



**NATIONAL
QUALITY FORUM**

Driving measurable health
improvements together

Measure Feedback Loop

Pilot Implementation Plan

Kim Ibarra
Hannah Ingber
Maha Taylor

APRIL 24, 2020



Agenda

- Welcome and Opening Remarks
- Introductions and Meeting Objectives
- Roll Call
- Project Progress and Accomplishments to Date
- Draft Pilot Implementation Plan Overview and Discussion
- Opportunity for Public Comment
- Next Steps

Opening Remarks

Shantanu Agrawal, MD, MPhil

President and CEO

National Quality Forum (NQF)



Introductions and Meeting Objectives



Meeting Objectives

- Review project progress and reflect on accomplishments to date
- Obtain Committee input on the draft Pilot Implementation Plan
- Discuss next steps including how to increase awareness of the measure feedback loop



NQF Project Staff

- Kim Ibarra, MSc, Managing Director
- Hannah Ingber, MPH, Project Analyst
- Maha Taylor, MHA, PMP, Managing Director

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, MSN, CRNP
- 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

Project Progress and Accomplishments to Date



Measure Feedback Loop Project Overview

- Determine a workable process to elicit feedback from healthcare stakeholders on the experience of reporting measures, including unintended consequences
- Understand whether measures improve quality and outcomes, and issues or risks with measure implementation
- Help to ensure the quality improvement enterprise undergoes continuous improvement



Project Accomplishments to Date

Accomplishment / Milestone	Date
Orientation Web Meeting	January 2019
Committee Web Meetings	January 2019 – April 2020
Conducted an environmental scan to chart current feedback mechanisms	April 2019
Assessed NQF's criteria and current feedback loop activities to identify opportunities for improvement	April – July 2019
Identified challenges and opportunities for enhancing measure feedback activities at NQF	July – September 2019
Developed a set of proposed strategies in the pilot options report	November 2019

Committee Defined Goals for the Feedback Loop

1. Minimize burden to provide feedback by improving NQF tool accessibility and ease of use
2. Ensure stakeholders are aware of opportunities and channels to provide measure feedback
3. Ensure NQF standing committees receive meaningful and adequate information to apply relevant criteria and make informed endorsement recommendations
4. Ensure developers receive meaningful, actionable, and timely measure feedback
5. Ensure those who provide feedback receive acknowledgement and are informed about how feedback was adjudicated
6. Define a standard pathway for measure feedback



Final Deliverable: Implementation Plan Report

- Develop a detailed implementation plan for a pilot test informed by Committee input
- Outline strategies that have the highest potential benefit and low- to medium- resource intensity
- Describe steps to enhance and improve the NQF measure feedback loop
- Include example tactics and plans to gauge the effectiveness and feasibility of implementing successful strategies more broadly
- Identify potential barriers and solutions to promote pilot success

Draft Pilot Implementation Plan Overview and Discussion

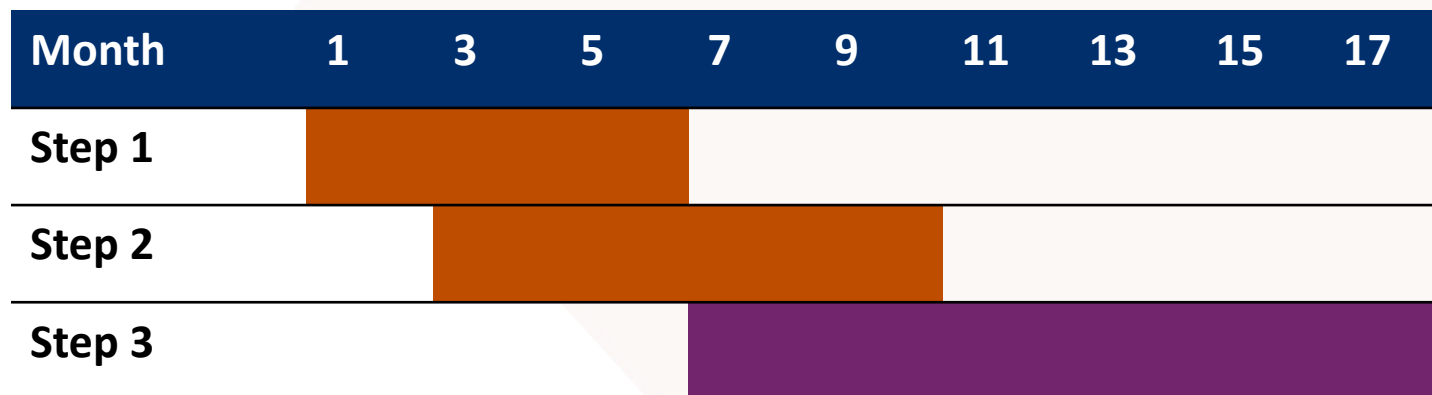


Pilot Implementation Plan Approach

- Select and test high-impact and lower-cost strategies on a small scale
 - ▣ From the pilot options report and prior web meeting discussion
- Utilize human-centered design to iterate, test, and integrate stakeholder and end-user feedback throughout the pilot
- Employ continuous quality improvement to determine if strategies are on target or missing the mark, and adjust as necessary
- Monitor for potential negative unintended consequences of implementing changes
- Scale-up successes where additional costs are marginal compared to the benefits to support implementation across NQF work

Pilot Implementation Plan Steps

1. Generate Meaningful and Actionable Measure Feedback
2. Standardize and Streamline the Measure Feedback Tool and Process
3. Support Stakeholders to Apply Measure Feedback



Step 1: Generate Meaningful and Actionable Feedback

- Ensure that relevant stakeholders are aware of opportunities and channels to comment and provide measure feedback to NQF (goal 2)
- Reduce burden on those providing feedback by improving accessibility and ease of use of NQF tools designed to collect feedback (goal 1)
- Enhance communication, collaboration, and partnerships to increase the volume and improve the quality of measure feedback



Step 1: Strategies to Generate Feedback

- Use criteria to identify priority NQF-endorsed measures where feedback would be most useful, includes:
 - ▣ Measure type
 - ▣ Volume, quality, and nature of measure feedback received to date
 - ▣ NQF portfolio and federal program(s) in which the measure is found
 - ▣ Maintenance review schedule
 - ▣ Recency of implementation
- Partner with target organizations to publicize feedback opportunities
- Communicate expectations around feedback and regularize outreach
- Make the NQF tool more prominent, visible, and accessible on the homepage and QPS
- Incentivize users to provide measure feedback (e.g., case study)



Step 1: Metrics to Measure Success

- Quantitative
 - ▣ Pre/post number of comments
 - ▣ Pre/post click-through rates on emails and tool access points
 - ▣ Pre/post unique and return visitors to the NQF Measure Feedback Tool webpage space
 - ▣ NQF staff level of effort
- Qualitative
 - ▣ Post-feedback survey: how users heard about the tool
 - ▣ Post-feedback survey: how users used the tool
 - ▣ Qualitative feedback from stakeholders



Step 1: Questions for the Committee

- Are there additional criteria to consider to prioritize measures for feedback?
- Are there specific organizations that NQF should consider as potential partners or collaborators in soliciting measure feedback and participating in the pilot?
- What are examples of ways that NQF could incentivize measure feedback submissions?
- Are there any negative unintended consequences you can think of from implementing these strategies or from the metrics we have selected?
- What, if any, other metrics could be used to assess the success of generating more meaningful and actionable feedback?



Step 2: Standardize and Streamline the NQF Measure Feedback Tool and Process

- Test how to make it easier to structure and process measure feedback that stakeholders submit to NQF
- Explore automation to ensure that those who provide feedback are acknowledged and are informed about how feedback was addressed (goal 5)
- Create a standard pathway for collecting measure feedback (goal 6)
- Improve the quality and utility of measure feedback, and the user experience



Step 2: Strategies to Standardize and Streamline the NQF Measure Feedback Tool and Process

- Automate acknowledgement of the feedback submission so that feedback is not perceived to go into a “black-box”
 - ▣ High-level information to include: who is responsible for responding to feedback, how, and in what timeframe
- Explore integration of the commenting tool and Measure Feedback Tool
 - ▣ Prioritize pathways which are successful to achieve a single standard pathway
- Standardize the collection of all comments and feedback to the same format that aligns with NQF criteria using more structured fields
 - ▣ Costs and/or burden of collection and/or reporting
 - ▣ Impact and improvements from using the measure



Step 2: Metrics To Measure Success

- Quantitative
 - ▣ Pre/post number of feedback submissions through the NQF Measure Feedback Tool
 - ▣ Pre/post number of feedback submission-related issue emails to NQF staff
- Qualitative
 - ▣ Pre/post survey on how easy/hard it was to use the tool
 - ▣ Post-survey on rating the quality of measure feedback



Step 2: Questions for the Committee

- What issues from a user perspective might arise if NQF integrates the commenting tool and NQF Measure Feedback Tool?
- Is there additional information that users would want in the automated acknowledgment that NQF should consider?
- In addition to aligning with NQF's measure endorsement criteria, what are the feedback fields that would be most meaningful and actionable to measure users?
- Are there any negative unintended consequences you can think of from implementing these strategies or from the metrics we have selected?
- What, if any, other metrics could be used to assess the success of standardizing and streamlining the Tool and process?



Step 3: Support Stakeholders to Apply the Measure Feedback

- Ensure that standing committees receive meaningful and adequate information to apply the relevant criteria and make informed recommendations for endorsement (goal 3)
- Ensure measure developers receive meaningful, actionable, and timely measure feedback (goal 4)
- Help NQF refine communication and outreach materials, educational resources, the Measure Feedback Tool, and the measure feedback loop itself



Step 3: Strategies to Support Stakeholders to Apply the Measure Feedback

- Improve how feedback is distributed to measure developers
 - ▣ Work with developers to determine optimal mechanisms for receiving feedback on measures
- Enhance standing committee ability to use measure feedback in their evaluation of measures in endorsement decisions
 - ▣ Ensure feedback is discussed during deliberations
 - ▣ Test ways to carry measure feedback over review cycles
- Close the loop with those who submit measure feedback by exploring appropriate actions for adjudicating measure feedback
 - ▣ Determine if/when measures should be revised or reconsidered based on feedback



Step 3: Metrics to Measure Success

- Quantitative
 - ▣ NQF staff level of effort to support stakeholders
- Qualitative
 - ▣ Standing committee member-reported:
 - » improvement in the quality of measure feedback shared in standing committee materials
 - » ability to use measure feedback to apply the relevant criteria and make informed recommendations for endorsement or re-endorsement
 - ▣ Measure developer-reported:
 - » improvement in the quality of measure feedback shared
 - » rating of meaningfulness and actionability of feedback
 - ▣ Measure feedback submitter-reported experience in hearing about how their feedback was considered and/or addressed



Questions for the Committee

- How would the timing of the feedback affect the developer's ability to apply measure feedback?
- How do we set appropriate expectations for closing the loop with those who submitted the feedback when feedback may not be used immediately?
- What kind of guidance might standing committees benefit from prior to applying measure feedback?
- Are there any negative unintended consequences you can think of from implementing these strategies or from the metrics we have selected?
- What, if any, other metrics could be used to assess the success of supporting stakeholders to apply measure feedback?

Continuous Quality Improvement and Evaluation

- Evaluate the pilot strategies against the goals identified for the measure feedback loop prior to broader implementation
- Assess the feasibility, costs, and benefits from pilot implementation
- Monitor for any potential negative unintended consequences of implementing changes (e.g., undue burden) during the pilot
- Use data that NQF naturally collects as part of its regular processes as much as possible to accelerate learning during the pilot
- Reveal the need to modify or discontinue pilot strategies that are not successful
- Support quickly scaling successful strategies beyond the pilot

Evaluation: Questions for the Committee

- What else may be important for NQF to evaluate throughout the pilot that we have not yet discussed?
- What are negative unintended consequences that might lead to a recommendation to discontinue a strategy?

Opportunity for Public Comment

Next Steps

Measure Feedback Loop Next Steps

- Post draft report for public comment from April 27 to May 8, 2020
- Adjudicate comments and refine report
- Publish final report on June 10, 2020
- Disseminate final report and increase awareness of the importance of measure feedback



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.

NATIONAL QUALITY FORUM

<http://www.qualityforum.org>