,15	laying 132:19	318:2 325:17 329:17
know 5:18,21 7:10	287:2 294:9,14,17	LCSW 3:8	329:18 330:1
11:15 12:21 14:3 15:5	295:8 296:12 297:20	Lead 11:3	levels 37:9 80:1 112:2
15:15,17 18:11,17	298:7 300:9 301:13	lead-up 64:17	116:16 138:12 139:1
19:9 20:2,10,16 22:17	302:3 304:3 311:7	leadership 75:19 118:4	139:17 146:3 162:15
22:20 23:5,15 24:9	312:17 319:6,7 320:8	leading 310:21	164:3 172:15 246:3
25:1,3,7,9,12 26:4,5	320:8,12,21 322:4	leads 274:22	285:15 316:5
27:6,17,22 28:1,3,3	323:4 331:13 332:3	learn 324:9	lever 80:17 81:7 100:10
28:16,22 29:1,1 30:8	333:16 334:1,4,9,11	learned 55:7 261:19	leverage 85:1,18
30:9,19,21 32:15	337:8	335:1	levers 31:4 80:10,15
39:11,15,18,19,22	knowing 109:2 117:13	learning 327:8	115:3
40:22 41:11,18 42:12	156:7 158:4 199:1	leave 76:17 82:1 223:9	life 133:9,10,16,18
44:2,18 45:7,9,14	216:7 239:21 275:12	230:2 238:22 257:15	165:18 183:16
46:9 47:9,13,19 49:19	282:19	272:11 280:20 307:13	lifesaving 213:8
50:7,12 56:21 58:13	knowledge 248:16	leaves 294:1	lift 60:9 66:19
59:2 60:17,18 61:15	known 103:22 282:9	leaving 333:4	light 95:9 164:17,18
62:7 63:6,7,9 64:4	knows 24:20 312:12	led 106:16	165:3,7 206:3,4
66:22 67:3,6 68:6,10		left 126:1	liked 332:10
68:21,22 70:18 72:5	L	legacy 73:15 104:11	Lillie-Blanton 3:4 9:11
72:22 73:14 74:2,14	labeled 195:19	153:15	9:12 19:9 23:14 25:5
74:22 75:11 79:5	labor 316:16	legislation 23:19 25:1	25:14 26:18 28:10,16
81:11 82:22 83:4 87:3	Lacey 1:15 8:5,5 31:16	106:20 115:5 130:6	38:2,11,13,16 39:1,4
87:10 89:10 93:12	31:21 32:5,7 46:8,20	232:14 334:3	39:7,10,17 41:2 42:1
94:15 95:8,14 96:16	47:8 102:6,10 148:14	legislative 26:20 82:15	42:4 43:2 57:10
	l	l	l

Neal R. Gross and Co., Inc. Washington DC 356

lobbied 60:5 152:20 168:1,4 236:8 268:21 281:18 285:6 252:6,7 254:1 257:21 236:13 237:6 239:22 local 79:3 105:1 138:22 335:15 300:5 334:2,2,3 240:5 261:15 327:3 located 322:21 loops 27:6 maintained 253:7 limitation 278:18 logic 164:14,15 271:6 lord 312:12 maintaining 253:11 limited 73:1 75:6 134:5 logistics 186:12 lose 183:22 195:22 maintenance 251:20 168:22 297:5 318:13 long 22:4 80:22 82:7 215:10 226:4 252:9 252:9 318:14 332:15 334:11 87:7 89:20 129:2 major 94:8 169:11 307:19 312:11 334:19 220:15 226:22 276:19 lost 126:9 248:11 316:22 line 48:10,11 80:22 81:1 long-term 17:19 239:3 making 46:16 55:17 252:13 311:21 321:20 85:10 159:11 187:22 70:17 97:6 122:13 longer 40:19 53:9 68:5 lot 13:15 45:9 50:6 77:5 205:13 216:20 220:7 228:21 80:4,6 84:13 92:20 128:20 154:5 163:12 223:21 257:7 269:18 look 11:16 22:6 27:9 93:11,21,22 96:13,14 225:12 226:19 238:6 278:14 300:7 336:1 29:22 30:16 40:20 98:18 101:5 102:11 268:9 276:17 314:1 lines 165:2 203:3 41:3 63:13 67:1 70:20 103:1,12,13 106:5 326:22 male-only 211:19 255:21 80:16 82:1 89:19 107:21,21 116:19 126:7 134:14 139:5 link 211:15 93:20 94:6 95:5 104:2 manage 17:13 61:11 linkage 173:8 182:8 105:7 106:4 107:15 146:10 147:5 149:17 153:22 154:6 linked 249:22 116:10 118:13 136:8 152:2 153:4 194:10 managed 17:6 44:7 list 29:8 59:20 73:9,13 139:16 142:15 146:2 201:6 212:2 228:1 82:17 87:4 91:11 92:6 76:3 132:22 189:4,6,7 146:3 161:6 162:20 238:19 241:11,16,17 92:6 111:4,13,18 199:15 200:8 204:13 169:21 176:19,21 250:4 254:13 257:19 112:13,17 113:21 204:15 218:5,5,20 177:8 178:20 180:20 266:8 272:1 273:20 127:21 140:8 150:18 219:1,20 231:19,19 181:13,21 182:15 299:11 307:13 312:7 152:3,13 277:2 231:21 235:11 236:5 197:2 202:5 220:16 334:10 management 16:9 36:7 lots 16:18 28:5 58:12 236:5,9,14 251:4 224:9,11 225:11 52:4,12 93:15 153:16 254:10 264:2 278:4 238:13 239:15 243:3 239:13 154:7 196:15 198:21 282:20 283:8 288:3 243:19 246:2 249:4 loud 35:11 Manager 2:11,13 9:9 289:17,19 301:20 275:16,18,22 281:19 louder 35:10 mandatory 21:19,21 299:1 301:20 308:22 312:1 319:12,16,20 **Louisiana** 273:18 25:7 323:5 335:22 312:9 314:17 317:17 love 61:9 96:17,18 97:4 Mangione-Smith 3:5 listed 107:1 114:8 326:16,17 327:15,21 100:20 145:6,15 322:15,16,19,20 166:12 204:3,8 307:7 looked 44:18 47:3 89:6 loved 324:2 manner 152:4 245:13 listen 18:16 237:21 90:8 91:2,5 95:4,21 low 11:18 34:7 37:8 manual 174:8 MAP 18:15 26:11 28:11 listening 75:1 175:21 207:20 211:10 162:15 164:5,6,7 literally 129:10 213:7 222:9 245:12 248:20 165:11 172:15 181:8 29:7,9,10,13,14 70:13 literature 183:3 216:5 288:20 297:16 317:15 181:10 192:14 280:22 70:17,20 71:7,7,8,12 little 14:22 16:16 20:3 324:22 316:21 73:11,11 163:4,9 looking 6:14,15 24:1,18 22:15 23:20 24:8,20 low-bar 292:10 191:9 204:1 207:8 35:7 49:5 51:8 52:15 40:4 47:12,16,17 low-income 15:20 209:17 210:19 240:22 73:16 75:13 77:3,7 52:22 88:4 90:3,10 low-level 194:1 260:9 313:22 326:7 330:14 336:16 79:9 80:14 86:8,11 100:17 102:7 111:21 low-performing 158:4 MAP's 18:6 88:12 89:1 92:21 96:2 119:13 161:2 176:13 lower 241:17 242:7 96:7 100:8 104:17 182:21 183:15 184:22 lowest-reported 36:13 March 1:17 9:17 60:3 106:9,13,19 111:4 185:4,6,7,14,18 188:9 165:14 MARGARET 1:16 131:5,18 145:4 188:15 197:21 198:5 Luke's 1:13 9:20 marginal 325:19,20 lunch 159:13 161:13,14 Mark 334:5 148:11 151:21 164:4 211:22 213:18 216:1 165:15 170:15 178:22 217:12 219:9 240:20 186:11,19 marked 328:13 195:12 200:22 201:13 249:2 263:11,17 Lung 209:21 marker 125:8 136:11 201:14 203:16 206:5 271:6 272:5 274:14 Marsha 3:4 9:11 14:1 Μ 217:10,20 221:19 277:22 279:4 282:11 19:6 21:9 26:10 37:22 223:16 232:4 250:3 283:13 284:2 285:1 **M-CHAT** 169:4 46:1 58:20 92:4 287:21 292:14 301:14 285:12 286:8 288:10 MAACS 227:10 152:19 154:9 167:21 301:14 302:10,21 292:9 293:9 297:3 **MACPro** 57:20 236:3 237:1 249:13 303:2 307:11 309:15 314:18 315:16 316:7 261:14 327:1 328:4 MACRA 106:21 112:4 327:12 331:4 335:5 317:19 335:16 magic 286:7 Maryland 44:22 living 17:3 88:16 100:5 looks 86:3 105:9 mail 265:8 267:9 mass 18:4 116:5 133:17 126:22 188:13 201:2 main 17:18 67:21 Massachusetts 45:2 Llanos 58:22 116:22 201:22 225:9 240:21 228:16 232:14 239:14 match 88:17,20 153:20

п			358
matched 91:6	26:16,22 27:5 31:10	245:19,21 246:6,12	30:12 31:5,9 32:16,22
matchmaking 141:9	34:6,7,8,14 36:12,13	246:19,21 247:2,15	33:16,19,20,21 34:6,9
material 15:1	40:18 41:5 49:16	247:18 248:3,7,12,15	34:12,20,22 35:14,17
materials 4:3 15:9	51:13,14,17 53:14	251:5,7,15,16,19,20	35:18 36:1,2,3,3,4,9
maternal 15:21 48:16	56:7,11 57:12,16,18	252:1,3,5,8,15,17,21	36:10,11,18,20 37:8
254:2 309:3	58:3,7,9,16 59:3	252:1,3,3,6,13,17,21	37:13 40:6,9,13,21
maternity 86:20 292:1	60:21 62:21 64:14,15	254:7,13 256:21	43:8,9,11 44:4,15,17
Matsuoka 3:6 13:10,11	65:4,9,11,14,18 68:4	257:2,12 259:3,5,7,9	46:10,13 47:14,16,19
42:18 138:2 240:9	69:15 70:16,22 75:1,4	260:3 261:17,22	49:3,6,11,22 50:1,1,6
332:21	91:20 92:15 94:21	262:1,2,8,16,22 263:6	50:14,16,18,21 51:1,9
matter 2:1 50:2 55:16	95:2,6 98:19,20 100:3	263:21 264:13 265:4	51:11,15,19 52:1,9,10
57:2 62:11 91:15	113:12 117:13 119:10	268:22 270:10,12,16	52:17,19,22 53:1,8,11
141:15 144:14 151:12	120:5,5 121:4,14	271:6 272:2,19	53:13 54:2,12,18,22
159:1 186:22 198:18	125:12,17,20 126:11	273:10 274:17 277:11	54:22 55:3,6,10,12,18
212:14 277:5 307:15	126:20 133:3 135:2,4	278:10,13,17,20	55:21 56:7 57:13,14
319:10 339:3	135:15 136:3 138:18	280:14,16 281:16,17	57:15 58:15 59:21
Matters 90:7	139:22 143:19 144:21	282:3,6 283:22 284:1	60:15 61:1 62:8 63:15
MBA 3:9	155:4 162:1 163:4,6	284:2,6,14,21,22	63:16 64:1,3,5,7,8,18
MCO 80:1,11	163:12,17,20,21	285:4,12,18,21 286:2	66:9,14,15 67:2,13,13
MD 1:11,12,13,14,18	164:2,3,8,8,11,19,22	288:3,8 289:18 290:3	67:22 68:11,18,18
2:2,5 3:3,5,9,13,15	165:12,14,16,19,20	290:7,14,20,21 291:6	69:7 70:9,14,15,21
mean 20:4 24:1,16,22	165:20 166:3,6,9,18	291:9,11,17 292:2,8	71:2 74:14,16 75:2
25:8 30:14 44:1,12,19	167:7 168:10 170:1	292:12,20 293:8,14	82:4,4,6,10,11 83:22
58:6,12,20 60:8 63:15	170:12,22 171:10,19	294:6 296:17 297:3	84:12,15,16 86:16
72:10 73:3 102:1	171:20,21 172:1,15	297:21 298:16,21	87:1,8 89:21 90:7,10
114:1 115:22 126:17	172:16,16,18,19,21	299:2,6,10,12,13,20	90:13,17 92:20,21
129:2 131:6 132:9,10	173:4,7,10,11,14,16	300:12,21 301:6	93:8,10 96:19 101:8
135:8,9,17 149:21	173:18,19,21 174:2,5	302:21 303:5,6,10	104:16 107:1,16
151:6 152:6 159:1	174:6 175:11 177:19	304:10,17,19 307:21	108:6 109:1 110:11
182:6,14,17 194:8	178:5 180:11,15	307:22 314:5,13,14	114:6,9,12 116:19
200:20 201:5 228:6 229:1 231:7,12	181:16 182:13 184:12 184:15,18 185:5,14	314:14 315:7,11,16 317:1 322:3,9,12	117:19,22,22 118:4 118:18 119:4,15
234:16 235:14 237:10	185:19 186:7,13	323:10,11,17 325:8,9	120:7,17 122:10
238:19,20 239:2	187:5,7 188:4 191:11	330:7 331:10 332:5	123:8 124:2,4,19
246:12 247:6 258:14	191:16,16,18 192:1,1	332:19,20 333:5,7	126:6 127:6 130:11
273:6 274:9 275:13	192:4,6,17,20 193:3,4	334:4 336:8,10	130:15 131:3,12
276:16 280:17 282:2	193:6,8,10 194:14	measure-by-measure	134:19 136:7 137:14
294:2,6 296:12 300:8	195:3,8,14 196:13,18	261:5	138:15,15 139:10,10
327:7 331:9 332:21	196:18 197:1,6,8	Measure-Specific 4:12	139:16,19,20 140:11
333:22 334:5 335:9	198:5,6 200:14	measured 155:5 180:22	140:13 141:5,15
338:12	201:21,21 202:13	measurement 2:12	143:8 144:1,6 146:2
meaning 52:19	203:13 204:3 205:21	11:4 17:18 42:14	146:10,20,21 147:18
meaningful 19:22 20:11	206:5,11,20 207:1,3,5	49:15 76:21 77:5,6,20	147:19 148:1 149:21
113:17 120:3,13	207:7,11,12,21	77:21 78:1 79:9,11,14	150:16 152:18 160:15
129:7 146:17 177:6	208:13,15,16,18,20	79:16 80:5,7 82:2	160:20 161:3,4,5
180:21	209:7,11,16,20 210:3	88:15 89:9 90:1,4	162:1,11,13,18,21
means 6:22 11:11 21:1 61:7 72:13 111:9,14	210:10,12,15,21 211:3,4,11,11 212:4	96:16 99:18 108:13 116:16 132:4 138:12	163:14 164:14 165:11 169:19 174:13,14,18
111:17 131:20 135:19	213:20 214:9,13,22	139:17 140:14 141:10	175:1,4,15,22 176:1,7
151:6,10 176:6	215:6 216:3 217:10	142:18 157:16 210:17	176:12,14,15 177:4
333:13 336:20	221:2,4,10,12,17,19	247:20 284:5 312:10	177:14 179:18 181:13
meant 58:7 163:11	222:11,12,16,18,19	323:13 327:11	183:11,15 185:17
228:20,22 297:6	223:1,2 224:8 225:21	measures 6:15,16	188:21 189:14,16
298:12 330:8	232:15 233:1,20	10:18 11:11,11,17,18	190:13,22 191:4
measurable 245:5	235:4 237:7 238:9,14	11:20,22 12:7,10,11	194:10 196:14 204:4
measure 1:3 4:6,15 6:3	238:18 239:9,9,16	12:14,20 13:2 14:4	204:7,9,10,17,19,20
13:20 14:1,4,13 18:6	240:10 241:22 243:15	16:5 18:5,7,9,11,18	204:21,22 205:1,5,5,6
21:2 24:3 25:16,17	243:22 244:7,9,9	27:15,15 29:2,7,8,11	205:12,15 207:4
ll l		1	

212:7,18 213:4,6	128:7 131:8 135:10	32:5,7 35:4,6 46:8,20	men 100:17
215:9,12 219:11	140:8 149:10 153:15	47:8 54:11 56:5,15	mend 82:8
220:1,6,11,13 221:15	153:16 158:8 164:10	57:7 59:6,9,11,15	mental 17:14 18:2
223:8 224:1,5,7 228:1	177:22 192:18 193:19	60:1 64:8 69:5,20	95:11 121:20 132:11
231:2,21 232:10,16	197:14,19 198:19	70:1,3,5,7 72:5 102:6	201:6,7 205:6 275:6
232:18 233:18 234:8	202:2 208:4 210:7	102:10 134:12 148:14	308:22 309:19 310:7
234:18 235:2,7,10,12	222:21 224:7 229:6	160:7 166:21 175:17	310:12 317:8,11,12
235:17 237:2,17,17	229:12,17 238:17	175:20 178:17 179:5	325:7
237:19 238:1,4,7	246:22 249:2 260:9	179:13,15,19 181:17	mention 75:12 324:1
239:4 241:3 245:6	260:20 273:17,19	181:20 183:13 184:21	337:11
247:11 250:21,22	292:6 322:1 328:3	185:7,10 189:4,9	mentioned 6:6 31:10
251:1 252:7,12,19	332:20	190:15 193:11 194:17	45:4 49:18,22 50:5
253:22 254:9,16	medical 2:2 7:21 8:3,7	194:20 195:4 196:3,7	71:19 75:18,21
255:9,18,22 256:11	10:9,12 75:16,20 82:5	198:12 199:13,14,19	106:15 107:18 117:10
	85:21 91:12,14 94:1	200:4,8,12,16,19	127:8 129:1 135:1
257:4,7 258:2,4,9,16 259:20 260:6,16,18	95:7 97:22 99:7,20	200.4,8,12,10,19	139:9,14 155:1 181:5
	113:2 122:8 132:13		182:12 206:12 287:15
260:21 264:2 265:17 272:10 276:15 280:3		203:4,6,11 206:9,17 206:20 209:13 215:10	
	144:14 166:1,16		292:11 311:17,19,21
280:5 283:8,19 285:14 287:18 292:1	167:18 172:17 242:14	215:15 216:15,16	332:1 mentioning 333:8
	243:4,12 244:2 275:5	217:1,2,15,17 219:21	
292:9,10 296:18	Medicare 2:4,5 3:5,6,8	221:21 227:19,22	message 182:22 331:3
297:16 301:22 302:3	16:16 20:15 23:18	230:6,10,13 231:4,7	met 1:8 176:8 237:14
302:9 303:4,4,9 304:9	24:14 25:20,21 30:10	232:13 233:21 234:11	metabolic 206:20
307:4,6 308:6,11	30:19 150:22 243:6	236:19 241:7 242:1	207:13,15 208:7
309:4,7,10 311:17	244:3 245:1 248:11	242:21 244:4,6,8,15	214:20 219:5,6
312:3 313:3,7,9,11,12	248:12,15,20	246:7,10 248:5 249:6	261:13
314:16 315:2,3,19	Medicare-type 25:10	249:8 253:5,17,22	method 129:19 229:22
316:2,4,6,11,20 317:2	medication 34:7 36:6	254:18,21 255:5	methodologic 333:11
317:8,17 318:1,9	52:7 110:21 192:5	261:12 262:3,12,18	methodological 201:2
319:4,13,17 320:1,2,4	196:15,21 208:8	263:3,13,17,22 264:5	methodology 45:11
320:5,17,18,18 321:3	211:2 219:7 222:8	266:4,19,22 267:5,19	74:6 267:20
321:10,10,11,17	275:13,17 315:17	269:16 270:3,5 272:3	methods 225:7 227:5
323:9,10,12 324:5,7	medications 192:8,9,10	272:13 273:14 274:3	228:18 251:9 332:16
325:5,15 326:8,12,17	193:5 194:6 197:5	274:4 275:8 276:10	metric 199:15 209:11
326:22 327:5,17	207:19 275:1 282:11	277:7,10,14,16 278:3	216:17 217:3,5 218:4
328:21 329:3 331:12	Medicine 1:12 3:4	279:22 280:10,13	218:12,13,19,21
331:12,16,20 332:3,5	321:1	281:6,16 282:15,18	219:3,4,9 224:17
332:11 333:19 334:9	meet 63:10 103:5 130:5	283:1,2,3,13 285:6	225:8,15,16 226:1,8
335:4,18	169:22 174:15 177:4	287:13 288:9,14	226:14,20 228:10,12
measuring 98:21 328:1	180:19 193:8 274:21	289:5,22 290:2,12,15	234:13 236:20 241:12
mechanics 175:9	309:13	290:17 291:6,16	249:11,19 250:15,18
mechanism 65:7 170:5	meeting 4:3,21 14:2	294:3,14 295:20	294:18
170:8 250:6 308:13	15:9 40:3 58:11 64:17	296:7,9,10,11,13	metrics 72:18 73:2,8
Med 9:19	69:9 127:17 132:8	297:11,14 303:12	189:10 190:17 201:9
median 41:6 176:19	302:12 337:11	305:12,20 306:8,12	201:10 217:20 218:1
271:22	meetings 41:19 98:18	306:17 310:18 311:6	218:2,7,17,19,22
Medicaid 1:3 2:5,6 3:5	293:4,5 Mag 10:1 54:0 101:21	311:16 331:8	219:1,12 225:2,7,20
3:7,8 9:3,7,13 10:3,9	Meg 10:1 54:9 101:21	members 1:10 2:3	231:8 MEM 215:6
10:11 13:12 15:4,13	187:10 188:2 189:1	10:14 64:12,18,20	MFM 315:6
15:18,21 16:6 24:15	220:14 223:11 231:20	69:14 113:8 148:4	mic 106:9
29:10,13 30:3,7,18	277:17 284:16,19	204:21 230:22 261:21	Michigan 3:7,9 209:12
33:13,17 34:12 71:4,6	285:2,22 287:14	262:11 272:11 292:3	216:22 279:21
75:20 80:10 85:21	311:5 Magan 2:48 44:4 20:40	307:2 319:22 320:3	microphone 71:15
88:21 91:3 94:1,7	Megan 2:18 11:1 39:19	320:11 337:10,14,17	281:7 285:5 311:22
99:5,6,20 102:19	57:17	338:16	middle-aged 244:22
104:20 105:9 111:8	member 7:20 8:5,8,11	members' 160:12	milk 14:8 303:4 335:18
111:14 112:17 114:22	8:19 9:14,16,18 10:1	memory 44:3 58:21	million 15:18 150:9
115:21 116:12 128:3	21:11 23:7 31:16,21	291:15	219:16

mind 6:22 28:11 42:10 81:21 98:2 112:8 113:1 118:17 154:2 201:19 mindful 40:2 111:7 120:16 mine 145:9 292:15 Minnesota 3:9 4:8 5:20 10:9 75:17 77:10 79:12 86:12,18 88:12 88:21 90:1,4,13 91:8 95:21 103:21 147:8 152:1 153:11 minute 80:16 165:4 184:19 186:2 214:10 338:4 minutes 27:17 28:7 66:18 76:17 78:3 mirror 118:13 missing 45:2 130:8 170:7 289:9 misspoke 37:17 mistake 172:4 **Mistry** 2:7 7:13,13 52:18 54:16 56:14,16 58:19 59:8.10.13.16 61:14 63:5 67:18 68:15 74:20 223:11 312:2 333:22 335:8 misunderstanding 294:11 misuse 312:6,7 mix 5:21 mixed 201:19 241:13 **MMIS** 112:12.17.22 model 94:19 152:11 models 80:12 98:3 modifications 118:21 modifier 167:8 module 129:3 modules 268:12 moms 77:16 money 60:8,9 61:5 83:19 96:2,8 98:7 102:12,12 147:14 **monitor** 238:9 monitoring 207:14,15 253:9 month 97:5 271:9,10 292:5 months 18:22 31:11 68:5 103:7 142:3 178:13,14 181:15 183:16 232:19,21 233:4 275:19 276:2 284:3 285:8,8,9 **morbidity** 316:22 morning 5:13 8:19 9:18

15:7 160:1 mortality 316:22 mother 304:19 motion 180:6,8 191:3,6 203:7,13 234:20,21 236:19 251:1 253:2 255:12 261:11 264:15 277:10 282:20,22 283:4 284:13 285:20 290:16,16 328:15 motivating 156:10 **Mount** 3:4 move 27:19 29:19 45:13 75:9 85:19,19 101:15 103:17 106:8 111:3 114:15 126:16 130:15 161:18 165:8 191:5 205:10 221:14 232:9 262:19 268:20 277:14 278:5 280:6 287:10,11 290:5 291:8 292:13 313:14 327:17 328:13 331:15 332:18 moved 63:4 110:4 192:14 movement 47:13,20 moving 27:13 41:21 83:13 118:18 250:17 292:9 296:17 323:2 323:22 324:3 328:22 **MPA** 1:16 **MPH** 1:12,21 2:7,15 3:2 3:3,5,11,15 Mphil 3:15 **MSc** 3:15 **MSPH** 1:19 MUC 29:8 Mukherjee 2:15 4:16 5:3 8:16,16 29:7 177:17 194:3,19 303:17 307:18 312:6 multi-disciplinary 315:12 multi-generational 94:12 multi-state 106:3 multi-year 49:17 multilevel 51:6 multiple 18:19 31:13,13 120:7 131:15 162:18 164:5 165:21 168:13 191:10,14 194:8 196:19,20 197:2 198:6 207:1 313:2 325:1 MUNTHALI 2:11 66:11 67:9 260:13 330:18

330:22 Murray 1:16 10:1,1 54:11 56:5,15 57:7 59:6,9,11,15 232:13 285:6 311:6 **muted** 48:15 Ν **N.W** 1:9 Nadine 2:11 4:4,7,13 9:8 14:21 15:6 33:3 37:15 50:4 54:9 55:5 73:1 162:4.6 172:13 174:17 191:7 206:13 nail 137:19 name 9:5 10:5 48:14 177:19 186:15 259:7 322:20 names 333:6 narrowed 72:11 108:8 narrowly 310:4 nation 328:3 national 1:1,8,19 2:6 3:11 8:20 9:3 10:11 71:18 81:12 87:12 88:14 98:14 99:14 100:12 106:2.15 107:3 110:14 111:20 124:19 125:17,18 130:3 134:20 138:19 141:19 142:3 143:20 148:9 154:14,14 163:15 209:20 309:2 nationally 75:20 84:14 95:5 103:10 121:6 155:9.19 Native 148:5 nature 16:15 NCQA 115:12 184:15 196:12 197:17 221:1 near 152:14 160:17 necessarily 83:20 110:11 114:14 149:8 159:6 195:20 202:6 266:12 273:6 304:12 necessary 62:21 69:1 74:3 144:5 167:20 need 7:5 12:8 17:6 22:6 22:17 28:4 29:22 49:22 57:16 78:10 82:22 84:21 95:2 97:18 98:13,14 99:17 99:18 100:6 111:6 117:17 122:16 123:6 134:8 144:19 146:13 147:2,11 152:6 154:19,19 155:12 157:1 161:21 163:16

165:8 180:11 195:3 195:12 200:16 201:7 226:10,10,13,14 232:22 233:8 235:13 235:19,21 243:15 247:21 255:9,15 266:11 274:11 288:13 288:19,21 295:7 300:10 312:15 319:3 325:3,17 332:3 334:20 needed 60:11 192:22 224:20 238:17 321:18 322:13 needing 128:18 needs 16:4,11,18 17:12 78:12 97:13 107:6,15 122:21,22 123:3 131:17 135:5 140:20 140:20 154:16,17 172:5 183:3 202:2 243:2 248:10 249:19 274:21 298:22 310:5 324:11 329:7,18 negate 249:9 nealected 75:12 negotiation 61:22 network 10:12 99:7 102:11 103:3,10 164:10 neurologic 143:12 never 71:16 117:20 228:18,19 229:2 256:17 266:18,19 293:21 335:13 new 9:1 23:8 36:13 45:1 49:18 50:21 85:1 104:2 139:10 141:3 169:19 179:9 197:9 208:7 219:8 220:2 221:6 227:1 233:22 265:11 275:16,22 289:17 293:6 newborn 291:12 299:8 newborns 233:21 260:7 300:20 newly 141:5 206:21 news 11:9 40:18 nice 247:14 314:3 NICU 316:19,19 NICUs 317:5 night 338:14 nightly 150:10 nine 68:4 205:4 232:21 278:1 286:8,8,15 289:1,11,14 291:2 nitty-gritty 6:2 Nobel 2:4 7:16,16,18
24:22 25:6 29:21 nod 100:15 188:10 nods 106:14 non-compliance 281:5 non-endorsed 184:14 Non-measure-specific 37:1 non-NQF-endorsed 191:9 non-pharmacologic 202:3 Non-Profit 10:3 non-removal 175:14 NON-VOTING 2:3 Northwestern 3:19 321:2 notation 328:12 note 15:17 36:6 52:20 80:9 98:10 138:4 241:1 308:3 noted 16:7 33:13 192:5 notes 103:6 240:21 notice 60:10 noticed 212:17 noting 211:12 notion 129:12 132:5 143:6 144:11 149:15 156:5 240:12 314:15 324:20 NQF 2:10 8:17 9:9 14:9 50:8 55:7,22 56:11 60:16 61:4 63:14,16 64:1,2,5,9,14,19 65:7 65:10,17 68:9 69:8 73:17 121:10 142:2 143:7,7 145:7 164:21 173:12,13 191:12,17 191:18 200:5,6 205:20 206:6 213:1 214:14 216:18 217:4 217:8 218:8,9,15 222:22 223:5 224:3,4 227:16 231:8,22 234:3 235:3 251:12 257:8 260:14 261:20 280:8 287:15 313:20 314:7 318:8,11 319:18 320:1 323:11 331:2 336:21 NQF's 127:6 145:8 204:19 299:3 313:13 NQF- 69:17 72:18 165:19 NQF-endorsed 32:17 32:22 51:11,16 54:15 62:21 65:5 69:15 71:2 72:8 73:2,10 172:16 173:11 213:14 221:1

262:22 264:8 **ns** 113:18 number 11:10 32:18 33:7,19 34:16 40:5 46:8 47:5 54:18 62:12 73:8 91:10 92:20 115:17 159:17 164:5 166:2 168:9 175:2 184:17 193:18 194:5 198:1 202:22 204:22 225:1 247:7 256:5 257:4 258:5 265:9 278:6 281:2 286:7,16 292:22 293:10,11 302:9 313:5 318:13 321:11 322:4,6 329:8 numbers 60:13 89:10 124:7 130:13,18 188:15 189:15 240:18 242:18 246:21 247:7 280:22 numerator 214:11 215:5 221:7 298:13 300:12 Nurses 1:15 8:6 Ο **OB** 316:14,14 **obese** 109:9 obesitv 17:5 object 295:1 305:9,12 objective 47:22 **objectives** 6:5 12:2 obligated 90:18 obligation 112:12 235:17 observation 144:17 201:17 273:5,11 326:4 observations 134:11 observed 286:3 289:16 observing 197:16 obsess 234:12 obsessions 161:17 obsolete 164:8 Obstetricians 3:2 obtainable 273:3 obtained 122:11 obtaining 121:12 obverse 216:2 obvious 77:17 obviously 70:22 92:15 105:21 114:10 149:17 201:12 231:12 331:13 occurred 274:15 occurring 194:1 **October** 66:9 **odd** 46:16

Neal R. Gross and Co., Inc.

Washington DC

offer 47:12 67:10 146:1 office 2:6 12:8 71:18 81:12 142:3 237:13 **Officer** 13:12 officially-recommen... 195:8 offline 60:2 oftentimes 153:1 OGUNGBEMI 2:16 263:10 269:7 277:21 283:11 286:12 289:20 291:1 301:1 oh 10:18 168:1 170:19 241:8 259:9 261:13 281:11 286:18 289:22 305:16 320:22 336:6 338:14 OHS 166:7 okay 10:14 13:19 14:19 28:3 31:8 32:5 33:1,4 34:11,19 35:10,13 38:15,18 39:3,8 42:10 46:20 47:8 48:9,21 49:12 58:1 63:3 65:1 66:11 67:7 70:7 77:1 77:14 101:12 102:10 106:15 109:10 122:1 147:17 156:22 159:15 168:1 170:17,19 172:7,14 174:10 179:14 182:14 184:8 184:19 187:12 188:3 188:4,11,13,19 189:22 190:2,10 191:8 198:14 202:20 203:11 204:14 206:17 209:6,7 211:21 220:9 220:12 221:14,16 222:15 227:22 230:8 230:15 232:13 234:16 236:16,18,18 240:2 244:14,16 255:5 256:17 259:10,11 261:6,12 262:12,18 263:4,8,13,22,22 264:16 268:19 269:9 270:2,3 272:18 277:7 278:3 280:10 282:18 282:18 283:3,15,17 284:16,18 285:17 286:1,9,10 288:4,9,14 289:5 290:1,2,5,18 291:8 297:12 298:6 300:3,8 304:6,7,14 306:21 307:18 319:8 320:22 **Okey-doke** 256:13 old 6:13 124:22 264:11

older 125:1 Olkowski 3:7 279:20,20 280:1,19 281:11,14 282:5 **On-Deck** 328:20 **ONC** 142:11 146:16 once 122:10 132:11,12 162:4 173:19 225:17 239:19 243:18 245:9 278:19 289:15 296:2 301:15 337:18 338:6 one's 133:10,16 one-pagers 33:8,9 one-sixth 83:12 one-year 282:12 onerous 276:16 ones 31:17,18 55:13 75:3 82:15 86:19,21 91:3 92:22 113:14 124:16 127:7 190:20 205:19 232:18 234:14 246:14 290:10 306:9 321:12 ongoing 14:13 17:6 317:19 336:8 online 337:18.19 oops 335:16 open 37:16 74:16 134:10 139:20 159:11 175:13 185:11 195:10 202:18 216:19 255:21 263:9.10 269:7 277:19,21 283:11 286:12 289:20 290:19 291:1 299:19 301:1 308:6 338:1 opened 40:3 operate 154:1 operating 112:22 150:9 operational 65:22 118:22 operationalize 62:11 276:20 operationalizing 58:6 operationally 117:8 operations 119:16 **Operator** 48:10,11 159:14,15,19 202:20 203:2 255:21 256:3,7 259:16 300:4,6 312:16 opiate 80:19 98:7 opinion 73:20 247:3 304:8 opioid 84:9 opioids 84:20 opportunities 27:18 31:4 93:17 97:12

243:20 **opportunity** 4:11,14,18 17:17 18:13 24:5 74:9 84:19 96:14 102:3 103:5,13 139:13 140:8,9 141:3,7 142:14 161:18 177:6 213:7 231:5 258:6,22 261:4 263:5 278:9 280:8 290:8 313:22 318:16,17 320:4 326:11 opposed 16:19 17:2 24:15 30:18 171:17 222:8 246:21 247:3 248:13 281:5,20 293:11 optimal 325:10 optimism 175:11 optimistic 151:22 optimized 325:9 option 69:10 70:4 191:3 195:5,7 202:9 305:17 options 129:21 328:16 333:1 oral 16:12 34:2 86:21 orange 18:9 190:17,20 234:13,14 order 25:18 62:22 65:14 121:8 129:9 152:6 302:11 335:22 **Oregon** 3:3 4:9 5:20 10:7 101:16 103:20 103:21 104:1 105:16 108:4.21 109:8 111:12 112:15 122:15 145:17 153:11 168:15 organically 136:8 organization 21:17 75:19 80:1 125:22 126:5,16 141:13 182:5 267:8 277:2 organizational 76:5 118:22 organizations 44:7 97:4 111:18 112:13 118:5 125:14 132:1 150:18 208:2 origin 271:5 originally 73:13 224:2 ought 116:12 147:13,18 outcome 96:19 149:13 149:21 172:16 210:21 213:15 279:7 292:8 309:22 outcomes 13:13,14 17:20 52:5 93:6 94:10 116:15 137:12 205:9

210:5 211:16 213:13 214:2 308:19 317:1 323:21 outlined 18:9 outreach 58:9 169:1,3 outside 81:4 318:7 outstanding 290:16 overall 33:22 169:9 176:19 180:12 182:1 182:1 193:9 210:9 212:3 226:18 240:17 244:19 245:1 315:7 328:3 overarching 7:4 17:9 77:4 240:11 overdoses 86:5 overlays 150:15 oversee 154:19 overstep 217:18 overuse 192:4 205:8 311:18 312:1,2,3,7,7 314:4,15 overview 4:3 15:8,14 37:12 46:11 50:14 161:20 227:4 overweight 109:10 Ρ P-R-O-C-E-E-D-I-N-G-S 5:1 **p.m** 187:1,2 307:16,17 339:4 PA 110:22 packet 33:6 36:17 43:3 45:3 51:22 page 129:11 177:12,18 185:15 paid 16:18 96:5 pairing 222:11 panel 4:8 259:21 260:1 260:1,5 316:1 paper 165:22 172:17 245:11 303:5 324:1 papers 59:17 paradigmatic 28:5 paradigms 257:5 paradox 100:21 parallel 146:12 148:10 parallels 88:14 119:3 parameters 158:10 parent 145:2 parents 17:21 148:4 parse 112:6 parsimonious 91:22 146:11 parsimony 62:16 76:22 79:11 240:12 part 15:17 23:21 24:12

26:1,2,4,16 42:15 44:5,8 47:21 49:14 54:3 58:22 61:22 62:22 63:8 81:9 87:11 87:12,13 88:19 104:11 105:11 106:16 108:16,21 109:11 114:10,16,20 115:15 116:18 119:22 120:15 121:21 123:2 125:1 127:15 128:2 129:17 150:8 151:4 153:14 154:12 178:19 181:5 198:20 216:7 229:11 249:20 294:1,7 302:2 322:22 327:21 part6 276:19 partial 83:9,13 partially 114:17 PARTICIPANT 13:18 39:13 47:6,10 48:7 68:14 71:15 92:9 125:3 178:9 184:7 186:1 participants 108:5 participate 268:4 participated 99:11 107:19 participating 338:7 particular 111:5 126:11 135:4 151:9 158:7 194:11 240:13,15 242:3,10 246:2 272:9 294:4 298:14 308:14 331:14 particularly 16:10 115:18 116:7 119:17 180:5 192:6 194:17 322:9 parties 100:2 partners 100:11 138:11 141:11,12,13,13 160:9 168:11 238:12 partnership 1:3,19 8:20 51:7 110:9 138:20 parts 88:18 121:1 147:14,15 Pasadena 8:10 pass 67:1 251:5,9 283:17 290:3 291:7 291:17 301:6 313:13 passed 211:17 Patel 94:2 patient 22:5 145:2 181:2 228:13,19 267:21 275:9 319:16 patient's 123:12 132:7 329:14

patient- 93:6 122:7 205:8 210:20 Patient-Centered 1:21 9:15 patient-reported 52:5 93:6 264:10 patients 7:3 81:20 143:11,17 144:21 183:4 192:12 202:1 224:10,10,15,18 225:3,3 226:4,12,19 228:10,11 229:4 230:17 249:3 322:8 Pause 186:3 203:1 256:6 286:21 pay 318:14 pay- 44:4 payer 30:12,13 paying 144:14 151:16 payment 20:16 24:14 80:12,13 95:18 96:8 115:3 163:8 169:9,10 payment-related 151:13 PCO-2 189:19 **PCORI** 102:12.14 PCP 178:7 PCPI 173:22 PCPs 144:14 **pdf** 185:16 pediatric 8:12 10:10 12:14 16:16 17:11 49:15 50:14,18 51:1 51:17 55:20 56:20 66:14 67:13,20 68:11 68:16 110:9 124:4 131:20 133:10 136:20 141:6 195:16 209:14 235:4 240:10 241:9 268:11 273:9.12 284:4 288:7 290:19 313:7 321:3 325:7 327:5 333:20 pediatrician 8:9 279:14 pediatricians 167:1 pediatrics 8:15 100:12 105:4 191:19 207:4 210:17 242:8,12 278:21 peer-review 218:8 peers 85:4 Pellegrini 1:17 9:16,16 35:4,6 60:1 179:19 188:18 pending 14:9 164:21,21 164:22 165:5 205:20 205:20,21 penicillin 213:10 279:2

362

282:1 people 36:7 39:21 41:11 62:15 73:5 78:11,20 79:2 81:3,17 87:7,15,18 88:4,5 90:18,22 91:1,4 94:5 97:8 98:17 99:19,21 100:1 101:14 105:6 114:19 117:21 118:1 121:15 136:19 137:2 137:6 149:19 169:12 216:12 225:16 226:5 227:15 228:5 231:11 232:20 233:3,7 241:12,18 244:11 253:12 254:19 258:1 274:22 279:17 284:10 285:14 291:19 294:20 295:11 296:15 297:19 299:18 307:19 331:21 337:8 people's 212:10 267:14 perceive 204:6 perceived 120:2,14,20 298:11 percent 16:1 82:17,19 83:1.2.6.8.12.18 89:16 99:10 109:9 110:3,5 130:19,19,19 143:19 153:19 156:6 192:12 195:16 208:10 208:11,18 209:1,18 226:4 241:14 242:15 243:6 245:16 249:16 264:1 269:9 272:1 273:18,22 278:4 280:17 281:2,8,12 283:17 290:3 291:7 292:3 301:7,7 316:12 percentage 140:16 178:6 192:13 208:6 221:4 percentile 47:18,18 176:22 perception 120:1 perfect 88:10 124:8 perfectly 179:2 performance 11:3 43:8 43:14,20 46:3 99:12 110:13 130:22 142:5 142:15 143:2 164:4 179:8 185:13 207:4 210:17 216:3 245:6 246:4 271:21,22 328:2 performed 110:21 **performing** 43:4,5,7 158:5

performs 225:9 perinatal 16:8 52:3,11 68:14 86:20 171:18 254:9 259:21 292:4 293:4 316:2 320:17 321:11 perinatal/maternity 205:1 period 37:5 53:9 67:15 140:17 197:3,5 225:18,22 276:4 282:12 310:20 336:14 337:9 periodically 180:12 Permanente 1:18 8:9 perpetually 157:7 persistent 121:20 person 21:16 22:6 87:20 108:11 193:17 193:19 227:1 257:22 personal 96:17 180:18 personally 201:9 254:12 perspective 53:20 64:9 105:1,20 106:3,3,16 130:4 132:7 133:9 237:4 Perspectives 4:8 pertain 204:5 pertinent 165:18 299:6 pharmacologic 273:8 pharmacy 150:19 275:6 phase 18:8 139:6,12 231:10 **PhD** 1:15,19 2:7,8 3:3,6 3:13,19 4:9 Philadelphia 3:14 **phone** 7:10,10 10:14 48:6 203:3 214:6 223:16 227:20 232:3 243:14 244:10 259:15 280:15 291:20 297:4 299:21 308:9 312:12 312:14,21 324:14 339:2 phrase 118:11 physical 17:14,19 125:9 132:8 physician 8:12 89:7 physicians 86:1,2 202:7 PI 105:14 321:5 pick 59:19 78:7 206:19 209:12 272:6,9,10 326:17 picked 126:12 242:20 picking 126:10 130:18 138:10 195:7

picks 212:6 231:1 234:10 **picture** 17:9 123:8 PICU 320:18 321:10 piece 250:17 268:14 274.10pieces 56:3 193:14 274:11 276:8 piggyback 138:2 pilot 19:2,5 21:7 pipeline 32:19 214:15 278:6 319:14 place 108:18 110:13 132:15 143:1 157:1 182:17 241:11 258:17 332:4 places 28:20 90:14 241:17,17 331:21 plan 79:18 82:3,18 106:4 128:12 140:3,9 140:21 141:11,18 192:20 247:20 274:17 275:3 329:17 330:1 plan's 82:16 83:3 planet 202:7 planned 105:11 planning 211:2 plans 1:16 10:3,4 45:20 83:7 84:3 118:6 129:8 164:10 192:18 193:22 197:9,14,15,19,20 198:2 208:4,9 212:16 274:17,18 275:4 331:21 plants 83:15 play 139:15 141:2 156:15,17 219:11,12 250:13 player 87:12 playing 156:12 plays 15:21 155:16 please 42:5 159:16 185:22 202:21 205:17 217:16 236:4 256:4 263:9 277:19 279:8 283:4 285:5 pleasure 75:15 plug 139:6 141:8 146:8 148:8 174:21 plus 80:8 177:3 **PMAP** 82:4 **PMCOE** 321:2 **PMP** 2:13 **PNET** 32:8 point 5:3 19:17,19 32:14 44:18 61:2 71:3 73:19 77:1 97:7 106:18 110:4 113:10

123:6 139:22 140:16 142:14 145:19 161:7 165:3 166:21 167:4 172:8,8 174:11 175:6 175:17 179:21 180:5 187:3 197:4 199:5,9 209:2 215:15 216:8 226:12,17 235:19 245:7 249:21 255:10 258:3,7 268:8 277:4 285:13 293:19,20,21 295:10 304:19 329:2 333:4 334:3 336:15 point-in-time 224:8 226:10 pointed 258:13 292:5 335:6 points 4:3 15:10 89:15 101:5 107:11 121:11 232:14 244:18 245:4 policy 6:1 7:4 9:12 10:6 24:14 71:4 80:7,13 88:9 103:19 105:5 142:18 145:9 233:3 policymaker 157:5,9 policymakers 98:6 99:22 politely 85:14 **political** 149:1,2 political-economic 108:1 polypharmacy 198:21 poor 210:5 populate 212:16 population 16:5 17:11 37:5 104:22 109:9 110:5 113:14 115:7 115:19,22 116:11 122:3 126:16,17 128:3 131:7,20,21 141:6 158:8 183:17 192:22 193:19 195:16 198:11 199:12 208:9 211:7 214:1 226:21 229:13,17 230:16 240:17 242:5 243:1 245:2 247:12 249:2 252:4 254:11 265:2 273:9 279:7,9 287:17 292:6 309:1 314:19 316:13 331:18,22 population-level 254:7 populations 80:5 111:15,22 112:6 123:3,20 126:14 127:4 131:10 212:19 244:22 247:12 portfolio 50:22 140:13

portfolios 212:17 portion 17:3 pose 124:16 position 28:2 309:6 positioned 140:1 309:17 positive 213:12 331:4 possibilities 151:3 possible 87:22 115:4 126:13 130:21 156:5 158:7 218:6 279:16 302:4 possibly 28:21 239:21 319:13 post- 84:15 post-acute 84:15 posted 30:4,15 postpartum 13:21 251:4,8 336:3 potential 12:1 37:10 49:4 121:22 143:1 174:16 199:5 203:20 299:3 320:5 potentially 6:16 21:1 29:4 116:14 123:16 126:13 155:10 207:16 231:15 245:14 249:10 260:2 309:1 318:5 329:1 poverty 94:13 105:5 198:9 **Powdermilk** 78:11 79:4 PQM 214:15 278:6 **PQMP** 4:6 51:3 60:3,6 64:3,19 139:6 144:7 204:20 223:1 231:11 250:18 257:6 258:4 262:2 313:8,10 316:7 319:14,16 323:1 practice 113:20 119:19 127:19,22 128:5,15 142:16 143:5 170:12 202:8 208:1 216:14 216:14 329:17 practice-level 128:10 practices 122:18 128:4 129:8 158:17 202:13 Practitioners 184:15 336:11 Prairie 78:7,8 precedent 25:15 preceding 106:21 127:10 308:18 precise 88:1 208:14 preconception 315:16 predate 73:10 predecessor 76:3 preface 176:16

prefer 272:22 **preference** 49:6,10 73:22 260:20 preferences 316:5 preferred 108:2 pregnancy 14:4 115:16 175:22 315:15,19 pregnant 190:5 preliminary 59:3 premature 77:15 prematurely 174:20 premises 156:3 prenatal 14:13 52:11 171:19 315:1,3,20 336:8 Prepaid 82:5 preparation 210:14 264:7 269:2 prepare 67:15 prepared 290:7 prescribe 322:6 prescribing 193:4,7 199:1 202:6 207:12 207:18 275:1 prescription 207:15 208:8 211:1 221:6 222:4 271:10.11 275:22 276:6 315:18 prescriptions 209:4 281:17,19 present 1:10 2:1.3 3:1 3:22 74:1 76:14 234:7 332:5 presentation 32:8 105:12 134:4.18 145:16 156:19 162:14 presentations 5:20 134:13 159:10 162:5 presented 41:7 49:2 130:14 174:14.15 234:9 298:10 328:17 presenting 15:10 109:16 President 2:11 10:11 presiding 1:9 242:21 250:20 261:12 264:3 269:16 283:20 287:13 291:10 press 22:11 159:17 202:21 256:4 pressure 147:9 presumed 228:14 pretty 5:19 90:2 147:6 174:19 218:7 245:13 247:18 293:7 294:6,7 294:17,22 297:7 327:4,12 prevalence 244:18,20

prevalent 322:13 prevent 89:5 213:20 preventable 245:14 preventative 16:8 17:18 18:1 52:4,12 86:19 122:6 prevention 183:9 235:5 279:5 317:4 preventively 279:15 prevents 279:4 previous 107:19 112:5 149:11 252:19 292:19 previously 11:22 12:13 67:12 174:16 284:8 292:22 primarily 115:3 125:6 primary 1:21 9:15 16:7 33:22 35:21 113:15 136:13 176:15,17 177:15 178:10,13,14 178:15,15 181:12,14 182:5 183:2,5,8,18 184:2,15 188:6 216:8 273:5 314:17 317:10 317:10 329:19 336:11 primetime 231:16 principal 321:2 322:20 principally 112:16 prior 73:11 priorities 95:1 110:17 163:16 prioritization 217:6 265:21 335:15 prioritize 75:3 155:21 218:17 219:17 254:12 270:13 301:19 303:8 311:14 334:20 335:1 prioritized 55:1,13 56:1 310:3 prioritizing 4:15 74:21 155:11 301:17 priority 6:14 12:1 164:7 270:14 private 50:19 88:19 150:15 334:14 privately 85:7 **PRO** 51:12 proactive 87:21 142:8 168:8 probable 302:5 probably 28:22 30:6 38:13 76:2 77:7 101:11 109:20 123:12 131:10 136:4 137:22 144:1 150:19 159:6 179:1 180:9,22 198:17 242:9 245:8 254:10 294:10 299:6

310:22 318:9 325:16 336:20 338:13 probe 24:8 problem 23:4 71:17 86:1,1 88:3 110:17 114:2 129:15 175:10 175:12 178:20 238:17 238:22 239:1,12 242:4 271:4 273:22 280:17 313:17 322:13 problematic 194:18 239:8,10 323:14 problems 119:11 134:1 135:12 171:20 213:19 213:20 227:2 228:16 238:15 279:4,4 procedural 261:3 process 11:21 24:3,4,9 24:13 29:2 50:11 51:10,16 52:22 54:15 54:19 55:7,15 56:12 56:18 60:21 61:17 62:17,18 63:13 65:15 68:1,7 72:10 73:11,11 74:15 75:5 76:5,11 77:6 84:10.19 85:2 117:12 126:11 129:22 136:8 150:9 165:20 168:14 172:8 173:12 173:14 180:4 199:15 206:7 211:15 218:8 218:15 221:9 224:4 231:9 234:11 235:19 249:12 250:5.9 252:16 255:10 260:2 280:4 287:19 292:9 293:5,19 294:15,22 295:4,10 298:2 299:3 301:13 302:13 303:19 306:5 313:13 314:8,9 319:6,11 321:16,21 336:15 337:21 processes 55:4 85:9 135:12 296:16 produce 98:11 112:10 112:17 116:19 117:19 120:17 125:11 150:16 153:8 192:22 225:2 produced 107:16 108:6 108:14 117:2 120:3 129:16 producing 119:12 120:5 126:20 productive 239:19 337:22 productively 155:9 products 102:21 103:1 program 10:10 25:11

30:15 49:15.17 50:14 59:1 60:11 61:8 64:19 84:9 98:8 105:9 131:8 139:7 143:4 148:7 154:16,18 162:22 163:1,20 164:10 178:19 198:19 246:22 247:22 248:1 268:4 284:5 314:9,10 326:9 327:5,11 331:15 334:13 programmatic 93:1 programmatically 111:10 programmer 149:12 programs 3:10 4:9 15:13 25:10,12 26:13 29:22 30:2,5,11 31:6 85:12 87:11 104:6,20 111:20 114:15 160:15 160:16,20 163:8 332:20 progress 19:2,10 47:12 124:9 148:22 330:11 progression 255:14 project 2:11,13,16 9:9 65:10,14,16,19 66:1,2 66:3,4,7,8,10,14,15 67:14,16 81:8,9 100:14 105:15 191:19 207:4 209:14 210:17 projected 162:14 projects 44:8 46:4 57:2 87:5 93:10 103:12,15 prominent 309:6,16 promising 330:6,15 promulgating 143:8 144:6 proof 151:11 prophylactically 279:15 prophylaxis 212:12 214:8 215:1,7,17 216:6 217:4 218:13 278:7 283:6 proportion 199:11 proposal 184:6 284:13 297:9 300:16 Proposals 190:7 propose 181:11 262:13 264:13 290:13 proposed 12:12 29:4 184:13 189:5,8,9,11 189:13 195:14 267:20 309:7 proposing 203:8 302:16 proposition 98:5 proprietary 21:22

PROs 210:19 protean 202:4 **proud** 156:20 prove 151:8 provide 6:10 15:8 50:13 52:15 53:2,8,20 54:6 88:1 96:13 98:10 120:18 163:11 164:9 168:7 201:22 271:8 provided 46:5 53:4 122:11 158:13 166:19 173:9 174:7 210:3 245.9provider 80:3,21 85:11 131:22 138:22 140:2 140:7,21 141:16 146:5 166:17 199:1 216:8 274:5 provider/patient 139:3 140:2 providers 19:4 80:12 80:20 85:2,15 97:1 152:14 164:11 243:11 315:14 providers' 154:17 provides 15:12 18:15 providing 227:8 247:22 274:22 332:14 provision 57:10 proximal 317:1 proxy 188:16,16 189:3 193:6 263:12,20 282:10,12 301:3 315:15 prudent 13:1 psycho-social 336:1 psychology 157:13 psychosis 51:17 psychosocial 220:21 221:8 222:7 269:18 270:8 271:9,16,18 272:16,20 274:20,22 275:2 276:1,5 psychotherapy 273:2 psychotic 51:15 Psychotics 18:20 **public** 4:11,14,18 24:5 34:5 50:19 85:12 159:12,14,16,19,21 161:10 163:7 197:18 202:19,21 203:2 255:15,17,22 256:4,7 256:10 258:7 259:14 259:17 309:12 312:17 314:8,10 334:15 335:11 336:14,22 337:5,8,9 publically 22:2,20,21

23:12 38:3.17 53:5 publications 242:3 publicly-reported 197:19 published 33:12 59:16 105:4 216:4 pull 87:2 103:14 174:21 235:11 288:21 290:6 pulled 204:17 223:6 240:1 242:2 pulling 276:7 pulmonary 66:4 68:12 purchasers 50:20 purchasing 26:13 28:11 70:19 82:18 pure 278:19 purely 202:12 purpose 7:2 79:15 131:6 137:16 purposes 131:15 pursue 333:14 pursued 28:13 push 28:9 92:13 121:7 130:13 145:4 273:10 313:22 pushed 149:15 155:4 pushing 233:6 put 18:12 25:2 54:21 55:3,10,14 56:18,22 57:1,19 59:21 60:10 60:19 63:22 64:2 65:4 82:6 83:11,22 90:11 106:20 133:15 136:3 139:5 141:6 143:1 146:8 147:14 148:8 185:22 191:3 201:12 217:19 219:19 223:14 230:21 235:7 250:5 250:11 252:21 254:9 254:19 270:5 274:2 278:16 280:3 292:19 304:3 305:5 306:8,9 319:20 321:15 323:1 putting 44:4 68:1 117:6 122:2 142:5 201:14 213:17 234:3 249:11 302:6 305:10 O **Q-Metric** 334:22 **QI** 110:18 119:13 QPS 165:19 **QRS** 140:8 Qualified 322:5 quality 1:1,8 2:8,11,14 2:17,19 3:12 7:15,18 7:19 10:21,22 11:2,6

24:19 25:11 30:8 33:13,21 42:20 49:15 50:14,18,21 51:1 77:5 77:8,11 78:4,9,10,17 79:12,19 80:2 83:7 84:8,9 85:9,18 87:10 88:15 89:9,16,17 90:7 90:22 91:4 92:4,6,9 92:11,15,20 93:1 97:17,19 99:11,17 100:13 103:11 105:14 106:17 107:3,7 108:7 119:1,4 122:10 123:16 129:17 131:13 137:18 139:2 141:12 143:20 151:16 158:12 163:15 171:20 172:1 177:21 195:14,20 196:17 201:20 202:12 212:16 213:6 237:16 237:20 252:3 253:9 254:2,4 257:6 277:6 284:5 285:16 292:13 313:7 320:19 323:9 324:10 327:5,10 quality/safety 216:1 quantity 193:5 quarter 186:20,21 question 21:13 23:8 42:5 54:10,11 62:18 65:3.20 71:13 75:10 115:11 116:2 121:13 128:17 139:20 154:10 167:19 170:14 179:7 196:8 199:20 227:19 230:9 234:12 236:17 236:18 239:18 240:19 246:18 252:18 257:11 259:3 261:2,4 270:1 275:15 294:15 296:7 300:9 302:19 303:1 306:16 314:22 326:14 questions 14:16 30:22 37:6,17 49:1 74:4 76:12,15,18 96:9 101:9,10,14,20 115:9 116:3 124:15 128:16 134:7,9,11 196:6,11 215:13 220:5 221:12 223:17 232:6 233:14 234:1 246:5,8 248:6 258:10 263:6,9 269:21 272:13 276:11 278:10 280:11 282:16 284:9 285:18 288:15 294:5 297:1 298:14 300:11,15 queue 312:19

12:14,16 13:11,14

295:2,2,11,17 301:9 re-voting 290:4 reach 12:15 192:16 267.8 reached 12:18 142:4 237:9,15,19 319:14 reacting 98:13 reactive 87:22 read 181:22 193:15 266:19 285:3 299:19 readmission 234:13 235:4 236:20 238:14 239:16 240:10 241:22 242:9,11 244:7 245:6 246:14 248:3 288:2,4 290:7 317:13 readmissions 51:12 240:14 241:9 242:6 243:5,14 244:21 245:15,16 247:6,15 288:7 290:20 readmitted 244:2 250:1 ready 13:6 64:4 78:6 187:16 188:3,10 214:15 231:16 232:9 234:4.7 269:6 286:10 286:11 287:12 300:18 319:14,17 330:15 real 22:13 80:15,17 83:6 101:8 131:19 139:16 175:2 201:7 229:12 250:12 265:11 271:17 295:3 reality 73:6 82:16 83:6 really 6:2 12:2 21:20 22:13 27:3,13 28:12 37:11 49:19 60:8,8 62:11 67:6 72:14 77:19,19 78:16,16,17 79:7 80:21 82:9 84:17 85:2,13 87:8 88:2,3 90:9,13 91:9,15,16 93:3,20 94:6,10,14,16 95:8 97:2,10,13 98:1 98:4,6,13 101:5 102:15 103:3 105:5 108:15 110:10,11 116:9 117:4 119:8,16 126:8 131:1,7 133:2 134:1,2,3,20 135:8,11 135:15 136:9 137:3 140:19 141:13,14 142:7,10 143:11,16 147:8,19 148:1,8 149:15 152:16 154:6 159:2 162:6 168:16 169:17 171:19 172:3 175:1 176:17 177:5

179:1,3,22 182:13 183:15 212:18,21 213:2,19,21 226:10 231:15 238:7,8 239:6 243:9 245:7,19,22 247:10 248:16 249:17 249:22 250:8 265:22 266:5 270:16 271:8 272:11 274:19 276:4 279:16 282:4 287:20 294:21 295:4 299:11 305:4,14 314:3,15 317:3,15 318:1 322:11 323:8,17 324:2,3,8 327:6 329:10 333:10,14 realm 323:15 realtime 152:15 153:5 rearview 118:13 reason 16:3 68:3 87:9 105:17 109:11,16 114:16 120:1 132:16 151:5 164:1 173:4 180:18 238:21 242:11 265:6 272:9,12 278:15 294:2 295:17 reasonable 117:7 126:15 130:16 158:11 230:19 295:17 reasons 36:20,21 37:2 155:6 166:10.12 173:3 174:3 205:22 233:5 238:5 242:6 251:21,22 295:16 301:18 334:2 reassignment 45:18 reauthorization 60:7 179:22 recall 13:22 73:8 194:7 194:11 278:15 281:2 311:20 receipt 34:2 receive 66:8 181:3 262:11 315:12 received 34:4 36:18 95:16 166:18 214:16 receiving 208:6 214:2 324:11 recognition 302:2 recognize 90:20 154:17 201:20 326:20,21 recognized 291:22 recognizes 282:6 recommend 20:22 26:15 69:15 72:7 105:6 231:19 252:20 263:14 268:22 277:11 289:16 303:7 320:4

recommendation 18:7 18:19 72:9 131:2 162:17 206:20 209:13 222:16 234:18 235:21 260:5 262:15 recommendations 4:12 6:11 18:16 26:12 70:9 70:18 71:9,11 191:1 203:20 230:21,22 232:1 236:6,14 268:12 277:12 313:19 313:20 314:1 328:9 330:4 336:15 337:5 recommended 18:8 31:19 59:21 64:8 65:6 187:6 188:14 190:18 190:19 191:1,9 194:15 195:5 200:6 206:16 207:5 208:16 209:15 210:11,18 212:4,8 215:10 220:13,20 222:18 231:21 232:2 235:3 235:18 237:5 254:17 259:22 264:2 269:10 274:8.15 283:8 288:2 289:17 303:9 recommending 69:16 200:2,7 219:2,16 241:6 250:6 290:21 300:17 reconciliation 52:7 reconsider 233:19 260:17 reconsidering 236:10 309:5 record 96:17 113:3 147:7,10,12 166:16 172:17 175:10 187:1 203:12 214:19 241:20 263:19 307:16 320:13 339:4 recorded 166:11 recording 40:6 records 120:8 166:1 167:19 173:15 184:12 recurring 138:4 recusals 214:18 338:4 recuse 12:8 13:1 195:3 255:9 269:14 289:2 319:3 recused 188:22 recusing 214:19 241:21 263:21 291:3 red 156:19 165:7 redoing 291:14 reduce 17:14 26:3 270:17

reduction 82:16.19 83:2 131:9 292:14 **Reese** 3:9 216:21,22 217:7 reference 102:8 163:18 referenced 178:2 Referral 125:5 referred 177:13 239:1 referring 214:7 259:4 310:1 refigure 167:11 refills 282:13 refine 229:11,18,22 refined 58:9 refinement 230:17 refining 6:3 reflect 33:21 131:9 316:12 reflected 310:6 reflective 35:21 109:4 reflects 73:17 257:18 refrain 118:11 reframe 328:10 reframed 131:18 reframing 308:21 329:3 refresh 291:14 regard 55:2 68:6 75:4 149:22 179:5 240:13 regarding 174:5 214:22 222:6 316:5 regards 245:3,5 247:16 regulation 115:5 reimbursement 23:13 reinforce 118:4 relate 315:20 316:4 related 56:7 84:7 179:10 224:13 242:10 325:1 329:6 relates 77:8 325:13 relationship 308:12 relative 16:21 71:1 155:8 158:5 163:19 180:6 255:16 265:20 relatively 36:13 37:8 102:2 129:5 150:12 163:2 228:8 240:18 relatively-new 219:5 relatively-rare 192:21 193:16 release 37:7 relevance 100:4 131:7 relevant 29:3 70:21 89:21 105:8 115:17 120:13 124:3 257:10 reliability 192:17 197:6 197:13 198:2 reliable 109:18 147:10 170:1 192:18,19

reliably 257:12 rely 112:16 remain 135:4 181:5 308:4 323:13 324:7 remained 36:3 Remaining 4:15 remains 74:16 remarkable 109:21 remember 36:16 44:21 45:17 46:10,17,22 49:16 71:5 187:14 193:17 201:5 228:8 245:4 259:6 306:13 306:18 312:3 325:3 330:16 remembering 237:7 333:6 remind 10:16 16:15 203:22 205:16 260:19 reminder 138:13 307:4 removal 6:17 11:19 37:10 49:4 175:14 176:8 179:17 180:7 184:13 187:7 189:5 189:12.14 removals 174:16 remove 14:12 172:12 187:5 188:7,14 203:13 236:1 **removed** 188:5 314:6 336:7.7.9 removing 164:2 185:9 rendition 293:6 **Renee** 2:5 10:19 renewed 60:9 rent 95:18 repeat 35:13 **report** 19:2,21 23:13 33:12 38:12 40:16 46:12,12,13,14,15 71:10 79:11 86:11,17 90:2,5,21 94:8,9 97:16 98:3 102:18 109:1 116:19 117:1 127:6 155:18 163:2 166:9 169:20 172:2 174:2 176:12 177:11 177:13,20,21 181:21 193:18 216:4 242:19 268:14 335:14 337:16 337:18 reported 33:15,16,20 34:9,17 35:18 36:10 36:10,11,14 37:8 38:3 41:5,7 43:9,11 93:7 96:19 149:8 162:11 166:3,6 172:19,21 173:3,17,19,21

176:13 190:3 197:7,8 197:12,18 205:9 210:21 211:3 272:19 **reporting** 11:15,16 20:12,18 24:15 25:7 25:10,11,12 29:22 30:2,5,8,14 33:5 34:6 34:12,20 35:1,16 36:2 37:4,5,9,13,19 38:4,5 38:7 40:5 44:16,17 46:9 47:1,3 58:8 81:6 81:11 86:16 87:17 88:1,6,13,16 89:9 92:2,6 96:1,20 99:2 108:10,17 111:14 112:3 151:17 162:15 163:7 164:6 165:11 166:3,10,12 170:1,4 171:1,9,12,17 172:15 173:4 174:3,18 175:7 177:2 180:16 189:15 197:17 248:19 252:17 327:11 332:13 reports 40:15 53:3 121:10 336:15,17,21 **repository** 64:1,19 204:20 320:1 represent 103:10 268:3 representation 282:10 representatives 66:22 representing 7:22 8:6 8:14 9:2,3,21 10:3 89:12 182:5 reproductive 259:21 292:4 request 41:11 112:11 166:19 174:4 233:19 270:6 289:13 requests 36:17,19,19 37:1,3 42:9 173:5,6 require 20:21 24:4 25:6 required 25:13 130:4 166:16 167:20 requirement 20:17 58:11 60:22 130:6 260:21 requirements 23:18 requires 56:6 87:1 322:3 rerun 126:21 research 2:8 102:17 103:20 232:19 270:19 322:22 researchers 327:8 reservoir 326:8 reset 309:15 reside 99:9 resistance 323:12

resonate 128:4 resource 100:8 155:5 174:8 180:16 318:11 334:19 resource- 62:5 resources 2:8 48:17 55:16 60:18 75:5 103:14 117:7,15,17 119:7 152:6 153:18 155:11,21 278:18 279:12,18 332:15 334:12 **Respect** 87:22 respectively 34:10 respond 150:2 268:1 296:20 319:7 333:21 337:15 responding 175:15 response 14:18 46:19 49:8 101:22 102:9 129:6 155:16 159:18 161:11 177:10 184:4 190:9 202:17 203:5 203:10 220:8 221:13 233:16 244:5 253:1 256:12 260:12 262:17 263:7 264:21 268:2 270:4 277:9 282:17 284:11,17 285:19 290:11 291:19 300:2 300:14 314:22 responsibilities 143:5 responsibility 74:11 76:3 108:21 143:3 198:19 275:7 313:21 responsible 87:19 275:5 responsive 233:22 258:9 338:11 rest 26:7 88:21 96:21 162:9 206:15 293:15 restate 235:21 result 109:3,3 193:1 197:22 216:10,11 317:6 326:15 336:19 results 38:6 55:4 60:11 120:3,12 129:7 137:5 208:14 211:18 225:6 225:9 238:2 resume 307:11 resumed 187:1 307:16 retain 187:8 188:8 rethink 132:5,14 144:19 rethinking 145:5 retired 329:2 retirement 100:1 retrieved 173:14 return 88:5,7 220:19

returned 5:17 Reva 2:20 234:7 255:3 287:12 291:20 297:4 298:7,17,19 299:17 301:8 reverse 132:13 review 4:4 10:15 14:22 15:5,10 18:13 29:15 33:4 45:15 49:14 50:10 70:16 106:17 127:12 141:12 166:16 167:19 191:8 204:2 207:8 218:6 251:21 252:9,16 308:16 313:13,15 320:4 336:17 reviewed 18:14 45:6 207:3 209:14 210:16 308:12 338:18 reviewing 104:15 107:21 148:17 320:9 reviews 104:14 111:7 revisions 106:21 revisit 59:18 rewarded 312:15 Rhett 143:12 **Rhode** 44:22 rich 8:2 26:20 30:20 40:1 65:1 75:11 141:20 146:6 170:1 170:16.17 182:19 195:11 198:12 201:15 212:7 214:7,22 215:16 242:21 261:1 264:14 267:10 272:15 278:11 281:6 286:19 286:19 287:2 289:9,9 304:14 329:15 Rich's 93:16 RICHARD 2:2 rid 202:12 **Riewerts** 1:18 8:8,8 23:7 267:5 283:2 297:11 right 14:10 22:10 23:2 25:5 28:18 31:6 32:6 39:1,2,2,20 46:18 47:5 49:2 56:9,16 57:7,15 59:10 64:20 66:13 71:2 75:22 87:18,20 89:11 91:7 94:15 100:11 101:14 106:11,14 125:22 136:18 144:5 146:11 157:5 171:8 179:15 182:17 186:10.20 187:10 194:19 202:5 214:7 228:7,10

230:12 231:16 236:12 236:16 240:5 244:19 248:2,15 259:11 260:15 261:21 266:11 281:3 282:5 283:15 283:18 286:15 287:21 290:10 296:10,13 306:22 307:2 309:19 310:11 321:9 337:6.6 337:12 rigor 73:18 218:16 rigorous 323:9 ring 94:15 ringing 330:13 rise 325:16 rises 257:14 risk 16:19 36:12 94:1,6 96:3,5,9 165:12 190:5 196:21 235:6 239:11 314:20 315:4,5,12,21 316:9 risk-based 122:16 risks 17:1 **Rita** 3:5 322:16,20 325:15 326:2 332:9 334:9 **RJ** 118:10 RN 1:15 2:4 road 22:8 157:14 **ROBERT** 1:18 **ROI** 98:19,19 99:2 role 15:21 78:6 252:4 roll 13:6 141:17 rollout 32:1 rolls 155:2 226:6 room 1:8 52:14 61:18 76:18 82:16 90:16 141:10 159:13,22 161:10 164:4 203:4 212:14 220:17 256:10 272:2 291:19 308:8 324:15 328:6 335:10 335:11 root 114:2 rougher 225:7 round 12:13 55:20 141:3 216:17 217:9 323:11 rounds 309:11 routinely 110:6 276:20 rule 25:2 92:7 253:14 rulemaking 23:22 24:3 24:4,12,13 rules 71:8 163:10 187:15 234:3 253:17 **Rummler** 86:3 run 151:1 248:1 253:13 running 236:5 290:10

S **Saber** 266:20 Sachdeva 321:4 sad 318:3.4.4 safe 338:7 safety 317:5 Sakala 1:19 8:19.20 69:5,20 70:1,3,5,7 185:10 195:4 196:3,7 198:12 199:13 200:4 200:16 201:15 202:16 202:18 203:4,6,11 216:15 217:1,15 219:21 242:21 244:4 244:6,15 246:7 248:5 249:6 253:22 254:18 254:21 255:5 261:12 262:3,12,18 263:13 263:17,22 264:5 269:16 270:3,5 272:13 274:3 276:10 277:7,10,16 278:3 279:22 280:10 281:6 282:15,18 283:1,3,13 287:13 288:9,14 289:5,22 290:2,12,17 291:6,16 296:13 305:12,20 sake 279:9 **Salam** 1:21 9:14,14 181:17,20 253:5,17 297:14 Sally 3:17 159:22 160:2 161:10 sample 130:1 192:21 Sara 3:15 244:12 279:11 280:19 Sarah 3:9.11 196:11 201:18 216:21 217:2 270:5 272:16 sat 212:13 satisfaction 34:3 92:16 92:21 save 49:4 148:21 savings 98:10 saw 304:12 306:3 saying 21:7,18 28:2 42:14 61:3 66:12 85:2 91:14 99:15 128:22 135:6 142:11 145:21 151:20 164:16,18 176:16 182:21 193:21 193:22 206:4 275:8 276:5 281:21 287:8 293:7 297:19 306:12 306:13 310:19 312:1 330:5 says 57:8 165:7 253:14

282:1 **SBIRT** 124:21 125:3 **SBS** 241:8 **SCA** 210:6 scalable 131:14 scaling 308:3 scarlet 80:20 scattershot 28:20 scenes 303:3 Schiff 3:9 4:8 10:8,8 75:16 76:10,16 78:15 81:15 92:11 102:1,14 136:6 146:7 151:19 156:16 171:15 Scholle 3:11 196:5,10 196:11 270:11 272:18 274:13 275:14 school 2:2 3:3 145:13 321:1 schools 128:19 Schuster's 334:5 science 243:10 313:14 313:17 318:2 327:6 327:16 331:16 scientific 53:19 72:20 scientifically-superb 257:18 scientists 327:9 scofflaw 57:5,6 scofflaws 57:6 scored 209:1 scores 89:16 scoring 208:18,22 scrapped 78:3 screen 6:6 31:15 35:14 36:21 166:13 185:22 215:5 221:3 288:5 screen-shared 187:18 screened 110:6 screener 129:3 screeners 128:17 screening 18:2,2,3,3 110:1 125:4 151:3 165:17 166:22 167:13 167:13,15 168:13,18 169:5,6 175:7 190:4 206:21 208:7 209:9 209:22 210:4 214:20 219:6 261:13 262:21 335:20 scrip 111:2 scrips 110:22 scroll 187:19 221:17 se 193:13 sea 155:12 sealants 32:1,2 37:18 235:5 seamless 211:5

Sean 3:2 216:19 223:20 259:17,18 260:10,13 291:21 292:5 search 213:3 seasonal 337:2 seat 118:12 Seattle 322:22 second 12:13 43:18 104:13 105:21 113:21 127:17 181:13 184:6 184:7,8 231:10 236:22 255:12 261:11 263:2,3 264:17,18,19 277:16 283:1,2,4 284:16,19 285:22,22 295:8 297:8,11 305:1 317:20,21 319:3 324:15 330:12 332:8 335:3,22 secondary 183:9 seconded 300:18 **Secondly** 225:14 315:11 seconds 277:17 section 41:3 70:15 sector 88:19 94:22 95:1 95:7,8 149:3 sectors 94:22 95:13 96:1 149:1,14 237:12 237:13 318:12 see 5:16 19:15 21:20 28:21 29:16 32:18 34:13 39:19 41:4,17 41:20 45:22 55:4 64:6 77:9,11 92:19,19 97:9 106:6 113:21 117:20 119:11 120:5,8 124:19 125:19 126:4 127:20 133:16 136:9 136:10 138:17 139:15 141:14 144:12 155:8 155:19,21,22 156:12 174:12 175:2 180:21 186:11,12 197:21 198:5 199:11 200:22 201:21 202:14 214:6 214:10 221:3 223:19 224:12 226:11 228:13 231:2 233:2.3 235:9 241:16 245:10 246:16 248:17 251:1,18 255:11 261:10 271:6 275:18,21 276:1 278:19 284:8,14 288:9,13,19 292:21 297:8 300:6,10 302:19 303:8 304:10 304:10 308:12 319:22

323:16 326:10 332:10 seeing 46:21 153:9 262:18 284:18 300:15 335:11 seek 260:3 280:8 seeking 16:3 seen 15:16 90:6 109:21 256:21 297:21 segment 254:11 segmentation 114:8 127:1 segmented 115:2 seques 66:17 seldom 127:20 select 16:5 58:15 118:19 226:20 selected 11:22 54:22 107:16 selection 70:16 108:15 124:1,3 127:13 130:1 163:4,12,14,18 selective 82:13 self-management 211:1 self-reported 123:14 sell 98:15 senators 66:21 send 56:1 125:18 137:6 281:1 301:19 333:9 333:13 sending 160:11 227:12 Senior 2:13,15,20 7:14 8:17 9:6,12 10:6 103:19 sense 49:12 56:9 115:7 132:21 182:6 186:5 240:14 255:20 261:18 261:18 266:8 276:16 285:9 309:17 321:6 sensibilities 213:22 sensitivity 130:10 140:19,20 169:11 sent 33:6 43:21 261:20 338:13.19 separate 280:5 **September** 191:20 series 25:12 43:16 126:18 220:2,11 317:17 serious 121:20 207:17 serve 131:6 serves 7:1 service 94:22 95:7 122:10 132:9,15 150:19,22 151:8 274:14 276:1,5 services 2:5,6,8 3:5,7,8 9:13 15:22 34:2 48:17

52:4,7,12 75:17 95:15 111:18 122:6 177:21 181:3 207:10 274:20 274:22 315:13 316:14 316:19 set 4:4,12 6:4,6,8,13,21 8:18 11:15 13:20 14:5 14:12 15:6,11 18:9 21:1 25:15 26:16 31:9 31:12,18 32:21 33:14 34:12 35:1,19 36:14 37:6,7 43:8 50:16 61:21 62:22 63:15 69:8,12 70:13 73:13 82:11 86:10,17 91:7,8 91:22 101:9 106:22 108:2,17 110:17 111:1 113:11 114:4 114:17 115:15 119:19 125:1 127:16 133:3,6 133:13,14,15 134:20 135:2,4 140:6 146:17 146:21 150:5 161:22 163:6,7,20,22 164:2 165:8 166:7 172:22 173:17,22 175:22 176:3 180:13 181:6 184:9,11 186:7 187:6 187:22 188:5,20 191:2,12,13,16 195:8 200:11,13,15 203:14 204:5 218:2 222:12 222:20 246:20 251:10 252:21 257:15 260:22 262:16 263:14 264:13 269:1,11 274:2 277:13,15 283:9 284:15 286:1,4 290:22 300:17,20 303:9 305:15,21 314:6 322:3 323:10 327:1 328:10,14 329:5,6 331:14,18 334:19 336:7 sets 162:2 setting 111:4 122:8,20 122:22 139:16 145:14 199:2 310:13 settings 70:19 150:19 247:6 seven 32:21 51:3 Seventy- 263:22 Shaconna 2:13 4:5 9:5 15:9 33:2 35:6 37:14 50:12 69:5 72:22 165:10,13 186:5 203:15 220:10 251:17 319:4

shaking 306:2 share 19:7 160:4 161:1 163:3 168:17 240:7 shared 38:17 50:12 55:5 128:19 165:10 198:19 SharePoint 33:7 177:12 177:18 178:2 sharing 53:17 67:7 105:13 sheet 64:7,11 187:19 204:15 205:5 262:10 sheets 53:8 Sheila 5:4,7 shift 113:2 119:15 shifting 197:4 shipped 57:20 short 136:5 160:17 218:2 219:19 229:3 254:10 shortchange 335:10 shortcoming 329:16 **shorten** 42:13 shortly 220:19 shot 105:20,22 shoulder 85:7 show 60:11 89:3 105:17 105:19 109:20 110:2 120:19 189:6 226:7 245:14 298:20 323:19 **showed** 40:12 76:19 110:15 158:1 189:14 270:19 **showing** 31:16 182:8 shown 36:1 74:7 **shows** 34:19 98:10 101:10 110:1 164:13 272:1 288:6 shy 78:11 sickle 17:5 51:13 205:8 205:12 209:10,18 210:1 212:12,20,22 213:3,6,9 214:9 215:8 215:12,18 216:9,17 218:4,12 219:10,14 246:14 262:21 278:8 280:18 281:22 283:7 285:11 307:21 335:21 side 5:5 29:10,10,13,14 146:21 196:21 207:17 side-by-side 298:8 sides 29:13 95:10 signal 21:2 56:2 333:9 333:13 334:22 335:3 signal/message 301:19 significant 17:3 49:19 60:11 81:7 177:7 193:1 202:2 216:5

significantly 111:21 Silber 3:13 63:12 209:3 224:2 227:21,21 228:7 230:8,12,15 233:9,9 256:22 259:8 **SIM** 94:19 similar 5:21 103:2 276:14 320:16 similarities 101:19 similarly 106:2 112:19 simple 168:14,14 214:3 278:20 **simply** 108:9 113:18 151:6 228:11 229:22 280:6 293:7 Sinai 3:4 Singh 2:8 48:9,13,14,21 Singh's 48:10 single 113:12 151:1,8 211:3 281:21 sir 259:16 sit 234:16 321:5 sites 25:9 30:15 sitting 320:16 situation 171:22 271:14 six 32:21.21 83:9 95:3 103:7 170:22 205:7 212:17 275:19 276:2 285:8 size 192:22 **skipped** 123:22 slated 140:13 slide 6:6 7:8 14:20 15:12 31:7 32:12,15 34:18,19 35:22 36:1 36:15 89:1 99:4 101:10 105:17 123:10 134:7 157:22 164:13 187:21 188:20 189:21 190:1,12,12,17,21 191:21 204:3,12 205:17 206:8 214:7 254:15 298:20 299:9 308:18 336:5 slides 15:16 16:13 33:11 46:22 76:22 161:20,20 190:3 266:7 288:6 298:9 slots 318:13 small 25:20 53:5 102:2 124:7 126:5,17 193:21 220:3 240:18 242:4,19 246:21 247:7,13 248:21 308:2 smartphones 324:5 smell 161:13 smoking 115:9,12

311:3 **SNAC** 73:12 75:21 104:12 107:19 321:14 **SNACer** 75:22 **SNAP** 116:5 snapshot 41:3 47:1 snapshots 33:9,9 **SNF** 145:13 so-called 243:3 social 17:20 90:16 93:22 94:6,22 95:7,15 96:3,5,9 110:6 socioeconomic 107:8 soft-spoken 106:8 sole 132:15 solid 45:12 208:14 215:22 272:12 solutions 129:14 134:2 **solvable** 175:12 somebody 48:5 61:15 72:4 75:21 79:5 137:9 156:7 194:16 195:21 201:17 202:13 235:20 236:1 243:16 325:6 somewhat 119:4 soon 22:1.14 54:2 sooner 88:11 Sophie's 279:8 **sorry** 10:18 13:9,15 21:11 35:4 37:18 48:14,19 51:20 61:7 65:20 162:22 165:15 184:21 186:10,10 196:7 200:18 215:4 241:8 251:8 257:6 261:14 269:15 271:10 281:11 284:1,19 288:4 290:17 319:6 sort 5:9 6:1,13,17 12:2 14:10,14 29:11,12 31:2 46:6 55:14,17 60:17 62:1 63:9 68:8 71:20 72:11 85:13 100:13 104:3 134:7 136:8,16 154:13 158:17 188:20 218:15 244:21 245:1 249:4 249:19 266:9 291:13 308:5 312:9,9 330:15 333:7,10 sorted 250:3 sorting 312:3 sorts 50:19 sounds 42:8 58:17 138:6 219:8 267:3 325:1 330:4 source 221:10 304:1 316:22 329:15

sources 64:21 109:13 109:17 120:8 165:21 303:7 304:21 **South** 8:7 southern 266:14 273:20 space 100:5 219:11,14 324:7 spaghetti 144:11 span 114:12,13 133:10 133:16 spans 100:6 speak 21:12 196:5 212:7 224:1 245:7 267:13 313:6 speaker 10:6 103:18 special 107:5 122:22 183:2 243:2 248:10 275:11 324:11 329:7 specialist 216:9 315:6 **specific** 55:9 70:12 71:4 107:4 122:9 123:3 132:8 169:20 196:8 273:1 315:20 specifically 27:8 50:17 113:7 182:12 240:9 325:12 329:10.19 specification 174:6 192:7 specifications 35:2,3 35:19,20 37:7 53:2,15 88:2 109:3 166:7.8 172:22 173:2,22 174:1 193:3 215:14 235:10 288:20 297:18 299:9,14 300:12 specificity 149:13 169:12 specifics 238:14 240:1 specified 171:10 197:1 specs 87:3 88:3 208:13 298:21 **speed** 97:10 spend 87:2 92:2 134:15 spending 80:4 **spends** 89:7,8 spent 104:21 152:1 255:19 323:7 325:11 spirit 81:2 218:21 219:16 spoke 223:12 sponsored 93:14 **sport** 145:22 **spot** 270:6 spreadsheet 63:20,20 63:21 64:3 262:1 319:21 St 1:13 8:13 9:20

stability 116:1 stable 41:4,17 122:7 staff 2:10 4:4 5:5 8:17 9:9 11:13 15:10 19:14 19:15 37:9 76:20 89:8 153:22 174:12 175:15 175:15 176:6 185:22 189:9,11,13 203:20 206:19 207:10 209:12 212:6 213:1 231:1,22 231:22 234:3,9 247:22 254:17 258:11 272:6,9,10 294:8 319:11 326:6 336:21 338:6,20 staffing 112:18 316:14 316:15 stage 121:15 127:18 stages 50:11 stakeholder 159:5 stakeholders 237:9,10 237:22 238:3 270:13 stamp 302:6 stand 78:12 79:2 190:19 203:9 standard 23:12 108:18 116:8 126:12 154:13 273:12 standardized 22:21 34:16 standardizing 95:22 standards 7:17.19 24:19 169:22 208:1 218:1 standing 41:21 142:1 208:12 210:9 211:10 211:21 212:3 292:4 standpoint 134:20 stands 79:6 star 159:17 202:22 256.5 start 7:12 26:21 45:7 49:5,11 88:4 114:14 115:2 121:11 126:6 138:5 139:15 140:12 141:14,16 142:4 144:15 148:2 162:4 207:16 219:13 226:2 232:9 234:21 308:10 311:2 313:1 324:3 333:10 started 5:12 12:5 13:8 66:9 68:9 110:14 111:3 116:22 143:9 302:12 starting 80:18 133:18 213:10 234:9 254:16 307:18

Neal R. Gross and Co., Inc.

			371
	I	I	I
starts 126:18 190:12	135:9 138:20,20	strategy 27:13,14 46:14	successes 152:11
state 4:8 9:1 10:7 20:8	150:8,8 152:5 153:5	163:15 279:5	successful 80:18
33:5 39:14 41:3 42:21	153:12,19 154:22	stratification 113:12	323:16
48:2 76:7 79:2,18	155:7,13 156:19	stratifications 178:7	successfully 280:4
80:1 84:21 86:8 87:18	157:6,17 158:22	187:6	sufficient 157:17,18
88:1,13,15,18 90:12	163:2 164:6 166:2,3,5	stratified 177:15 181:16	205:15
92:5 94:19 97:13,14	166:6,9,11 168:6,16	stratify 113:16	suggest 132:5 218:3
98:15 99:1 101:16	168:17 169:1 170:22	stream 195:22	219:2,17 236:20
103:14 104:4 105:8	170:22 171:5,6,6,12	Street 1:9 148:19	287:3 309:5 313:5
			314:2
106:4 111:8,9,12,17	172:19,20,21,21	strength 78:12 79:5	• • • • • •
112:10,15 113:4	173:3,6,9,17,18,19,21	strengthen 6:13,21 50:16	suggested 134:7
117:5 121:5,22	174:2,8,21 177:2,3		190:13 206:22 232:7
124:20 125:12 128:13	180:14 183:22 189:15	strengthening 4:12 7:1	suggesting 54:13
133:8 135:1 138:11	194:4 195:5 198:22	strengths 163:19 282:8	180:19 309:14 310:2
139:21 140:12,22	200:9 201:4 222:2	strictly 308:22	suggestion 28:13 144:4
141:11,18 142:16	224:5 226:4,6 227:5	stroke 209:19	234:6 261:8 287:8
143:3 149:10 150:21	227:12 230:18 246:4	strong 85:19 100:17	331:7
152:22,22 153:10,17	247:17 249:5,14	260:20 272:4	suggestions 28:8 133:1
156:15 157:15 158:3	250:8 273:20 274:18	strongly 20:22 210:5	336:18
158:7,17 159:3,5	275:4 303:11 304:1,2	314:9,11	suggests 271:2
164:9 166:20 168:10	322:1 332:1,12	struck 181:22	suite 196:14
198:18 208:5 224:19	states' 154:16 265:12	structural 316:8	Summarize 4:20
225:4,11 226:18	stating 192:17 251:22	structure 96:8 99:12	summary 14:15 40:10
227:8 229:5 238:11	statistical 100:20 193:1	152:17	211:9 307:12
246:20,22 247:8	status 4:6 19:7 123:14	struggle 324:21	summation 284:3
248:4,18 250:1	stay 85:4,10 135:13	stuff 91:10 93:4,9 201:8	super 171:21
252:17 273:17 275:3	227:1 293:15	231:11,14	super-important
309:4 322:9,10	steer 69:9	sub-components 107:4	218:14
329:17,22 332:2,20	Steering 207:5,20	sub-groups 112:7	superb 257:2
337:3	stem 308:19	sub-specialties 143:15	superhero 99:20
state's 126:22 143:2	stemming 309:22	sub-specialty 145:14	superior 164:11
224:10 229:12,17	step 63:4 69:1,2 122:13	sub-state 42:21	supplied 150:17
230:16	147:3,4 301:17	subcommittees 26:12	supplying 151:12
state-level 119:18	stepped 286:19	subcomponent 308:16	support 13:22 14:7,9
128:11 138:15,18	stepping 338:5	subject 2:1 22:22	41:12 64:13 69:19
143:8	steps 4:20 120:4 165:5	198:18 212:14 277:5	129:18 164:15,20
state-specific 41:8	307:12 336:5,12	309:15	165:6 173:9 174:7
state-to- 48:1	Steve 86:2	submission 64:20	192:6 205:18,18,19
statement 105:5 145:9	steward 164:22 205:21	submissions 318:15	206:1,2,3,4 218:12
214:11,12 215:6	221:1 223:2,5 254:6	submit 47:21 64:18	264:1 279:1 282:14
241:20 257:21	stewardship 251:15	112:11 217:8 251:20	295:13 307:5,7
statements 232:6	stick 302:18	280:8 287:18 318:13	338:16
states 6:7 11:16 12:15	stickies 302:10,14,15	321:17	supported 51:5 110:8
16:2 20:5,8 33:15,16	306:5	submitted 52:20 64:2,5	240:22 292:3 305:22
33:18,18,18 34:10,12	sticks 144:12	64:9 65:11 66:10	supporting 314:11
34:16,21 35:1,16,18	sticky 305:5 335:17	67:13 173:6,13 174:5	supports 323:15
36:2,5,5,11 37:19	stood 209:11	191:17,18,20 214:14	suppose 175:20
38:10 39:19 40:5 41:5	stop 80:21 113:4 165:7	222:22 223:5,7 224:3	supposed 57:15 58:15
41:7,10,12,15,17	227:14	252:8 277:3 309:11	83:1,2 124:16 156:10
42:17 43:4,5,7,12,18	stopping 145:19	316:7 319:18,21	227:12 316:11
44:21 45:1,8,19 46:6	stories 78:2,18	submitting 73:5 217:13	sure 21:3 30:11 54:5
46:8,11 47:1,2,5 58:2	story 80:7 98:9 126:7	subsequent 328:19	58:20 123:18 131:3
58:7 75:13 77:9,11,22	straightforward 212:21	subset 312:10	133:9 142:11 172:1
83:22 86:13 88:9	247:19	substance 95:11 311:2	175:19 181:8,19
93:21 98:4 99:15	strain 35:8,12	substances 311:3	182:16,21 197:7
100:10 102:2 103:6	strategic 6:12	substantial 41:1	205:14 223:17 225:12
103:15,22 104:1,4	strategies 43:13,19	subtract 311:14	226:19 228:9 231:9
118:5 127:20 129:9	44:5,9,9 45:15,22	succeeding 127:10	249:17 253:6 257:22
	l	l	l

266:1 268:16 269:13 270:11 271:19 273:16 276:2 291:16 294:19 296:1,3 330:3 331:22 338:14 surprised 291:18,20,21 291:21 survey 19:5,15 20:6,13 22:2,7,8,11,20 25:8 99:10 110:15 115:8 115:11 127:14 128:11 128:12 129:2 160:11 211:19 218:20,22 219:1,3 225:6 229:19 264:10 266:12 268:1 268:3 309:2 323:12 324:4 325:15 surveying 229:3 332:16 surveys 20:14,15 22:7 225:10 265:8 266:5 324:1 Susan 1:15 8:5 37:18 46:7 102:5 148:13 265:15 266:2 274:3 295:19 296:6 Susan's 267:11 suspect 294:22 295:5 sustain 97:19 98:1 sustainable 98:3 129:16 sustained 97:18 switch 21:19 22:3,6 Symposium 243:2 **Syndrome** 143:13 system 17:12 27:10 57:19,19 88:14,16 92:10,12 94:14 96:12 112:4,5,9,16,22 135:13 137:17 142:16 143:22 151:1,15,16 151:17 152:7,8 153:15,16,21 154:2 228:19 268:14 systematic 239:14 systematically 257:11 systems 19:4 97:20 98:1 111:22 150:8,20 153:21 154:1,7 156:3 229:6 Т **TA** 36:17,18 166:19 168:7 173:5,6 174:4,7 tab 187:22 table 18:10 73:22 114:20 176:13 177:13 185:10,12,15 268:18 298:21

tackle 22:18 tackled 23:6 tag 158:12 take 12:5 13:4 21:13 23:11 24:17 25:1 31:1 67:2 69:21 78:2 105:6 128:4 133:14 143:15 147:3 149:11 150:5 161:18 162:10 172:5 180:3 190:1 203:7 235:16 238:7 271:13 282:2 284:13,13 307:9 312:20 313:1 337:20 taken 61:4 77:1 107:2 133:11 235:18 252:16 332:6 takes 87:7 149:20 talk 6:17 29:11 35:10 37:10 49:3 61:10 63:18 66:13 75:13 77:7,9 79:10,12,19 80:13,16 82:14 86:10 88:22 89:4,22 90:9 97:12,22 99:21 102:21 138:10 146:9 148:15 149:2 165:15 244:13 302:21 303:22 307:11,19 talked 19:14 27:12 79:17 82:7 86:6 93:8 93:11 94:20 214:22 228:1 232:4 233:20 238:5 256:1,11 284:2 talking 11:14,20 14:2 30:3 40:1 59:7 77:6 113:11 126:6 134:15 137:4 148:16 178:9 178:12,21 230:15 255:19 259:4 305:4 309:20 323:17 325:15 talks 32:12 98:18 225:16 tap 85:6 232:12 tapped 232:11 target 117:7 334:3 targeted 169:2 247:11 314:21 315:3,21 task 1:3,8 5:9 9:7,10 14:15 17:16 64:7,12 64:18 69:14 70:13 71:4,6,6 163:9 202:4 203:21 204:2,21 206:19 209:13 212:15 215:9 222:16 230:22 232:1 233:21 260:16 272:11 294:3 296:9 296:11 297:15 303:7

307:2 312:15 313:4 319:22 320:3 326:6 337:9,13,17 338:15 **TCD** 217:10 teaching 266:9 267:1 team 11:3 61:17 145:22 146:1 166:19 174:7 278:15 327:21 334:22 tech 88:3 technical 2:18 11:2 53:2 67:10 87:21 88:2 166:18 237:16 technically 64:14 276:14 technologies 324:6 Technology 2:7 tee 134:6 184:19 tee-up 287:12 teed-up 234:19 268:21 teens 267:8 teleconference 3:22 telephone 48:15 159:11 tell 20:9 39:5 44:1 57:16 78:2,9 81:10,19 85:3 85:11,16 99:19 135:16 143:21 187:16 237:1 243:16 275:20 287:21 323:18 telling 22:12 135:18 138:8 191:21 tells 39:12 158:6 161:16 224:19 226:22 228:12 temperature 316:20 317:2 templates 37:3 ten 68:5 75:2 99:8 154:5 232:21 290:1 tend 34:22 35:17 198:3 279:15 tends 183:17 teratogenic 315:17 term 119:22 160:18 272:17 291:11 299:8 300:20 terms 47:12 104:5 126:19 127:16 131:11 143:8 146:13 152:10 172:7 174:18 181:2 183:8 226:5,19 238:4 244:18 247:10 255:10 273:8,12 274:4 297:16 335:15 terrible 333:5 terrific 258:2,2 **Terry** 1:12 8:11 134:11 181:5 220:17,18 221:18 241:8 246:9 263:4 280:12 295:19

302:19 310:17 311:15 331:7 Terry's 333:17 test 141:4 227:7 tested 19:5 53:16 58:10 58:19 257:1 261:19 274:17 293:6 testing 21:7 55:3,9 61:19 63:9 64:10 73:18 74:6 130:22 208:14 210:8 211:18 231:14 262:8 332:15 332:16 text 96:18 thank 5:4,10 11:7 33:3 37:14 41:2 46:1 48:22 48:22 54:8,8 67:7 69:4 72:2 100:17 101:1,3 104:8,10 106:12 133:21 141:20 141:22 146:5 148:12 152:19 159:8,10 161:7,9 162:4 195:10 201:18 203:11 212:9 214:4 217:1,15 220:9 222:14 239:17 244:15 246:7 247:4 248:5 249:6 254:14 256:9 258:18,19 259:10,12 259:13 260:10 261:6 268:6 276:10 277:18 278:12 279:22 280:10 282:15 283:17 287:22 290:3 293:17 299:16 301:5,8,8,8,12,13,15 312:22 318:19,20 319:10 320:7,14 321:7,8 322:19 324:11,13,19 325:22 326:1 327:20 328:4 330:2 334:15 335:7,8 338:2,5,6,10,15,20,22 thanks 15:6 21:9 62:13 101:4 104:7 134:13 146:6 148:11 154:9 162:7 219:21 285:17 286:13 298:6 307:14 338:6 theme 77:4 78:5,8,9 146:8 183:10 themes 138:4,11 therapy 272:22 thing 21:22 22:13 27:20 28:4 32:14 45:17 47:11 67:10 71:5 77:13 81:16 85:20 89:19 90:9 96:2 103:8 103:11,15 119:13

			373
	I	I	1
134:17 137:20,21,21	97:1,13 98:1,14,15,21	309:21 310:5,19,22	THURSDAY 1:5
146:12 147:5,21	100:6,7,19,22 101:5	311:1,2,9,16 312:2	tie 335:17
153:3 155:13 157:2	101:11,17 103:4,12	313:4,10 316:3 317:3	tiger 266:9,17 324:2
158:11,17 176:18	105:22 107:13,14	317:14,22 318:6,8,15	tigers 266:11
212:21 239:14 247:14	109:20 112:7 114:7	318:17 320:7 323:3	tight 234:16
			-
248:17 266:15 273:15	115:20 116:9,11	324:4 325:3,4,13,17	time 6:21 22:14 36:15
296:5 314:21 332:17	118:12,15 123:11	326:4,5,7,19 327:17	40:17,20 41:4,5,9,14
334:16	124:3 129:12 130:2,7	328:20 329:1,11,13	41:17 42:13 43:15
things 12:4 17:18 27:8	130:8 131:4,17	331:6,12 332:21,21	44:11,18 47:13,17,21
28:4 38:20,21 50:2	132:16 133:11,19	333:8,22 334:1,4,12	53:9 55:16 56:18 61:5
58:12,13 67:19 72:8	134:1,8,14,14 136:6,6	334:13,14,16,17,18	65:20 72:10 74:2,15
73:15 74:22 81:18	136:7,9,11,16,17	334:21 337:2,11	80:4,22 82:7 90:3
87:4 88:6 90:8 92:14	137:1,2,13,13,13,14	338:2	92:2 101:2 104:8,20
93:12,19 94:18,21	137:15 138:7,8,16	thinking 17:17 26:10	108:7 111:2 124:12
95:3 96:15 97:10	139:4,7,19 141:7,9	28:19 60:13,14 86:14	128:13 130:11 134:5
102:15,16 104:4,9	142:17 144:5,22	117:10,11,18 118:14	138:4 140:17 143:19
105:3 113:2 116:13	145:2,18 146:9,15	129:20 133:3 146:16	159:15,20 162:10,13
119:17 120:16,20	147:2,13,13 148:14	148:9 154:21 170:2	168:22 179:1 183:3
121:2 123:11 125:19	149:9,9 150:3 152:15	176:10 217:5 230:7	194:15 197:3,4,5
130:7 131:11 132:10			
	153:1 154:11 155:2	230:10 240:8 243:8	200:22 202:20 203:3
134:10,22 136:12,16	156:2,14,16,22 157:4	289:7 320:10,16	205:14 206:10,14
139:5 141:2,4 147:7	157:6,18 158:1 159:3	325:18 334:6	215:14 217:18 221:20
148:10 149:17 151:22	161:20,21 171:1,1,16	thinks 241:6	225:18 226:1,12,16
154:22 155:1,4,12	171:17,22 172:10	third 40:7 315:15 335:3	226:17 227:3 246:17
156:10 159:11 162:3	174:15,19 175:6	336:2	255:19 256:3,8
170:6 180:10,11	176:16 177:4 178:17	Thomas 2:18 11:1,1	258:21 271:11,15
181:1 182:11 215:2	179:9,20 180:12,13	thought 5:14 32:9	282:12 283:21 293:15
219:16 225:21 239:5	180:15,19,22 181:20	45:12 62:2 87:16	294:2,19 309:6,12
249:10 250:17 255:14	183:13,21 185:1	117:4 134:17 138:3	317:19,21 326:10
260:15 267:1 272:5	187:20 190:11,18	142:6 148:20 157:19	328:8 334:11 335:13
289:9 293:14 310:3	194:1,3,9,10,14 195:9	169:22 174:13 189:10	337:1,2
314:2 323:19 325:21	196:3 198:10,15	207:21 208:12,13,14	time- 62:5
326:5 334:7,20 335:2	202:18 203:6,16	210:10 222:1,13	timed 68:2,3 128:10
337:10			
	209:3 212:20 216:11	227:16 238:8,10	timeline 37:6 307:12
think 6:16,18,22 12:17	218:11,21 220:10	239:5 240:17 287:15	336:4
12:22 14:21 17:8 20:2	221:22 222:5,11	292:18 302:15 333:17	timeliness 152:10
22:18 27:12,16 28:11	223:13,15 225:10	thoughtful 239:15	timely 88:8 97:2 152:3
28:12 29:21,22 30:14	230:6 231:10 232:8,9	326:2	317:17
31:2 32:3,11 37:19,20	233:18 236:4 238:14	thoughtfully 327:19,20	times 12:6 13:5 116:20
38:11 40:14,16,17,20	239:8,11 240:12,20	thoughts 311:11	257:21
41:18 42:22 43:3,6,10	240:20 241:3,4 242:8	320:16 332:14	timing 56:21 57:2 73:9
43:21 44:19,22 45:1	242:12 244:17 245:3	three 12:19 15:19 18:21	276:18
45:11 47:9,20 49:13	245:22 247:2,5,9,10	20:7 31:11 36:9,19	tiny 83:14
50:2 51:20 53:19,22	248:14 249:10,13,18	51:15 60:5 64:21 82:6	tip 144:8
55:20 56:1,3 58:9	250:4,13,16 255:11	82:9 97:15 103:4	title 143:3 178:2
59:2,6,17 62:4,5,8,9	257:1,3,6,18 258:5,8	138:5 152:1 162:13	titles 333:6
63:5,7 66:11 68:21	265:1,1,2,22 266:4	165:17 173:5,6,20	tobacco 51:17
71:20 72:5,10,17,20	267:19 268:4,10	189:10,14 190:3	today 5:7,11,15 6:20
72:22 73:16,17,21	273:14,16 274:2	205:5 210:22 212:6	11:12 12:3,21 17:2
74:8,21 75:2,4,7,9,11	275:2,19 279:15,17	254:17 276:2 302:17	18:14 40:4 84:7,8
76:1,19 77:4,12,13,18	283:18 286:7 287:16	302:17 304:12 306:5	160:22 162:8 197:11
77:18,19 78:15,17	288:16 290:15 291:17	306:5,8,9 315:13,19	220:20 222:1 260:17
79:22 80:4,15 81:5,16	293:20 294:10 295:7	326:19	273:3 297:16 300:1
81:20 84:1,1,3,13,13	295:9,15,17 296:21	three-state 105:15	307:20 335:1 336:9
86:13 88:1 89:1,11	297:4 298:14,22	108:5	told 23:17 38:9 222:2
90:5,22 91:1 92:12	299:10 302:8,20	threshold 192:11 199:8	298:9
93:11,12,16 94:5,15	303:11,19 304:3	309:13	tool 27:22 229:18
95:5,8,16 96:20,22	305:20 308:20 309:18	throw 144:11 234:17	334:21

tools 84:11 157:8 158:14 **Toomey** 3:15 244:12,12 244:16 247:4 248:14 Tooth 266:20 top 335:21 top-down 28:19 top-notch 254:3 topic 28:7 52:2 164:7 164:11 170:15 194:11 323:8 topically 198:17 329:9 topics 18:4 107:22 204:6 torn 220:13 total 51:14,20 52:1,10 283:16 totally 96:19 144:18 145:3 202:7 267:6,7 tough 111:4 track 41:14 48:3 65:7 65:12 195:15 tracking 47:20 170:5,7 170:10,16 308:13 tradeoffs 239:13 traditional 66:19 80:10 266:4 traffic 164:17 trail 285:10 training 58:8 transactions 151:14 transcranial 209:8.22 213:18 214:21 262:20 279:1 335:20 transcript 241:21 transfer 211:2 transferrable 158:19 transfusion 316:18 transition 22:16 112:21 210:14,22 264:7 269:3 333:5 transitioning 115:18 transitions 211:13 323:16 translate 113:19 127:19 167:14 179:6 329:19 translating 119:18 transportation 95:15 trauma 205:6 308:15 309:3 310:20,20,20 trauma- 308:17,19 309:22 trauma-informed 122:18 310:14 traveling 104:8 treat 17:13 271:3 treatment 125:5 127:11 221:9 239:2

tremendous 61:18,18 326:8 trenches 201:18 202:1 trend 137:16 trial 271:8 triangulate 109:12 tricks 42:12 tried 57:18 58:1,8 82:12 153:18 238:7 239:14 265:7 295:15 299:22 tries 139:7 trigger 126:18 trouble 186:6 297:20 true 89:14 109:11,12 156:21,22 179:8 280:20 318:9 truly 22:3 50:2 252:3 trusty 215:3 try 20:3 44:21 68:9 76:16 90:15 113:19 124:13 137:19 138:5 154:20 196:10 217:19 238:6 270:17 276:5 289:11,14 294:8 298:10 318:3 319:12 332:18 333:15 trying 20:2 23:15 26:6 44:2 49:20 54:1 62:11 77:13 86:22 88:17,20 90:11,14 94:6 100:11 116:3 119:13 134:21 140:6 170:12 194:21 199:18 231:12 239:11 267:8 274:19 282:2 334:8 Tuesday 117:11 Turbyville 3:17 160:1,2 turn 5:12 33:2 76:8 104:9 124:20 125:2 125:18 128:5 138:20 162:3 182:15 281:7 turned 116:21 309:8 turning 78:20 79:8 195:1 215:2 222:20 tweak 321:19,19 322:14 twisted 85:14 **two** 5:8 14:10 18:18 27:17 28:7 43:16 44:16 51:12,14 60:12 75:12,13 82:10 88:17 90:8 91:6 101:16 102:15 120:19,22 121:1 132:12 144:2 150:14 155:15 168:16 171:12 173:17,20 175:21 182:8 188:1 189:20 192:7,8,9,12 197:10 199:12 207:12

208:20.21 209:2.3.5 215:9 217:10 218:17 218:19 219:15 220:1 220:11,13 224:7 232:2,13,17 242:2,19 273:16 283:19 285:2 293:3 303:4,14 304:5 304:9 305:5 307:20 308:6 310:3 321:17 325:11 326:19 331:8 **type** 30:5,7,10 64:10 107:1 250:15,16 types 150:10 160:14 161:3 315:14 typically 40:16 232:21 U **U.S** 15:20 uh-hum 254:20 276:9 306:20 ultimately 138:22 211:16.20 ultrasonography 209:9 214:21 262:20 335:20 ultrasound 213:18 217:3 218:4.18.19 279:1.3 unabashed 99:6 unanswered 297:1 uncertainty 252:2 unclear 298:11 uncomfortable 114:20 under-resourced 154:3 underestimate 81:17 underlying 117:14 124:9undermines 285:16 underserved 183:7 understand 16:4 21:16 23:16 24:7 47:6 56:12 61:1 73:7 107:20 115:21 116:13 123:3 145:3 153:2,4 154:20 158:15 160:19 182:21 230:9 236:3 249:17 254:5 287:8 295:6 325:18 330:3 332:12 understanding 19:11 122:14 251:14 253:6 280:21 331:15 understood 23:20 **underway** 107:12 unexpected 260:6 291:11 299:7 300:19 unfinished 107:14 unfortunately 41:18 197:10 uniform 108:16 122:7

unique 70:12 88:12 119:19 **universe** 253:13 **University** 1:12 3:5,7,9 3:19 8:7 209:12 216:22 279:21 unknowable 258:14 unmuted 48:10 unpack 125:20 unsuccessful 267:7 unsuccessfully 77:16 up-to-date 197:8 update 37:12 50:3 153:20,21 302:13 updated 276:20 updates 7:6 191:13 updating 174:8 upgrade 153:20 upside 128:5 uptake 11:18 15:5 32:1 32:13 37:21 175:3 265:5 upwards 47:13 urgency 66:20 urgent 183:6 usability 210:9 usable 208:15 use 15:5 18:19 19:12,14 19:20,22 20:12 21:22 24:10 31:13 34:1,1 50:18 57:14 58:16 59:5 80:19 81:3,12 82:20 84:15,16,17 85:10 89:16 92:16 95:11 100:8 102:22 109:18 115:16 117:21 119:21 120:17 124:1 124:21 125:7,8 127:7 129:15 137:17 146:17 152:4,7 162:18 164:15,17 166:7 167:8 180:16 191:10 191:14 193:5 196:20 198:6.21 199:6 212:2 220:21 222:6 225:16 229:10,22 238:16 251:8 269:17 270:7 270:17 282:10,14 285:5 302:14 303:14 304:5,5 311:2,18 312:8 314:16 322:6 322:12 334:5 335:22 useful 222:13 227:3 229:18 246:22 247:2 316:3 user 37:3 uses 165:20 228:10 230:17 334:14,15

usually 71:16 205:18
250:14 utility 101:7 120:19
246:11,19 296:3
333:19 utilization 40:12 82:17
137:17 161:5 196:18
201:21 243:19
V V 143:3
v 143:3 vacations 336:20
vague 39:22 201:13
valid 109:19
validated 27:22 58:10
59:12
validating 298:5
validity 72:21 109:5 193:3,8 198:4 278:17
validly 257:12
valuable 127:16 223:13
231:15 244:10 247:5
249:11
value 62:15 98:5 120:2
130:2 131:4 132:21 181:9 249:14 250:4
254:8 268:2 325:19
325:20 327:13
value-based 26:13
28:11 70:18
variability 153:4 179:9
242:17 245:5 248:22 variation 47:15 48:1
126:9 154:11 177:7
180:21,21 241:12
varied 238:4
varies 237:7
various 12:6,6 31:4 36:20 52:2 139:17
156:9 258:1
vehicle 118:7 170:4
vehicles 158:13
vendor 21:17,18 22:3
22:12 23:1 112:22 vendors 21:21 23:4
334:8
venue 26:14,20
versa 169:14
version 19:3 71:21 92:5
92:5,13 115:14
128:14 174:6 292:19 versions 309:11
versus 108:3 114:9
183:1 192:8 230:11
243:21 285:4 301:22
vice 2:11 169:14
vicinity 241:10 view 180:3 235:19
VIEW 100.3 233:19

295:9.10 313:21 326:11 Virginia 105:16 108:5 109:14 110:21 111:16 112:11 158:1 virtually 40:21 virtue 62:16 vision 18:1 visit 111:1 178:7 182:2 183:1,16,20 267:22 315:6 317:20,21 visits 34:8 82:21 135:2 135:7,11 178:11 181:4,7 314:18 vital 120:8 voice 35:10 volume 71:16 voluntarily 155:18 voluntary 20:18 **vote** 11:12 14:12 64:12 64:13 161:22 181:11 184:9,11 185:1 186:7 187:7,8,8,16 188:3,7 188:7,10,16 189:3 195:22 235:16 240:8 251:1 253:3.10 254:19 255:13 256:2 261:11,15 262:14 263:1,6,12,18,20,21 265:6 267:18 268:20 269:4,5,8,22 278:2 283:4 284:13,13 285:5 286:1,5,6,10,11 286:14 288:16 289:1 289:6 290:7,13,19 291:4,5 293:21 294:9 294:19,20 295:2 296:3,8 298:3 300:18 300:21,22 301:2,3 302:9 305:2,15 307:8 320:5 voted 11:10 14:7,11 72:12 171:18 196:4 200:17,21 237:18 251:6 259:22 286:20 291:17 307:5,6 voters 289:2 votes 260:16 261:6 263:12 278:1 289:11 289:14 291:3 294:11 301:4 302:17 voting 13:2 14:14 161:21 184:22 185:8 186:13 187:4,5,14,21 188:4,12,17 189:2 232:10 234:21 237:15 263:9,10,16 268:21 269:7 277:19,21

283:5,11,12 285:21 286:1,12 288:6,6 289:20,21 291:1	312:11,16,19 313:5 314:2 317:22 319:5 321:16 323:1 324:20
295:22 297:20 301:1 303:18,20,20 307:2 328:11 338:22	326:1,20 327:20 328:5,6 330:2 333:9 333:17,20 335:14
vulnerable 199:5 212:18 279:7	336:6 338:2,9,15,19 wanted 37:11 47:8 53:20 55:14 89:3
W	105:18 107:4 121:3
wait 44:13 101:11 165:4 218:14 220:14 234:6 336:6	160:4 161:1 163:3 171:16 187:18 198:16 217:8 231:2 248:19
waiting 214:18 255:2,3	256:20 259:19 260:19
walked 220:17	271:13,19 289:11
wall 144:12 148:19	296:4 297:14 299:13
307:6,7	304:20 312:17 319:7
want 6:10,19 13:7 29:18	319:9 327:4 333:12
40:3 45:5 48:9 50:3	wants 234:19 235:20
53:4 62:3 63:17,18	236:1 335:11
67:2 69:6 70:10 71:14	war 335:17
77:2,14 78:5,16 79:8	warrant 6:16 11:19
80:16 81:3 82:14	Washington 1:9 3:6
83:17 85:15,16 86:7	153:11
86:10 88:5,22 89:22	wasn't 73:12 108:9,15
90:9,10,10 91:15 92:2	109:4 110:11 182:2
93:20 96:5 97:10,12	234:12,13 272:6
99:5 100:9,21 101:14	279:12 297:21 309:8
102:15,20 107:10	309:13 325:9
113:9 114:3,19 117:5	watch 243:17
136:21,21 137:1	watched 257:17
136:21,21 137:1 138:17 139:5 142:13	watched 257:17 watching 104:5
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17	watched 257:17 watching 104:5 waves 50:9
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7
$\begin{array}{c} 136:21,21 \ 137:1\\ 138:17 \ 139:5 \ 142:13\\ 142:15 \ 144:2,7,17\\ 145:17 \ 146:7,7 \ 148:8\\ 149:2 \ 150:1 \ 151:19\\ 151:20,21,21 \ 154:8\\ 160:19 \ 162:8,10,13\\ 162:16,20 \ 165:4\\ 168:21,22 \ 172:13\\ 176:11,16 \ 182:20\\ 185:13 \ 187:19 \ 189:5\\ 189:17 \ 193:11 \ 194:22\\ 202:10 \ 205:14 \ 217:17\\ 218:14 \ 219:10 \ 220:3\\ 220:16 \ 221:19 \ 227:16\\ 228:9 \ 232:6 \ 234:22\\ \end{array}$	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18
$\begin{array}{c} 136:21,21 \ 137:1\\ 138:17 \ 139:5 \ 142:13\\ 142:15 \ 144:2,7,17\\ 145:17 \ 146:7,7 \ 148:8\\ 149:2 \ 150:1 \ 151:19\\ 151:20,21,21 \ 154:8\\ 160:19 \ 162:8,10,13\\ 162:16,20 \ 165:4\\ 168:21,22 \ 172:13\\ 176:11,16 \ 182:20\\ 185:13 \ 187:19 \ 189:5\\ 189:17 \ 193:11 \ 194:22\\ 202:10 \ 205:14 \ 217:17\\ 218:14 \ 219:10 \ 220:3\\ 220:16 \ 221:19 \ 227:16\\ 228:9 \ 232:6 \ 234:22\\ 235:9 \ 236:17 \ 239:10\\ \end{array}$	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9
$\begin{array}{c} 136:21,21\ 137:1\\ 138:17\ 139:5\ 142:13\\ 142:15\ 144:2,7,17\\ 145:17\ 146:7,7\ 148:8\\ 149:2\ 150:1\ 151:19\\ 151:20,21,21\ 154:8\\ 160:19\ 162:8,10,13\\ 162:16,20\ 165:4\\ 168:21,22\ 172:13\\ 176:11,16\ 182:20\\ 185:13\ 187:19\ 189:5\\ 189:17\ 193:11\ 194:22\\ 202:10\ 205:14\ 217:17\\ 218:14\ 219:10\ 220:3\\ 220:16\ 221:19\ 227:16\\ 228:9\ 232:6\ 234:22\\ 235:9\ 236:17\ 239:10\\ 241:19\ 244:1\ 246:11\\ 251:18\ 252:19\ 254:5\\ 254:19\ 257:16,20\\ \end{array}$	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12
$\begin{array}{c} 136:21,21\ 137:1\\ 138:17\ 139:5\ 142:13\\ 142:15\ 144:2,7,17\\ 145:17\ 146:7,7\ 148:8\\ 149:2\ 150:1\ 151:19\\ 151:20,21,21\ 154:8\\ 160:19\ 162:8,10,13\\ 162:16,20\ 165:4\\ 168:21,22\ 172:13\\ 176:11,16\ 182:20\\ 185:13\ 187:19\ 189:5\\ 189:17\ 193:11\ 194:22\\ 202:10\ 205:14\ 217:17\\ 218:14\ 219:10\ 220:3\\ 220:16\ 221:19\ 227:16\\ 228:9\ 232:6\ 234:22\\ 235:9\ 236:17\ 239:10\\ 241:19\ 244:1\ 246:11\\ 251:18\ 252:19\ 254:5\\ 254:19\ 257:16,20\\ 258:3\ 261:16\ 269:22\\ \end{array}$	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6 284:10 289:3 290:6	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22 328:13 332:15 334:21
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6 284:10 289:3 290:6 291:14 293:20,21	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22 328:13 332:15 334:21 335:6
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6 284:10 289:3 290:6 291:14 293:20,21 294:11 295:2,11	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22 328:13 332:15 334:21 335:6 ways 82:8 84:4,5 96:20
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6 284:10 289:3 290:6 291:14 293:20,21 294:11 295:2,11 296:18 299:7 302:20	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22 328:13 332:15 334:21 335:6 ways 82:8 84:4,5 96:20 96:22 122:4 146:15
136:21,21 137:1 138:17 139:5 142:13 142:15 144:2,7,17 145:17 146:7,7 148:8 149:2 150:1 151:19 151:20,21,21 154:8 160:19 162:8,10,13 162:16,20 165:4 168:21,22 172:13 176:11,16 182:20 185:13 187:19 189:5 189:17 193:11 194:22 202:10 205:14 217:17 218:14 219:10 220:3 220:16 221:19 227:16 228:9 232:6 234:22 235:9 236:17 239:10 241:19 244:1 246:11 251:18 252:19 254:5 254:19 257:16,20 258:3 261:16 269:22 272:10 279:16 281:6 284:10 289:3 290:6 291:14 293:20,21 294:11 295:2,11	watched 257:17 watching 104:5 waves 50:9 way 6:20 17:7,10 18:17 21:20 60:21 65:9 72:9 77:20 81:7 82:20,21 83:22 85:5,13 89:20 95:6 97:2 101:1,18 104:18 105:8 109:8 114:21 115:2 125:22 126:1 136:18 137:14 147:10 152:8 154:13 155:10,17 156:12,15 156:18 170:3 202:5 225:10 236:10 250:7 252:13 253:13,18 266:7,12 273:9 275:11,15 293:8 296:22 298:4 302:6 303:19 304:10,12 305:14 311:13 318:17 323:18 324:9 326:22 328:13 332:15 334:21 335:6 ways 82:8 84:4,5 96:20

313:18 329:9 332:15	132:12 136:4 149:20	wondering 27:
337:21	197:10 222:6	177:1 248:12
we'll 6:7,17 11:19 21:8	weigh 172:11 174:11	332:13
37:10 70:14 75:9	weighed 163:17	Woods 3:19 31
76:14 101:15 130:18	weight 34:7 108:19	320:14,22,22
159:12,13 161:2,21	127:12 207:18 301:22	word 143:15 32
175:13 179:1 186:17	316:21	words 41:6 28
186:17 308:8,10	welcome 4:2 5:11,15	work 8:22 10:2
324:14 334:12	13:7 72:3 103:18	12:16 19:12,1
we're 10:15 11:8 12:20	well- 226:14 293:5	24:18 26:8,11
12:21 20:1,2 21:3,4,5	well-child 34:1	41:13 42:15 4
21:5,7,15 22:4 23:15	well-documented	53:12,21,22 5
26:6 27:14 28:2,2	282:8	56:3 59:3 61:
29:13 42:20 46:21	well-done 292:11	62:5 63:8 68:
49:13 52:21 53:6 57:6	well-supported 294:18	80:6 88:18 93
58:15 60:19 76:12,13	wellbeing 68:16	93:21 95:14,2
77:6,13 79:10 84:11	went 10:17 13:8 55:17	100:12,22 10
84:16,21 85:2,3,6,8	59:4 60:16 61:22	103:16 106:1
85:10 86:12 88:16	68:11,12,13 116:20	107:12,21 11
90:1,11,15 91:9,10,11	171:2 174:17 176:12	124:4 129:9 1
91:12,13,18,21 92:1,7	187:1 200:9 218:15	133:5,7 145:
92:12 95:22 96:7 99:1	231:20 232:3 302:12	146:16 147:2
99:21 100:5,8,11	307:16 314:8 331:11	152:17 155:1
101:6 103:15 110:5	339:4	163:9 172:6
117:8,21 118:17	weren't 238:10 297:17	195:7 228:2 2
120:17,18 122:1	West 105:15 108:4	233:12 243:1
123:18 124:16 129:5	109:14 110:21 111:16	251:21 252:1
129:20 130:3,17,18	112:11 158:1	277:1 294:8 2
134:16,21 138:8,16 142:11 146:17 147:19	whatnot 282:13 who've 312:12	307:13 317:9
142:11 146:17 147:19 149:22 152:20 156:20	wide 123:19	320:8 323:2,4
160:11,13 167:11	wide 123:19 widely 19:21 26:7	326:15 327:1 330:11 331:1
169:6,18 170:12	widespread 19:12,20	335:6 338:17
172:8,9,9 178:21	273:21	worked 23:19
182:15 183:15 184:22	willing 67:1 117:13	127:21 156:1
185:8,8 186:6,11,20	168:7 233:12 296:13	231:9 319:16
186:21 307:18 324:9	305:2	working 22:11
327:10,11,12,13	wind-blown 201:14	44:6 53:6 54:
332:22 338:1	window 179:1 220:3	69:3 75:11 84
we've 11:21 12:18	WINKLER 2:20 298:18	100:11 135:1
19:14 23:19,19 27:22	299:22 300:4	168:10,15 18
41:10,13 43:15 44:11	winter 337:2	198:22 325:1
44:17 49:2 53:8 67:11	wish 121:5,5 281:1	workplace 145
74:8,8 77:19,21 79:3	290:12	works 21:17 1
84:5 85:17,17 88:13	withhold 82:3 83:6 84:1	338:11
93:20 120:16 124:8	withholds 84:3	workups 137:5
147:22 150:15 160:22	Wobegon 81:4 100:15	world 88:20 96
322:1	100:16	139:16 337:6
weaknesses 163:20	woman 220:6	worlds 88:17
wear 80:20	women 1:20 8:20 25:21	worried 95:19
webinar 94:2	100:16 190:6 315:4	worth 38:21 80
website 43:22 53:7	315:12,17,21 316:9	104:4 200:1,3
223:7	336:3	241:18
Wednesday 71:20	wonder 135:3 177:3	worthwhile 24
week 87:2 89:7,8	206:9 248:9	worthy 265:10
100,11 101,15 110,10	wondered 209:2	wouldn't 72:1,2
132:11 134:15 149:12		
150:4,5 336:21 weeks 60:3 78:22	wonderful 142:8 247:11 318:1 338:13,18	237:2 write 145:7,8 1

ering 27:11 167:5 337:16 wrong 26:9 156:13 :1 248:12 322:16 194:16 265:19 **s** 3:19 318:22 Х :14,22,22 321:9 143:15 324:22 x 330:6 **41:6 285:2 309:9** Υ 8:22 10:21 12:2 6 19:12,15 23:8 **y** 330:6 8 26:8,11 27:7 yeah 59:8 181:20 3 42:15 46:3 50:4 185:21 2,21,22 55:16 year 31:12,19 34:5 59:3 61:8,19 37:20 38:3,5,6 46:12 63:8 68:9 76:20 46:13,14,15,15,16 88:18 93:13,16 47:2,4 56:19 61:11 1 95:14,22 96:14 82:19 89:2 91:17 12,22 102:21 102:18 103:7 113:17 :16 106:17,18 126:21 162:11 165:13 :12,21 110:14 166:4,5 171:1 173:20 :4 129:9 132:20 176:14 178:8 179:11 :5,7 145:16 179:11,22 191:1 16 147:20 152:9 193:17 194:2,9 :17 155:14 157:1 197:17,17,18 199:21 :9 172:6 186:11 200:21 201:4,5,13 7 228:2 231:11 203:9 209:17 210:19 12 243:17 248:18 222:3 231:17,18 :21 252:1 268:11 235:1 236:6,6,15 :1 294:8 298:7 237:5 239:20 273:17 :13 317:9 318:14 288:21 306:14,18,19 :8 323:2,4 325:20 308:5 :15 327:1,14,22 year's 200:1,3 204:2 :11 331:11 334:18 207:8 288:3 :6 338:17 years 44:16,17 46:11 ed 23:19 61:15 60:12 67:22 95:9 99:8 21 156:1 168:5 124:22 135:21 142:19 :9 319:16 149:11 152:1 154:3,5 ng 22:11 42:11 164:5 165:17 173:20 53:6 54:20 67:11 175:2 178:14,15,16 75:11 84:16 96:7 200:20 212:13 214:1 :11 135:18 153:6 221:5 241:2 264:11 :10,15 187:20 273:16 311:17 314:7 :22 325:11 334:7 323:5,7 325:11 blace 145:12 326:19 **3**21:17 111:2 yelled 100:1 yellow 165:2,3 206:3 **ips** 137:5 yesterday 5:14,22 6:10 88:20 96:21 10:17 11:9 13:16 16 337:6 14:12 18:12 27:7 32:8 42:8 50:13 156:20 205:2,3 222:1 233:20 38:21 80:4 104:4 234:2 251:5,6 258:10 :4 200:1,3 241:6 291:17 292:12,19 294:16 295:22 297:18 while 240:20 305:2,13 315:1 325:6 **y** 265:10 333:14 336:9 yesterday's 14:14 40:3 In't 72:1,2 183:22 **Yetunde** 2:16 5:4 145:7,8 186:15 York 9:1 45:1 104:2

			377
169:19	264:10	25th 47:18 176:22	271:22
young 244:21 264:10	161 4:13	26 1:6 31:9 50:9 128:6	52 280:5
younger 222:8	162 4:13	27 34:9	55 301:7
youth 196:22	167 97:7	2789 210:12,15 264:5,6	6
YouTube 266:6	17 172:20 208:4,10	268:22	6
7	221:5 264:10	2797 209:8 214:20	6 178:14 181:15 241:14
Z	18 114:14 143:14 166:5	262:19	336:13
z 330:6	171:3,9 205:8 209:19	2799 191:18	6.5 242:15
zero 180:16 189:11,13	248:16 285:8	28 89:16	60 283:16 317:14,14
315:5	180 317:14	2800 206:20 214:20	65 99:9
zillion 136:12	19 178:16 181:16	261:13 262:14	
		2801 206:11 220:16,18	7
0	2	220:20 221:19 269:17	7 178:15 181:15
0.8 109:8	2 176:13 177:13 185:10	270:7 272:14 277:11	75th 47:18 176:22
0477 251:12	185:13,15 208:10	2830 14:11	76 4:9
0480 14:7,11	263:14 277:20 283:10	2902 13:20	78 278:4
0716 292:21 300:19	290:22 303:14	2302 13.20	79 52:1,18 54:12 68:18
0110292.21300.19		3	
1	2.6 89:7		331:11,12
	20 36:11 156:7 166:3	3 235:12 251:3,10	o
1 159:17 202:22 221:5	171:6	303:14 316:18	8
251:12 256:5 263:13	2009 110:3,3	3:06 307:16	8:30 1:9 338:13
277:20 303:13,13	2012 33:18 110:2 166:5	3:12 307:17	80 226:4
1:30 205:13	171:5 172:20	3:15 307:10	
10 82:19 130:19 143:18	2013 33:18 34:13,15,21	3:47 339:4	9
167:10 172:21 189:1	35:15 36:8,15 165:13	30 66:18 144:1 208:7	9 110:3
205:8,9 208:22	166:4 171:6 172:20	245:15 271:12 317:14	9:05 5:2
263:11 286:17,18	173:17,18	336:14	90 153:19 156:7 269:9
289:22 290:1	2014 33:5,15,19 34:13	30- 243:4	317:14
10- 235:5	34:21 35:2,15,20 36:4	30-day 243:14 276:4	90s 176:20,20
10-percent-ish 241:15	36:5 38:7 110:4	307 4:16	9th 1:8
10.3 208:10,17	162:11 166:4 171:7	31 166:9 336:19	
100 156:6 249:16 292:3	172:21 173:1,18,20	32 34:9	
316:11	176:14 204:19 235:3	33 4:5	
1030 1:8	2015 11:14 18:6 38:5	336 4:21	
104 4:10	66:9 162:17 177:21	35 173:3	
11 171:2 178:15 181:15	191:1,8,20 197:13,16	365 190:1	
189:1 207:22 209:18	204:11,18 234:22	37 34:9 78:22 99:10	
	235:3		
241:14 301:4		38 33:17 30 26:2 5 195:15	
12 86:16 166:5 171:5,6	2016 1:6 31:8 38:4	39 36:2,5 185:15	
172:19 178:13,16	187:21 191:13 199:16	A	
181:15,15 205:6	200:10,15	4	
232:19 233:4 285:8	202 4:14	4 235:2	
12.5 89:8	21 114:14	40 15:22 177:2 273:18	
12:11 187:1	2106 191:16 200:12	273:22 290:3	
12:45 187:2	22 166:11 243:6	40- 76:21	
13 36:3 171:2	220 160:12	41 33:18 34:21 35:16	
1360 31:10	23 187:22	36:5 46:22 47:1,3,4,5	
1391 14:13 336:8	2393 235:3 288:7	42 110:4	
14-year-old 235:6	290:19	42.6 110:4	
1448 165:16	24 34:9 36:2 37:12,12	43 15:18	
15 4:4 76:17 78:3	52:9 53:10 109:1	44 33:18 291:7	
124:22 149:20,20	178:13 181:15	45 301:7	
183:16 281:2,8	24/7 316:14,16,17,18	47 174:2	
15-to-20 251:9	25 82:12 83:1 130:19		
1500- 251:12	135:21 178:14 181:15	5	
	245:15	5 4:2 130:19 226:15	
159 4·11	210.10	• T.Z 100.13 ZZ0.10	
159 4:11 15th 1:8	2509 235.5	336.13	
159 4:11 15th 1:8 16 51:11 125:13 172:20	2509 235:5 256 4:18	336:13 50 4:7 110:5 154:3	

Neal R. Gross and Co., Inc. Washington DC 377

CERTIFICATE

This is to certify that the foregoing transcript

In the matter of: Measure Application Partnership Medicaid Child Task Force

Before: NQF

Date: 05-26-16

Place: Washington, DC

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate record of the proceedings.

near Rans &

Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS 1323 RHODE ISLAND AVE., N.W. WASHINGTON, D.C. 20005-3701

www.nealrgross.com

(202) 234-4433