



NATIONAL
QUALITY FORUM

NQF Measure Incubator Design Session: Day 1

February 24, 2016

Welcome

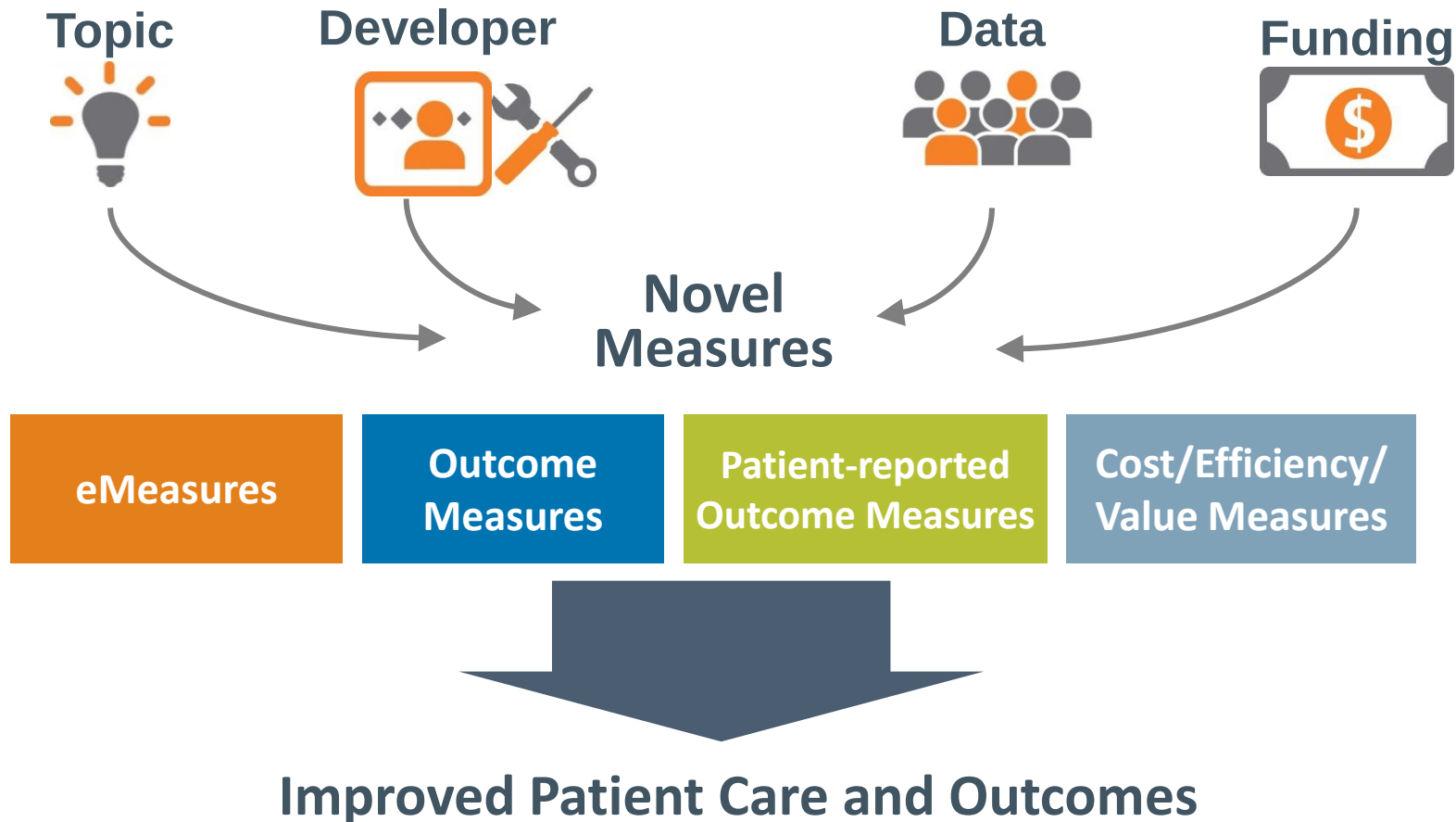
About NQF

NQF's mission is to lead national collaboration to improve health and healthcare quality through measurement by:

- Convening key public and private sector leaders to establish national priorities and goals to advance safe, effective, patient-centered, timely and equitable healthcare
- Promoting NQF-endorsed standards as the primary methods for measuring and reporting on quality and efficiency in U.S. healthcare
- Driving continuous improvement of American healthcare quality

NQF Measure Incubator:

Getting to quality measures that matter



Goals for the Design Session

- Enable experts to:
 - **Evaluate and test the Incubator design**
 - **Offer ideas for improvement**
- Identify how all partners can work together effectively
- Explore how data and testing will occur throughout the incubator process
- Demonstrate that the Incubator intends to be participatory and inclusive

Agenda: Day 1

10:00 am	Welcome and Overview of the Day
10:15 am	Introduction to the Measure Incubator
11:00 am	Q&A
11:30 am	Lunch
12:00 pm	AM Breakout
2:00 pm	Transition to PM Breakout
2:15 pm	PM Breakout
4:15 pm	Transition to Full Group Session
4:30 pm	Recap of Day 1/ Final Thoughts/ Initial Reactions
5:00 pm	Adjourn

Agenda: Day 2

8:30 am	Breakfast
9:00 am	Welcome
9:10 am	Overview of the Measure Incubator
9:25 am	Recap of Day Sessions and Feedback Received
10:30 pm	The Path Forward
12:30 pm	Lunch
1:00 pm	Closing Remarks, Next Steps, and Final Perspectives
2:00 pm	Adjourn

Thanks to Our Sponsor

NQF MEASURE INCUBATOR DESIGN SESSION

AstraZeneca

Thank You



NATIONAL
QUALITY FORUM

Introduction to the NQF Measure Incubator

February 24, 2016

Presentation Roadmap

- The Need
 - **Why the incubator**
- The Measure Incubator
 - **Structure and Roles – Who is involved**
 - **Process – How it works**
- Design Session Overview

The Need

Why the Incubator?

Drive for Meaningful Quality Measures

- Current measure development is slow, costly and rigid
- Most existing measures are built from administrative claims/paper medical records alone
- Highly complex specification and testing processes
- Need for fewer, high-impact measures that evaluate:
 - **Outcomes, rather than processes**
 - **System-level performance, rather than individual clinicians**
 - **Patient-reported experience and outcomes**

NQF Measure Incubator Goals

- Rapidly fill measurement gap areas
- Facilitate development of “measures that matter”
- Spur development of eMeasures
- Drive outcome-based healthcare measurement
 - **Need for more complex measures**
 - **Need to hear the voice of the patient and caregivers**
- Advance measurement science by making tools and test beds more accessible

National Quality Strategy

Better Care

**Healthier People,
Healthier Communities**

Smarter Spending

PRIORITIES

Make care safer by reducing harm caused in the delivery of care.

Strengthen person and family engagement as partners in care.

Promote effective communication and coordination of care.

Promote effective prevention and treatment of chronic disease.

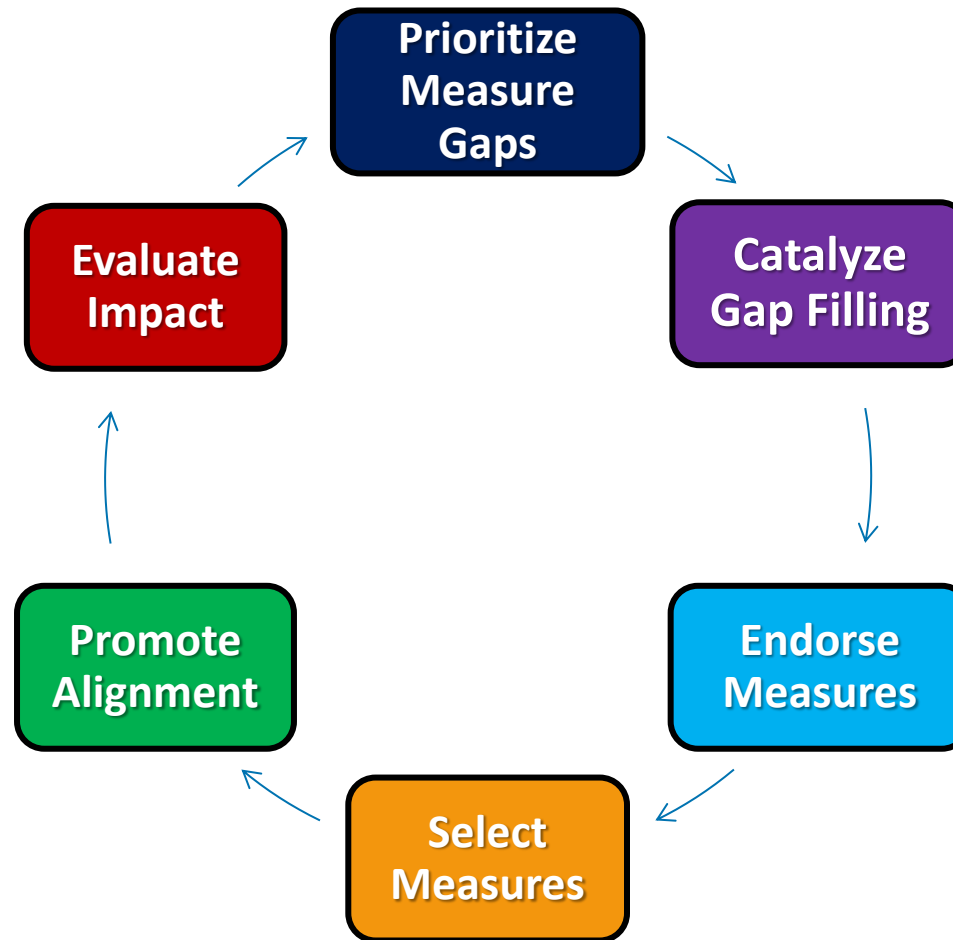
Work with communities to promote best practices of healthy living.

Make care affordable.

Priority Measure Gap Examples

- Adverse drug events
- Alzheimer's disease
- Appropriateness of diagnostic and therapeutic services
- Behavioral health
- Diagnostic accuracy
- Multiple chronic conditions
- Palliative and end-life care
- Patient-centered care planning
- Patient-reported pain and symptom management

Collaboration and Measurement



Why a Measure Incubator?

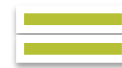
Unfulfilled measurement needs

- Major measurement gaps across healthcare
- Not consistently achieving measures that matter (Outcomes, resource use, patient-centered)



Growing measurement complexity

- Methodological challenges
- Informatics challenges
- Clinical challenges
- Patient-centered challenges



Major barriers to measurement innovation

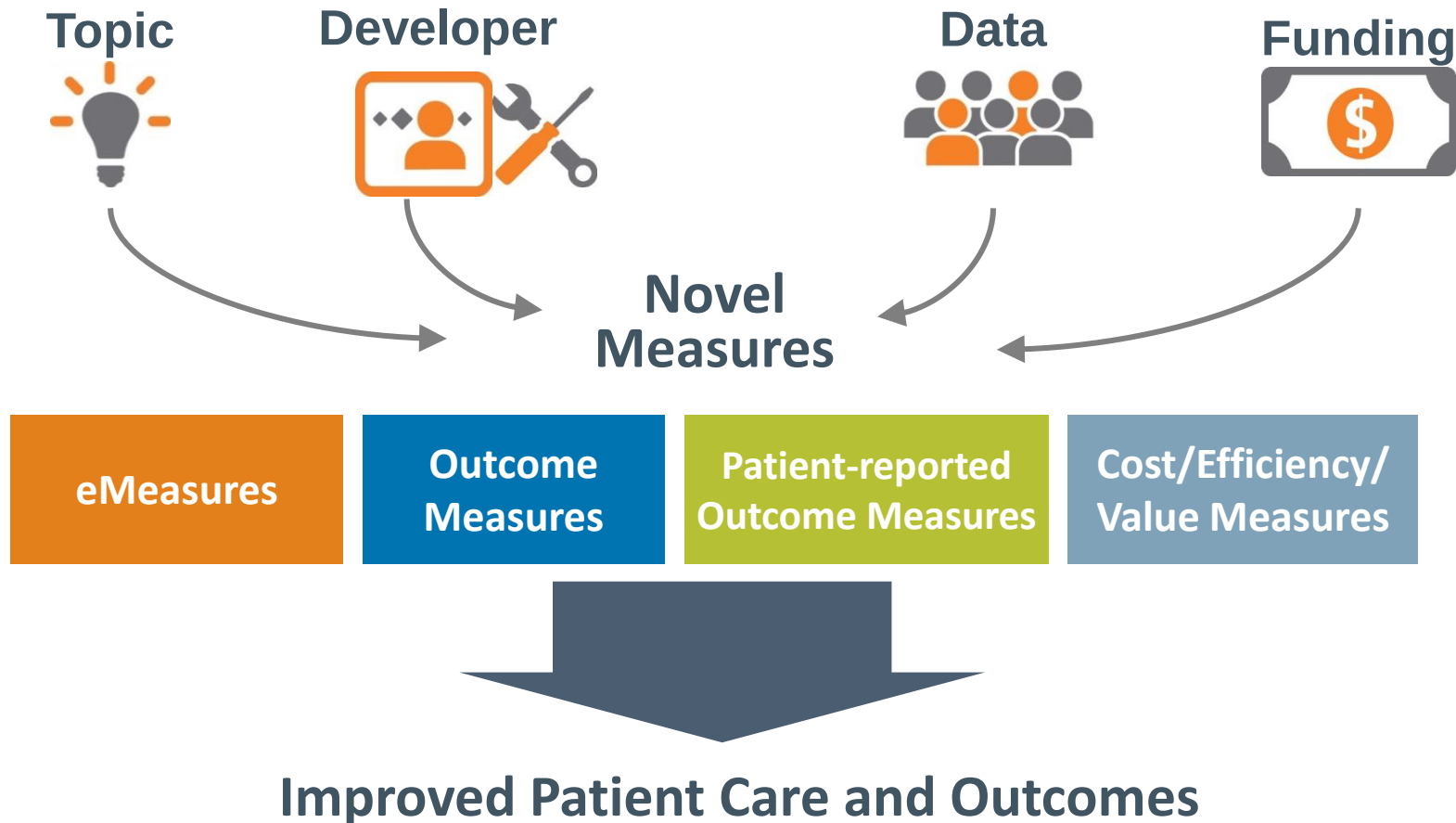
- Expensive
- Time-consuming
- Difficult to access appropriate test beds for innovative measures

NQF's Measure Incubator: Environment for innovative measure development

- Facilitation
 - **Brings together those with ideas for measures with the resources they need to see concepts turned into specifications**
- Data and test beds
 - **Continuous access to robust data throughout the development and testing process**
- Accelerated cycle time
 - **Rapid-cycle development and testing**

NQF Measure Incubator:

Getting to quality measures that matter



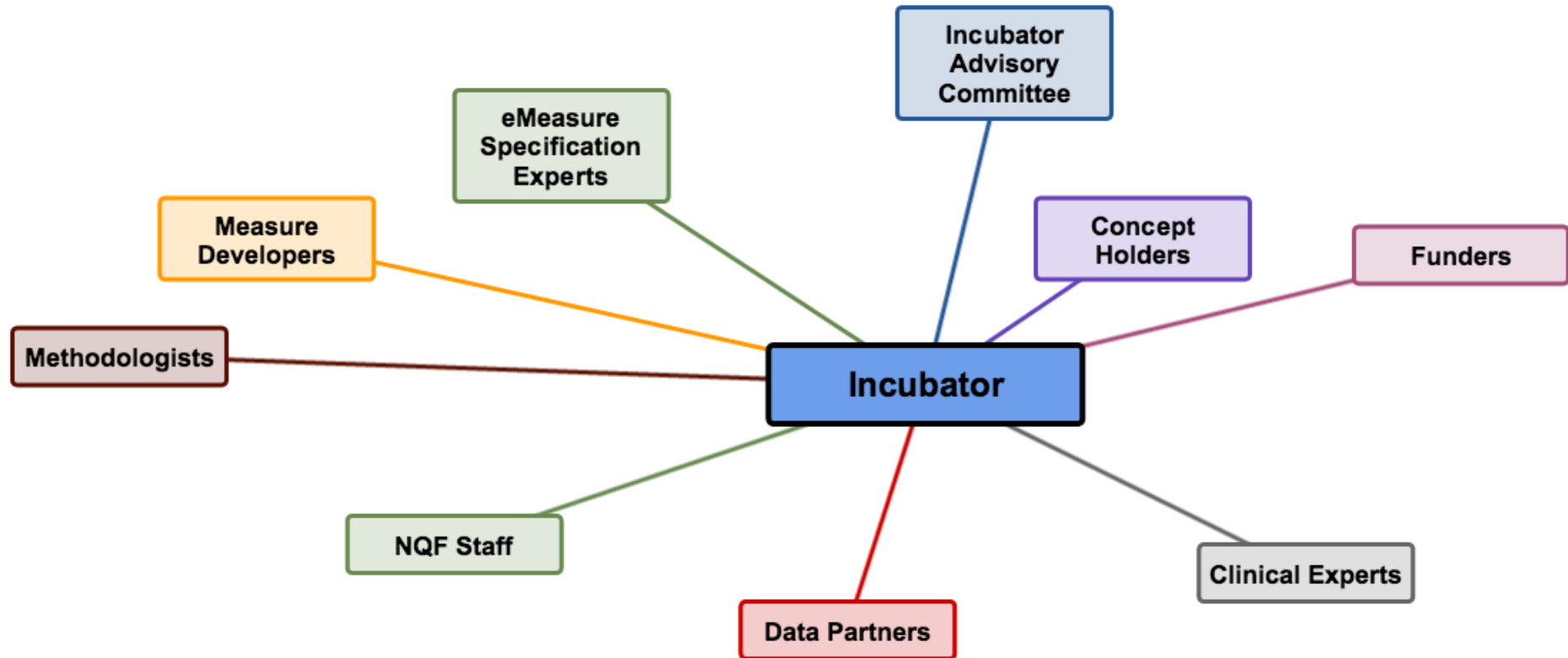
Goals for the Design Session

- Enable experts to:
 - **Evaluate and test the Incubator design**
 - **Offer ideas for improvement**
- Identify how all partners can work together effectively
- Explore how data and testing will occur throughout the incubator process
- Demonstrate that the Incubator intends to be participatory and inclusive

The Measure Incubator

Who is involved?

Incubator Stakeholders



Incubator Advisory Committee

- Advisory panel to the NQF Board charged with protecting NQF's mission and brand through oversight of select Incubator activities
 - ▣ **Bob Galvin, Equity Healthcare, The Blackstone Group (Chair)**
 - ▣ **Carolyn Clancy, Veterans Health Affairs**
 - ▣ **Michael McGinnis, National Academy of Medicine**
 - ▣ **Eric Schneider, Commonwealth Fund**
 - ▣ **Susan Sheridan, PCORI**
 - ▣ **Jed Weissberg, ICER**

Conflict of Interest Policies

- Developed by the Incubator Advisory Council to guide project priorities and collaboration
- Focus on:
 - ▣ **Funding**
 - ▣ **Project priorities**
 - ▣ **Incubator activities in relation to endorsement process**

COI Policies on Funding

- NQF will accept funds for general incubator activities or for specific projects
- Funders cannot specify project outcomes or influence discussions for projects that it funds
- No funding will be accepted:
 - **From a funder who has an exclusive interest in a product or activity relevant to a project**
 - **For the development of a measure that names a specific product**

COI Policies on Project Priorities

- The following will be prioritized:
 - **Emerging measurement areas (e.g., patient-reported outcomes, eMeasures)**
 - **Identified national gaps**
 - **Broadly applicable across patient groups, diseases, and settings**
 - **Conducted with organizational members of NQF**
- **Projects will solicit input from the target population**

COI Policies on Incubator Activities in Relation to Endorsement Process

- Focus is to guarding against potential conflicts between incubation and endorsement
- The incubator will facilitate measure development
- NQF will not:
 - **Develop performance measures**
 - **Serve as a measure developer or measure steward**
- NQF staff may provide high level subject matter expertise but will not engage in measure development

COI Policies on Relation to Endorsement cont.

- Incubated measures will have no advantage in the endorsement process
- NQF's existing COI policy for committee members review of measures applies to measures developed in an incubator project
- NQF staff who participated in a measure's incubation will be prohibited from the evaluation of the measure during the endorsement review

NQF's Role in the Incubator

Subject Matter Expert

- Facilitate gaps filling for prioritized measure gaps
- Provide guidance into the input and output formats of eMeasures
- Convene leading experts who bring the most current evidence-based data and knowledge

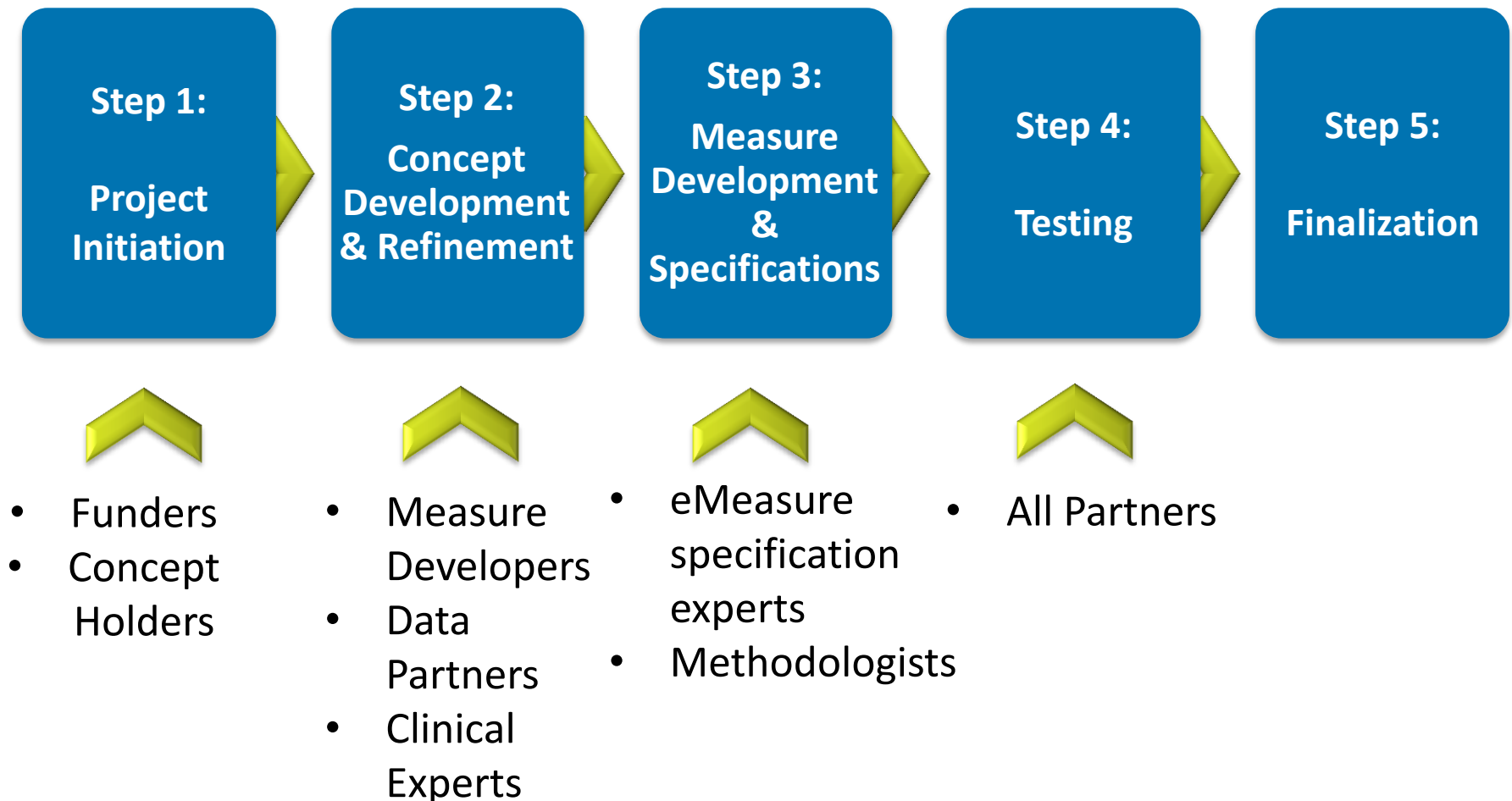
Process Facilitation

- Effectively match measure developer(s) with projects
- Understand and contract with the right data providers to ensure that appropriate data is being used for each project and the measures undergoing testing

Stakeholder Roles

- Funder
- Concept Holder
- Measure developer
- eMeasure specification experts
- Data Partner
- Methodologists
- Content/clinical experts

Involvement of Stakeholders in Incubator Process



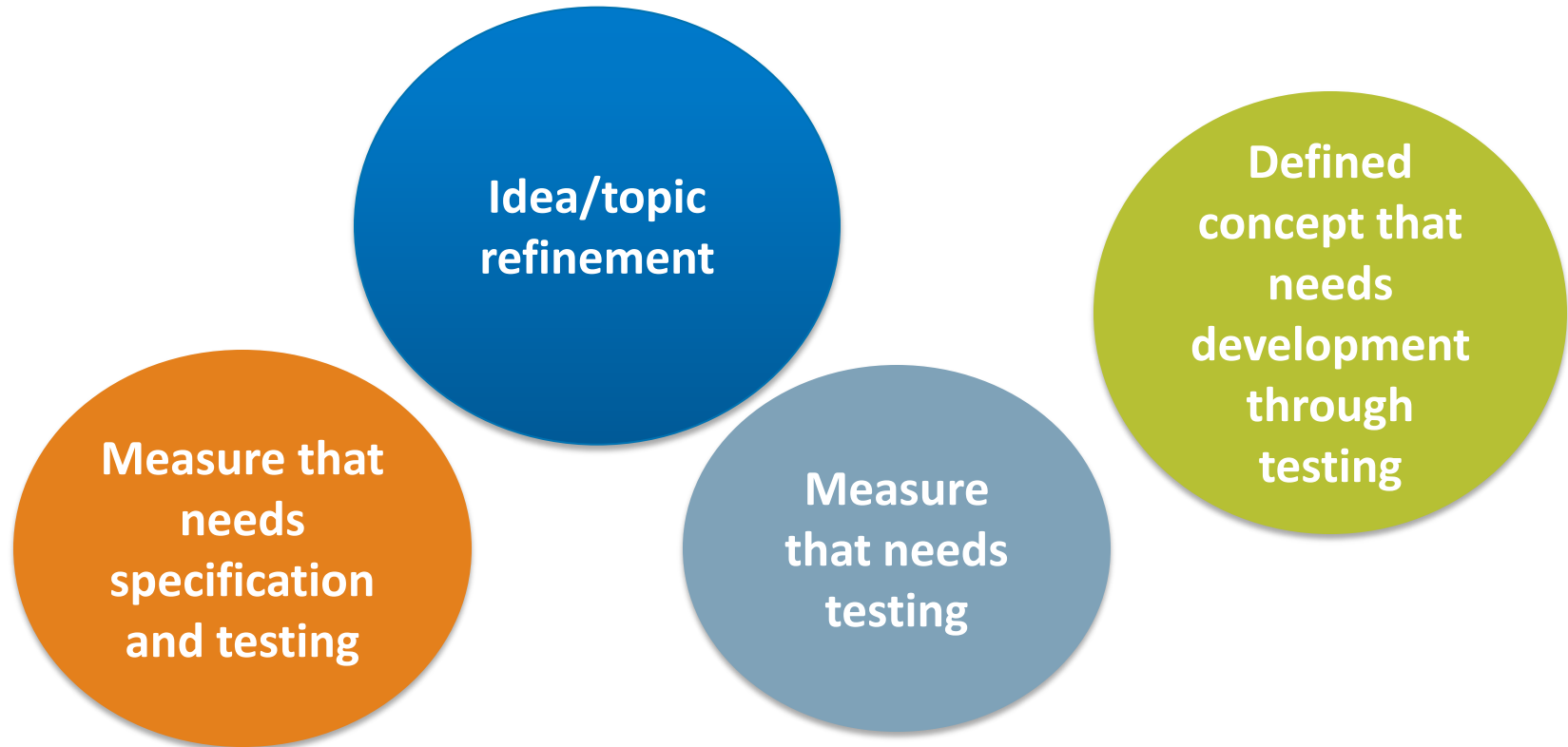
How Are Groups Identified to Fill Those Roles?

- Concept holders and/or funders may have relationships with the expertise and/or data partners
 - **These partners would most likely be identified from the start**
- Others will need assistance in identifying and selecting the right expertise for the work
 - **NQF will help define what work is needed**
 - **NQF will solicit interest through RFP process and contract with experts in development, eMeasure specification, risk adjustment, data and others**

The Measure Incubator

How it works?

Measure Incubator Projects Types



Groups can use the incubator services based on individual needs such as full measure development, only for testing, etc.

Measure Incubator Process



STEP 1

Project Initiation

**NQF
receives
request**



**Pre-
proposal
call**



**NQF staff vet
against
prioritized list**



**Funding
secured,
the project
moves
forward**

Materials

Readiness
Assessment
completed by
concept holder

Items to be completed before next step:

- Funding status established
- Preliminary steps to identify partners and funding as needed
- Proposal developed
- Contract developed and signed

**Concept
Refinement**

**Measure
Development**

Specifications

Testing

Readiness Assessment

Intent is to assist NQF in understanding where the measure is in the development/testing pathway, what resources are already identified, and what is still needed.

- Statement of intent
- Scans of measures, evidence, and data source needed
- Data analytics in-house or accessible
- Funding source identified
- Concept
- Expertise in/access to:
 - ▣ **Measure development**
 - ▣ **Measure specification**
 - ▣ **Measure testing**
- Clinical/subject matter expertise
- Prior development experience

STEP 2:

Concept Development/Refinement

**Idea/
Concept
Refinement
Meeting**

Materials

Readiness
Assessment

Environmental
Scan of:

- Evidence
- Measures
- Data sources



DELIVERABLE
**Well-defined
concept; data
source
identified**



**Partners
identified**



**Project
approval**

- Measure developers
- eMeasure specification experts
- Testing platforms/sites
- Clinical experts/methodologists

**Items to be
completed before
next step:**

- Scope of work developed
- Partners finalized
- Contract(s) developed and signed

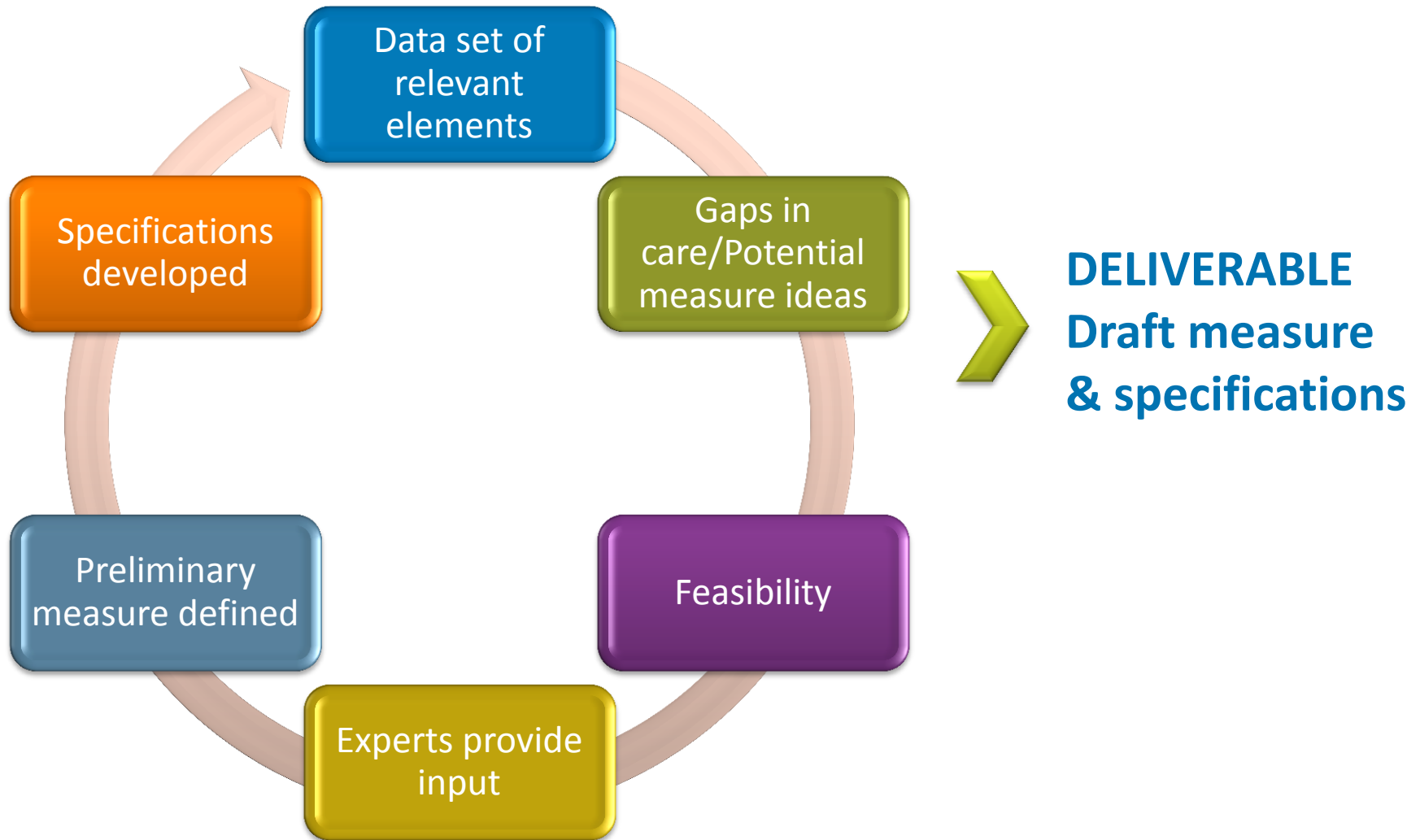
STEP 2:

Concept Development/Refinement

- Readiness assessment
- Environmental scan of evidence, measures and data availability
- Assessment of partners and resources
 - **Already in place**
 - **Need to be identified**
- Meeting to further define/refine concept

STEP 3:

Measure Development and Specifications



STEP 3:

Measure Development and Specifications

NQF

- Identifies/contracts with experts and partners
 - **Measure developers, data partners, clinical experts, others**
- Provides project management
- Advises on:
 - **background and material development**
 - **data element identification and initial data needs**
- Assists with identification of experts

Partners

- Develop background and other materials needed
- Identify and convene experts
- Identify data elements and data needed
- Draft and refine measure details
- Develop and refine preliminary eMeasures if applicable

STEP 4: Testing

Agreement that measure is ready for testing

Materials

- Testing plan developed



Testing



**DELIVERABLE
Testing Report**



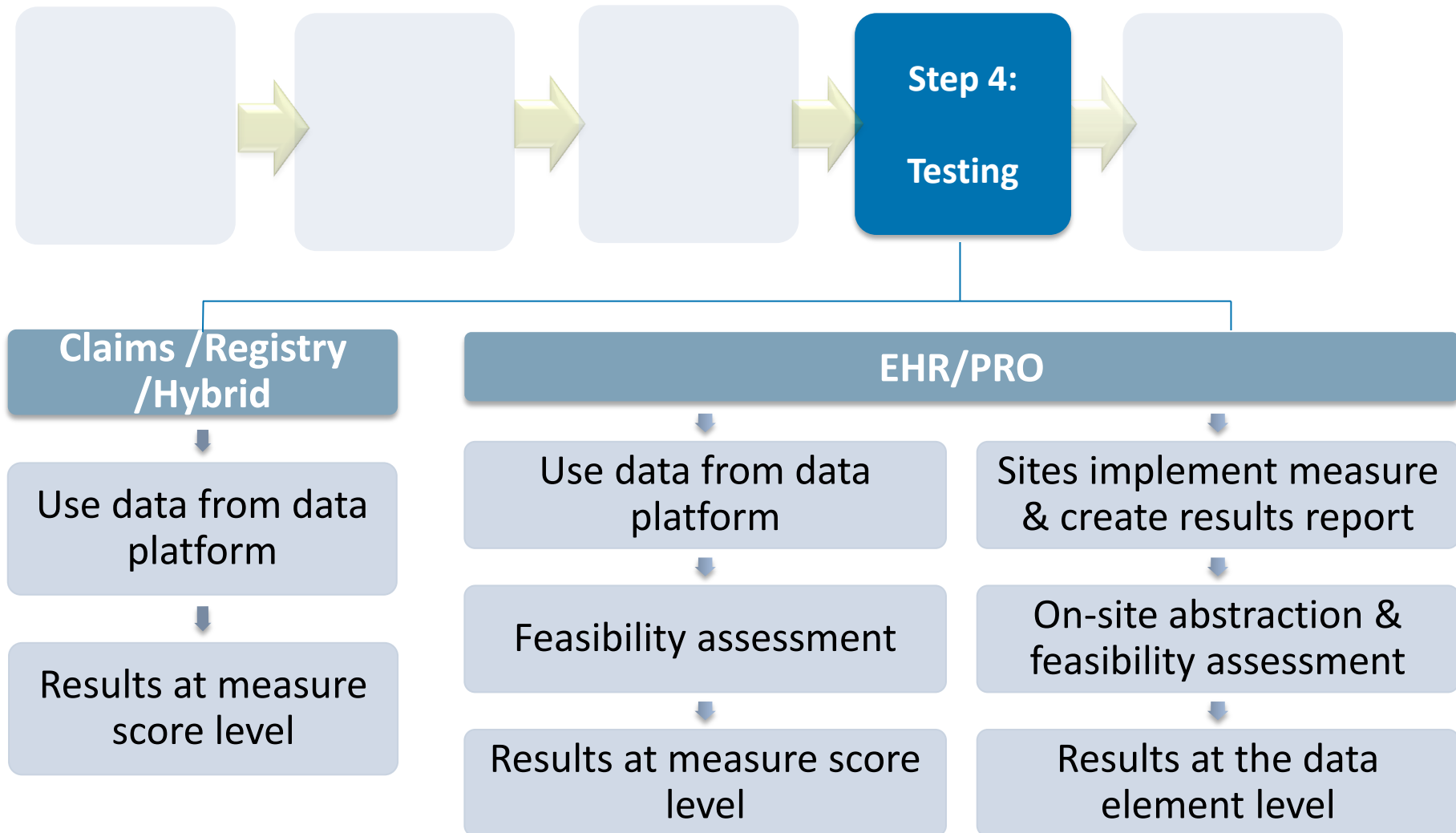
Repeat step 3 again if needed

Data partner and developer play primary role in testing

Reconvene experts and revise measures as needed based on testing results

STEP 4:

Testing By Data Source



STEP 4:

Testing

NQF

- Identifies and contracts with experts and partners
 - Including methodologists, data partners, others
- Provides project management
- Advises on testing methods and plans

Partners

- Develop testing plan
- Finalize data elements and data needed
- Produce testing results
- Make modifications to measure and specifications with input from experts based on results

STEP 5:

Finalization

Final Deliverable

- Final measure report includes:
 - **Measure**
 - **Specifications**
 - **Testing results**
- Measure is then ready for implementation in real-world settings
- Measure steward assumes oversight of the measure



Design Session Overview

Schedule for the Day

- Intended to be interactive across the stakeholders through Q&A, breakouts and group discussions

Time	Session
12:00	AM Breakout
2:15	PM Breakout
4:30	Reconvene for final thoughts and reactions to discussions

Breakout Topics and Location

Breakout	Location
1. Coordination, collaboration, and roles of partners across the incubator process	Sec A of Conference Room
2. Data needs and flow in key incubator steps	Sec B of Conference Room
3. Addressing challenges to measure testing and potential approaches	9 Temp