



Measure Feedback Loop

Options for Piloting the Measure Feedback Loop,
Part 2 and 3

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Welcome and Introductions

NQF Project Staff

- Ashlie Wilbon, MS, MPH, FNP-C, Senior Director
- Jean-Luc Tilly, MPA, Senior Manager, Data Analytics
- Madison Jung, Project Manager
- Hannah Ingber, MPH, Project Analyst

Agenda

- Welcome and Roll Call
- Discuss Costs/Benefits of Pilot Strategies for Feedback Loop Pilot
- Review and Discuss Proposed Pilot Options
- Opportunity for Public Comment
- Next Steps

Measure Feedback Loop Committee

- **Co-chair:** Rose Baez, RN, MSN, CPHQ, CPPS
- **Co-chair:** Edison Machado, MD, MBA
- Constance Anderson, BSN, MBA
- Robert Centor, MD, MACP
- Elvia Chavarria, MPH
- Dan Culica, MD, PhD
- Melody Danko Holsomback
- Anne Deutsch, RN, PhD
- Tricia Elliott, MBA, CPHQ
- Lee Fleisher, MD
- Mark E. Huang, MD
- Joseph Kunisch, PhD, RN-BC, CPHQ
- Claire Noel-Miller, MPA, PhD
- Ekta Punwani, MHA
- Koryn Rubin, MHA
- Elizabeth (Beth) Rubinstein
- Jill Shuemaker, RN, CPHIMS
- Heather Smith, PT, MPH
- Deborah Struth, MSN, RN, PhD(c)
- Sara Toomey, MD, MPhil, MPH, MSc

Approach to Identifying Feedback Loop Pilot Options

Webinar #5 (*COMPLETE*)

1. Establish goals of the Feedback Loop Pilot
2. Discuss goals of the pilot, problems to address, and solutions/strategies to address the goals and problems
3. Define the costs and benefits to assess pilot strategies
 - ▣ ***After Webinar:***
 - » Committee to assess costs and benefits of strategies via survey

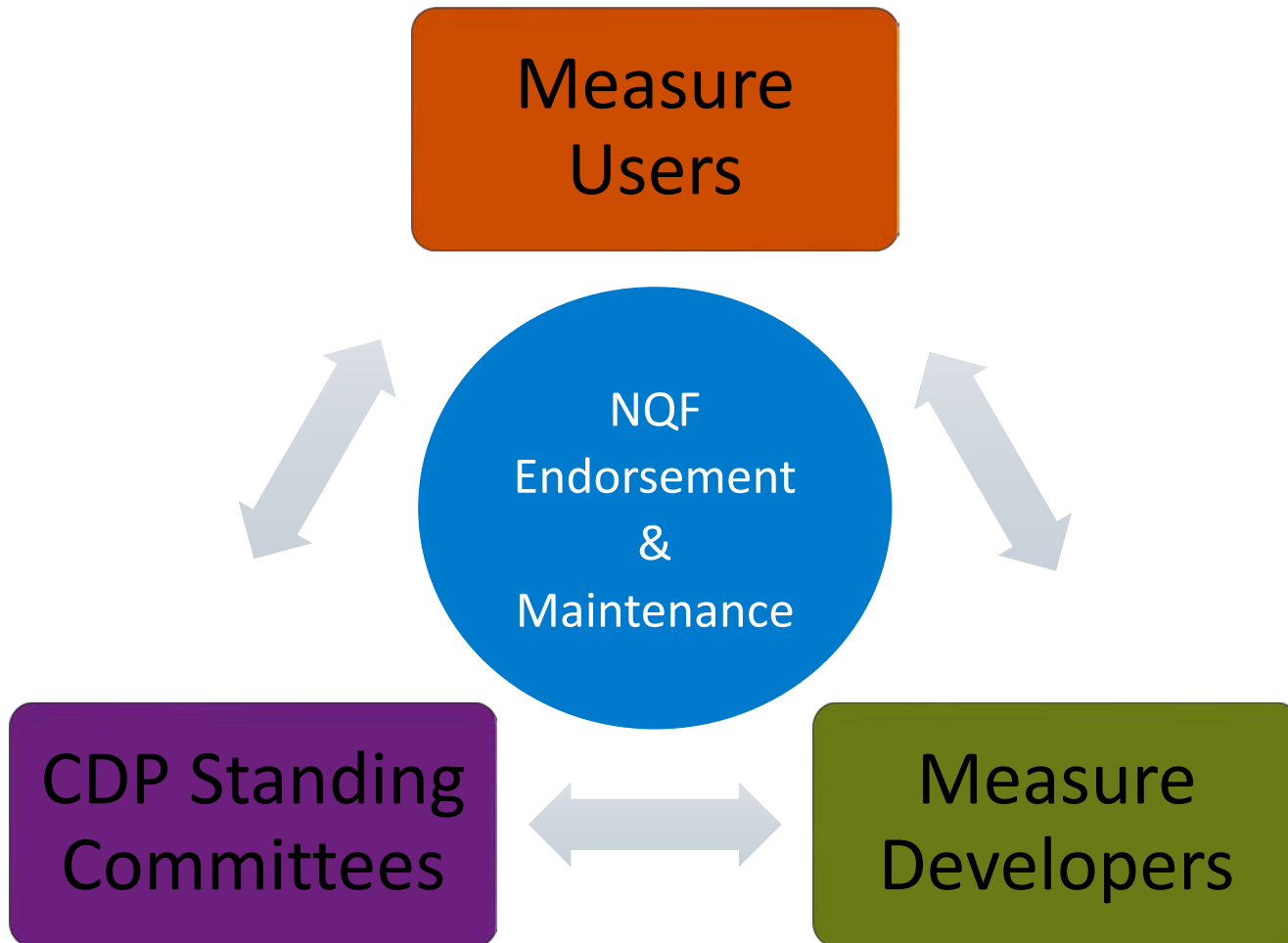
Webinar #6 (September 3, 2-4 pm)

5. Discuss cost/benefit analyses results
6. Discuss potential pilot options

Webinar #7 (September 5, 2-4 pm)

7. Committee discusses pilot options
 - ▣ ***After Webinar:***
 - » Committee votes to recommend a pilot option via survey

Defining the Consensus Development Process (CDP) Feedback Loop



Goals of the Feedback Loop Pilot

1. Improve accessibility and ease of use of NQF tools designed to collect feedback; minimize burden for users to provide feedback
2. The relevant stakeholders (users/implementers/those being measured) are aware of opportunities and channels to comment and provide measure feedback to NQF
3. NQF Standing Committees receive meaningful and adequate information to apply the relevant criteria (in importance, U/U, and feasibility) and make recommendations for endorsement
4. Developers are provided with meaningful and actionable measure feedback for consideration in a timely manner
5. Those who provide feedback are provided an acknowledgement and disposition of the feedback and how it was adjudicated
6. Define a standardized pathway for generating and collecting measure feedback

Results of Cost-Benefit Analysis

Cost/Benefit Analysis Summary

■ Total Number of Strategies – 40

Goals	Description	Number* of Strategies that Apply to Goal
Goal 1	Improve accessibility and ease of use of NQF tools designed to collect feedback; minimize burden for users to provide feedback	12
Goal 2	The relevant stakeholders (users/implementers/those being measured) are aware of opportunities and channels to comment and provide measure feedback to NQF	9
Goal 3	NQF Standing Committees receive meaningful and adequate information to apply the relevant criteria (in importance, U/U, and feasibility) and make recommendations for endorsement	19
Goal 4	Developers are provided with meaningful and actionable measure feedback for consideration in a timely manner	11
Goal 5	Those who provide feedback are provided an acknowledgement and disposition of the feedback and how it was adjudicated	8
Goal 6	Standardize the feedback process	15

**totals are not mutually exclusive*

Cost/Benefit Analysis Summary - Benefits

Benefit	Average Score (n=29)	Notes
Addresses more than one pilot goal or problem	1.6	Low benefit
Adequately addresses at least one pilot goal or problem	2.4	High benefit
Enhances the quality of feedback to developers and NQF Standing Committees	1.5	Low benefit
Increases the volume of feedback to developers and NQF Standing Committees	1.6	Low benefit
Meets the needs of those providing feedback	1.9	Moderate benefit

- High benefit = 3
- Moderate benefit = 2
- Low benefit = 1
- Summary Score
 - ▣ *Average – 1.8*
 - ▣ *Range – 1-2.8*

Cost/Benefit Analysis Summary - Cost

Cost	Average Score (n=29)	Notes
NQF Workload/Resources	2.2	Moderate cost
NQF Investment in Technology/ Technical complexity	2.4	Moderate cost
Developer Workload/Resources	2.8	Low cost
Burden to those providing feedback	3.0	Low cost

- Low cost = 3
- Moderate cost = 2
- High cost = 1
- Summary Score
 - ▣ *Average – 2.6*
 - ▣ *Range – 2-3*

Committee Discussion of Cost-Benefit Analysis

Strategies Pulled for Discussion

Rationale	Strategy	Goal	Benefit Summary Score	Cost Summary Score	Lead Discussant
Increase “Meets the needs of those providing feedback” from Moderate	NQF to make access point for feedback tool more prominent/visible on website homepage	1	1.8	2.5	Melody Danko - Holsomback
Increase “Increase the volume of feedback...” from Moderate to High Increase “Meets the needs of those providing feedback” from Moderate to “High”	NQF to explore opportunities for adding links to a standardized NQF feedback tool on other organizations’ webpage for easy access to users who may not frequent NQF’s website.	2, 3, 6	1.8	2.25	Melody Danko - Holsomback
Increase “Increase the volume of feedback...” from Low to High Increase “Meets the needs of those providing feedback” from Moderate to “High”	NQF to explore opportunities to partner with EHR vendors, and other more commonly utilized tools by measure implementers (e.g. QCDRs, registries), to incorporate links to NQFs measure feedback tool into the user interface	2, 3, 6	1.6	2.25	Melody Danko - Holsomback

Strategies Pulled for Discussion

Rationale	Strategy	Goal	Benefit Summary Score	Cost Summary Score	Lead Discussant
Add to Goal 4	NQF to revise the measure submission form to clarify questions and modify as needed to correspond with any changes to the evaluation criteria	3, 6	1.8	2.25	Melody Danko - Holsomback
Add to Goal 6	NQF to identify measures with missing feedback (defined as fewer than 5 public comments in the past 5 years and no meaningful entries in the "Feedback by those being measured and others" section of the Measure Submission Form) and collaborate with developers to proactively identify a strategy to collect measure feedback.	3, 4	2.4	2.5	Melody Danko - Holsomback
Add to Goal 6	NQF to enhance and strengthen communication channels to those who are using measures.	2, 3, 4	2.4	2.25	Melody Danko - Holsomback

Strategies Pulled for Discussion

Rationale	Strategy	Goal	Benefit Summary Score	Cost Summary Score	Lead Discussant
Add to Goal 2, 3 and 4	NQF to consider offering the measure feedback tool as an online forum/bulletin board where commenters can view and post, comments, suggestions and questions	1	1.6	2.25	Melody Danko - Holsomback
Add to Goals 5 and 6	Measure developers to respond to commenters in monthly or quarterly batched responses with acknowledgement and next steps	3	1.8	2.5	Melody Danko - Holsomback
Add to Goal 3	NQF to develop educational resources and opportunities to inform individuals of where they can provide feedback; when possible guidance should be tailored towards the needs of the user and stakeholder perspective)	2	2.2	2.5	Elizabeth Rubinstein

Strategies Pulled for Discussion

Rationale	Strategy	Goal	Benefit Summary Score	Cost Summary Score	Lead Discussant
Why is NQF investment in technology/technical complexity rated as high?	NQF to partner with specialty societies and relevant organizations to identify opportunities for using NQF feedback tool as standard method for collecting feedback on NQF-endorsed measures	1, 2, 3, 4, 6	2.8	2	Heather Smith (unable to attend)
Define or add term for public facing end user groups or external users	NQF to partner with specialty societies and relevant organizations to identify opportunities for using NQF feedback tool as standard method for collecting feedback on NQF-endorsed measures	4	1	2	Elizabeth Rubinstein
Define “those” – is this both institutional and external/public using measures	NQF to enhance and strengthen communication channels to those who are using measures.	2, 3, 4	2.4	2.25	Elizabeth Rubinstein

Proposed Draft Pilot Options

Approach to Grouping Strategies into Pilot Options

1. Weigh the costs (feasibility) and benefits (impact) of each strategy
 - *Select strategies with benefits that balance or outweigh the costs*
2. Prioritize strategies based on anticipated goal attainment
 - *Should the goals be weighted equally?*
3. Select at least one strategy for each goal
 - *Each pilot option should have a strategy for each goal*
4. Group strategies into 2 pilot options based on key themes
 - *Improving NQF's stewardship of the feedback loop*
 - *Enhancing communication channels and partnerships*

Approach to Grouping Strategies into Pilot Options: Key

Color Key

- Red >1.7
- $1.7 < \text{Yellow} < 2.3$
- Green < 2.3

Benefits

- High benefit = 3
- Moderate cost = 2
- Low benefit = 1

Costs

- Low cost = 3
- Moderate cost = 2
- High cost = 1

Proposed Pilot Options

- Option 1: Enhancing partnerships to promote the feedback loop
 - ▣ *This option focuses on strengthening stakeholders' understanding of the pathways to submit feedback to NQF*
 - » This includes educating stakeholders on not just “where” but also “how” feedback should be submitted
- Option 2: Enhancing NQF's stewardship of the feedback Loop
 - ▣ *This option focuses on strengthening the process in which NQF facilitates the solicitation and collection*
 - » This includes NQF staff actively collecting feedback from external sources and improving its current collection criteria

Strategies Not Included in Any Pilot Option

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to work with CMS partners and establish guidance for developers on submitting measures for rule-making consideration and endorsement (i.e., suggested timeline) and expectations for addressing feedback.	5, 6	1.4	2.5
Measure developers to respond to commenters in monthly or quarterly batched responses with acknowledgement and next steps	3	1.8	2.5
NQF to consider incorporating a landing page for measure developers on the NQF website where they can easily access and view all the comments submitted on their measures in real time.	4	1	2
NQF to provide Standing Committee trainings on eQMs and other evolving measure constructs	3	1	2.75

High benefit = 3 Low cost = 3
 Moderate benefit = 2 Moderate cost = 2
 Low benefit = 1 High cost = 1

Proposed Pilot Options

- Existing strategies that NQF will continue during the pilot

Strategy	Goal	Benefit Summary Score	Cost Summary Score
The CDP public commenting portal is available on each project's page during an active public commenting period	1, 6	1.6	3
The NQF Measure Feedback Tool can be accessed on the NQF home page or via QPS.	1, 6	1.4	3
Solicit comments for measures that are actively under review via blast emails to members and individuals who have opted in to receive project notices	2	1.6	3

High benefit = 3
 Moderate cost = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Options

- Existing strategies that NQF will continue during the pilot

Strategy	Goal	Benefit Summary Score	Cost Summary Score
Developers complete the submission form with information available to them for evaluation of their measure for endorsement and maintenance	3, 6	1.6	3
Solicit comments for measures that are actively under review and include them in the Committee materials for evaluation of the measure	3	1.4	3
Include comments and recommendations from the Measure Applications Partnership deliberations in Standing Committee measure evaluation materials.	3	1.6	3
Comments submitted prior to Committee evaluation are shared with the developer within 1 week and discussed by the Committee during their deliberations	4	1.4	3

High benefit = 3 Low cost = 3
 Moderate benefit = 2 Moderate cost = 2
 Low benefit = 1 High cost = 1

Proposed Pilot Options

- Existing strategies that NQF will continue during the pilot

Strategy	Goal	Benefit Summary Score	Cost Summary Score
Developer provides written responses to comments submitted after committee recommendations and are discussed on the post-comment call	5	1.4	3
Comments are posted on the project page with developer and committee responses and included in report as an appendix	5	1.8	3
Comment responses are posted on the project page and included in report as an appendix	5	1.8	3
Commenters receive written responses from developers, Committee members, and NQF staff and may attend the Committee's post-comment call to hear discussion of comments	5	1.8	3

High benefit = 3

Moderate cost = 2

Low benefit = 1

Low cost = 3

Moderate cost = 2

High cost = 1

Proposed Pilot Options

- Recommended strategies that should be implemented with any pilot option

Strategy	Goal	Benefit Summary Score	Cost Summary Score
Communicate expectations for commenters and those who provide feedback on how their feedback may or may not be acted upon during the current phase of the measure development/maintenance lifecycle	5, 6	2	3
NQF staff to ensure that comments are carried from one maintenance review cycle to the next so that committees can track relevant comments, identify themes of feedback, and requested actions from developer	3	1.4	3
NQF to expand marketing and communication strategy to promote use of NQF commenting and feedback tools by measure users	2, 3, 6	2	2.75
NQF to Include instructions on the webpage (e.g., imbedded links, roll overs with instructions on how to submit feedback)	1, 2	2.4	2.5
NQF to develop educational resources and opportunities to inform individuals of where they can provide feedback; when possible guidance should be tailored towards the needs of the user and stakeholder perspective)	2	2.2	2.5

High benefit = 3
 Moderate benefit = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Options

- Recommended strategies that should be implemented with any pilot option

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to make access point for feedback tool more prominent/visible on website homepage	1	1.8	2.5
NQF to revise the measure submission form to clarify questions and modify as needed to correspond with any changes to the evaluation criteria	3, 6	1.8	2.25
Provide structure for those submitting feedback that aligns with NQF criteria.	3, 6	1.4	2.25
Standardize collection of all comments and feedback collected by NQF to the same format and tool/interface	3, 6	1.8	2

High benefit = 3
 Moderate benefit = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Option 1: Enhancing Partnerships to Promote the Feedback Loop

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to explore opportunities to partner with EHR vendors, and other more commonly utilized tools by measure implementers (e.g. QCDRs, registries), to incorporate links to NQFs measure feedback tool into the user interface	1, 2, 6	1.6	2.5
NQF to encourage measure stewards with NQF-endorsed measures to share the link to the NQF measure feedback tool with known users of their measure	1, 2, 3, 4, 6	2	2.5
NQF to explore opportunities for adding links to a standardized NQF feedback tool on other organizations' webpage for easy access to users who may not frequent NQF's website.	1, 2, 6	1.8	2.25
NQF to Partner with specialty societies and relevant organizations to identify opportunities for using NQF feedback tool as standard method for collecting feedback on NQF-endorsed measures	1, 2, 3, 4, 6	2.8	2

High benefit = 3

Moderate cost = 2

Low benefit = 1

Low cost = 3

Moderate cost = 2

High cost = 1

Proposed Pilot Option 1: Enhancing Partnerships to Promote the Feedback Loop

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to Partner with specialty societies and relevant organizations to identify opportunities for using NQF feedback tool as standard method for collecting feedback on NQF-endorsed measures	1, 2, 3, 4, 6	2.8	2
NQF to regularize the solicitation/outreach for comments on endorsed measures (not under review); for example, comments are solicited quarterly for existing endorsed measures across all topics.	3, 4, 6	2	2.5

High benefit = 3
 Moderate benefit = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Option 1: Enhancing external communication channels & partnerships

Committee Discussion:

- Strategies that should be added or removed from this pilot option?
- Pros and cons of this option?
- Considerations for implementation:
 - ▣ *Barriers/key challenges*
 - ▣ *Timing, dependencies*
 - ▣ *Hidden costs*
 - ▣ *Length of pilot, evaluation considerations*
 - ▣ *Potential unintended consequences*
- Recommendations to overcome barriers/challenges

Proposed Pilot Option 2: Enhancing NQF's Stewardship of the Feedback Loop

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to conduct literature searches using PubMed to identify any published implementations of the measure, and impacts identified.	3, 4	2.2	2.5
Automate responses to commenters from the NQF Measure feedback tool	5, 6	2	2
In preparation for endorsement-maintenance review, NQF staff to access JIRA, Impact Reports, QRS/QHP Reports, and other resources for implementation feedback and incorporate it into Committee materials.	3, 4	2.4	2.5
Measure developers should collaborate with NQF in identifying key external stakeholders that should be targeted for outreach to solicit feedback.	2, 3, 4	2.2	2.5

High benefit = 3
 Moderate benefit = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Option 2: Enhancing NQF's Stewardship of the Feedback Loop

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to consider offering the measure feedback tool as an online forum/bulletin board where commenters can view and post, comments, suggestions and questions	1	1.6	2.25
NQF to identify measures with missing feedback (defined as fewer than 5 public comments in the past 5 years and no meaningful entries in the "Feedback by those being measured and others" section of the Measure Submission Form) and collaborate with developers to proactively identify a strategy to collect measure feedback.	3, 4	2.4	2.5
NQF to identify ways in which measure users can be incentivized to provide feedback.	3, 4	2.2	2.75

High benefit = 3
 Moderate benefit = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Option 2: Enhancing NQF's Stewardship of the Feedback Loop

Strategy	Goal	Benefit Summary Score	Cost Summary Score
NQF to modify the measure feedback tool so that comments submitted are automatically sent to measure steward and available for viewing on NQF's website. The measure steward would be able respond to comments via a link in their email that is sent back to the NQF maintenance team and the commenter.	1, 5	2	2
NQF to modify website to remove log-in requirement to submit comments/measure feedback	1	1.8	2.5
NQF to partner with CMS to receive an annual export of the feedback collected through JIRA and distribute to measure developers.	3, 4	2.4	2.5

High benefit = 3
 Moderate cost = 2
 Low benefit = 1

Low cost = 3
 Moderate cost = 2
 High cost = 1

Proposed Pilot Option 2: Enhancing NQF's Stewardship of the Feedback Loop

Committee Discussion

- Strategies that should be added or removed from this pilot option?
- Pros and cons of this option?
- Considerations for implementation:
 - ▣ *Barriers/key challenges*
 - ▣ *Timing, dependencies*
 - ▣ *Hidden costs*
 - ▣ *Length of pilot, evaluation considerations*
 - ▣ *Potential unintended consequences*
- Recommendations to overcome barriers/challenges

Committee Discussion of Draft Pilot Options

Pilot Options: Committee Discussion

Are there other pilot options that should be considered?

- Other recommendations for how to group strategies to create a new pilot option?
- Pros and cons?

Opportunity for Public Comment

Next Steps

- Follow up committee survey on pilot options (if needed)
- Pilot Options Draft Report
 - ▣ *Post for 14-day public and NQF member comment period from October 7, 2020 to October 21, 2020*
- Pilot Options Final Report
 - ▣ *Due to CMS on November 11, 2020*
- Web Meeting 8: Implementation Plan [2 hours]
 - ▣ *November 19, 2019, 2-4 pm ET*

Project Contact Information

- Email: measurefeedback@qualityforum.org
- NQF phone: 202-783-1300
- Project page:
https://www.qualityforum.org/Measure_Feedback_Loop.aspx
- SharePoint:
<http://share.qualityforum.org/Projects/MeasureFeedbackLoop/SitePages/Home.aspx>

THANK YOU