NATIONAL QUALITY FORUM

NQF Measure Incubator Design Session: Day 2

February 25, 2016

Welcome

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

Overview of the NQF Measure Incubator

February 25, 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

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

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

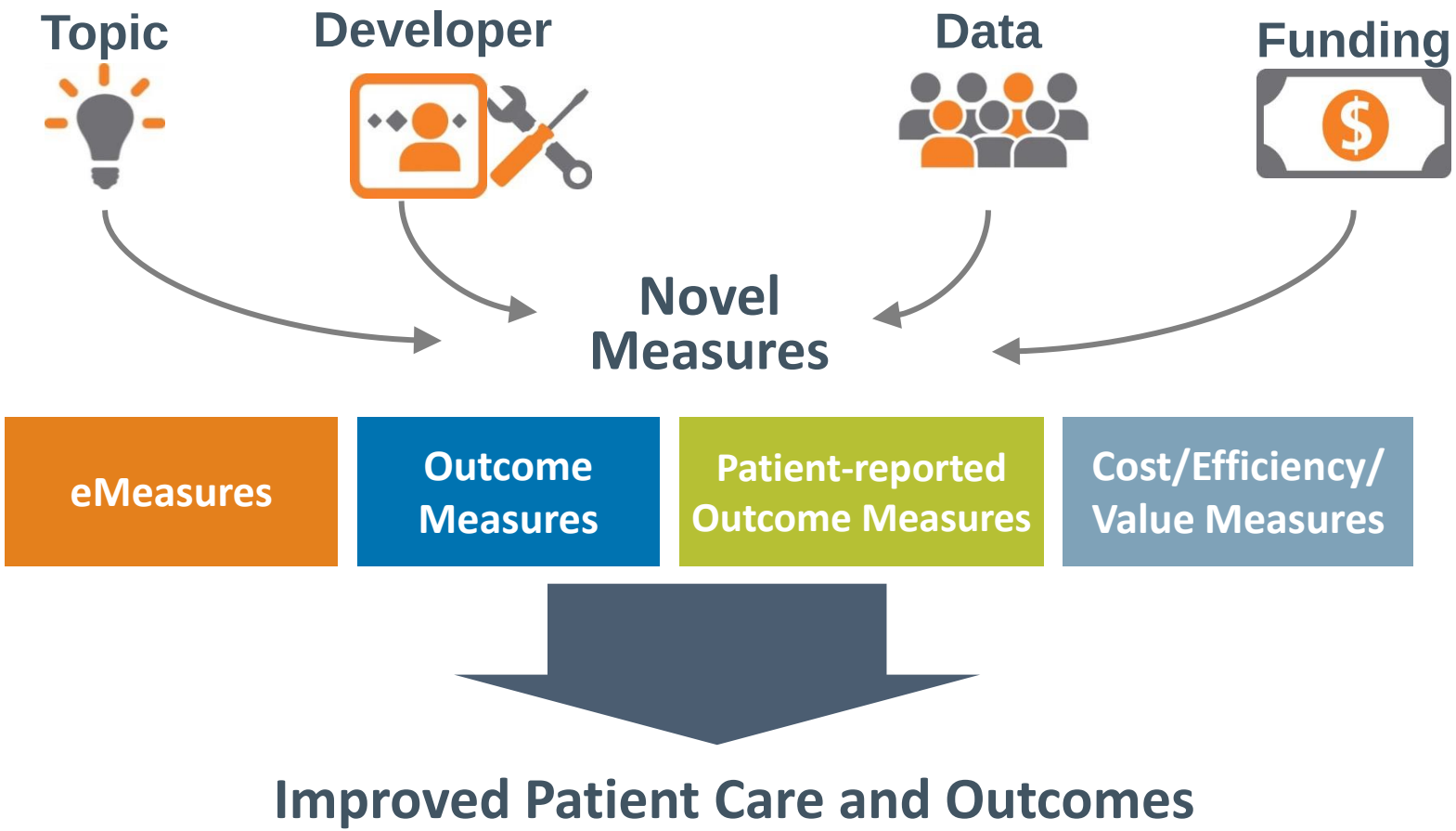
Major barriers to measurement innovation

- 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**

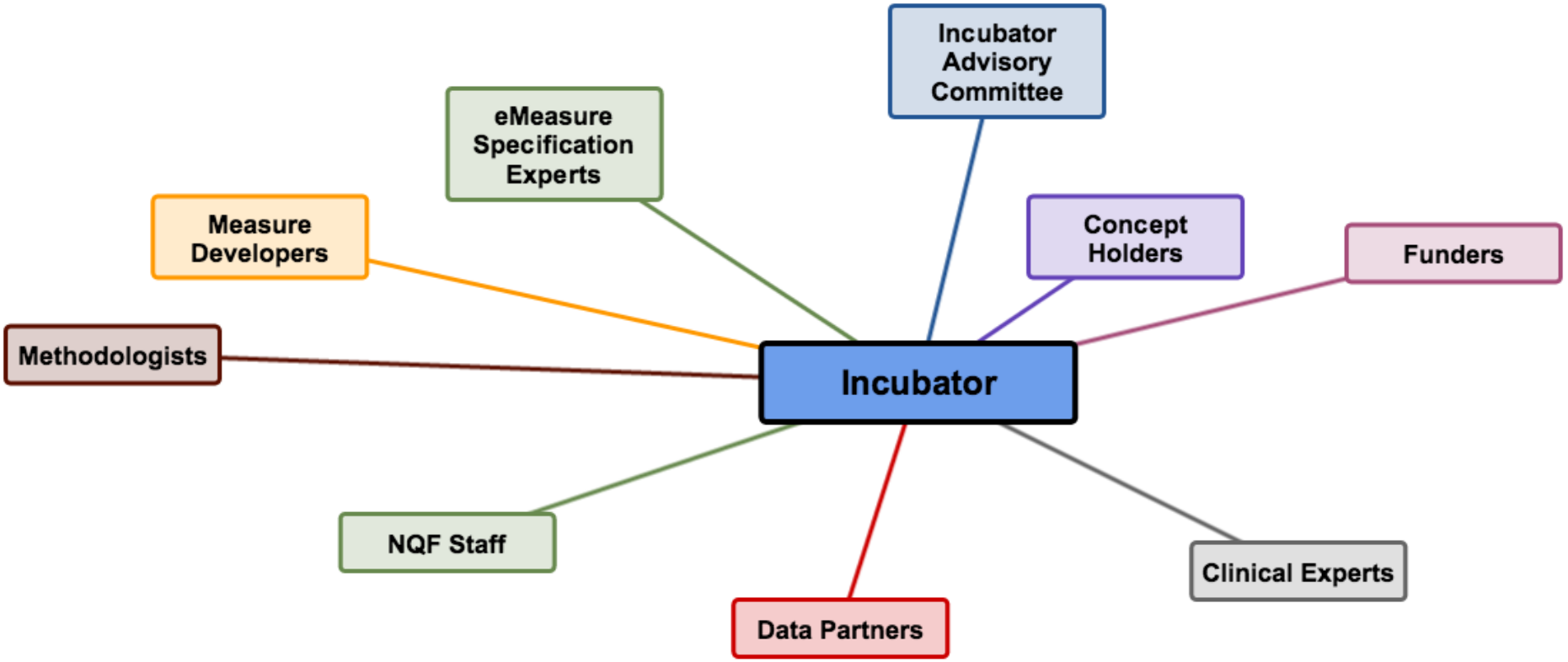
NQF Measure Incubator:
Getting to quality measures that matter



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**

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

- Funders
- Concept Holders

- Measure Developers
- Data Partners
- Clinical Experts

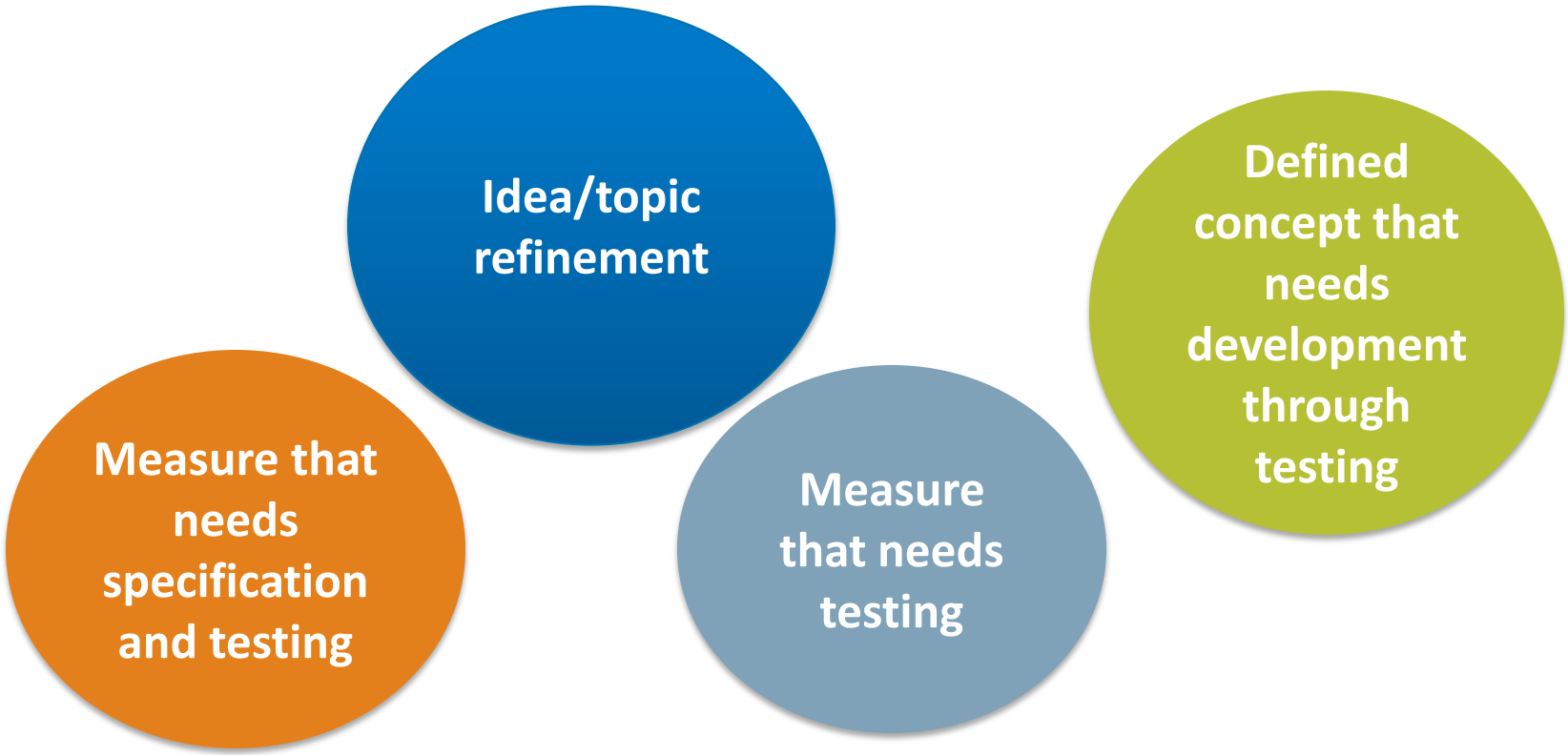
- eMeasure specification experts
- Methodologists

- All Partners

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

STEP 2:

Concept Development/Refinement

Idea/ Concept Refinement Meeting → **DELIVERABLE Well-defined concept; data source identified** → **Partners identified** → **Project approval**

Materials

Readiness Assessment

Environmental Scan of:

- Evidence
- Measures
- Data sources

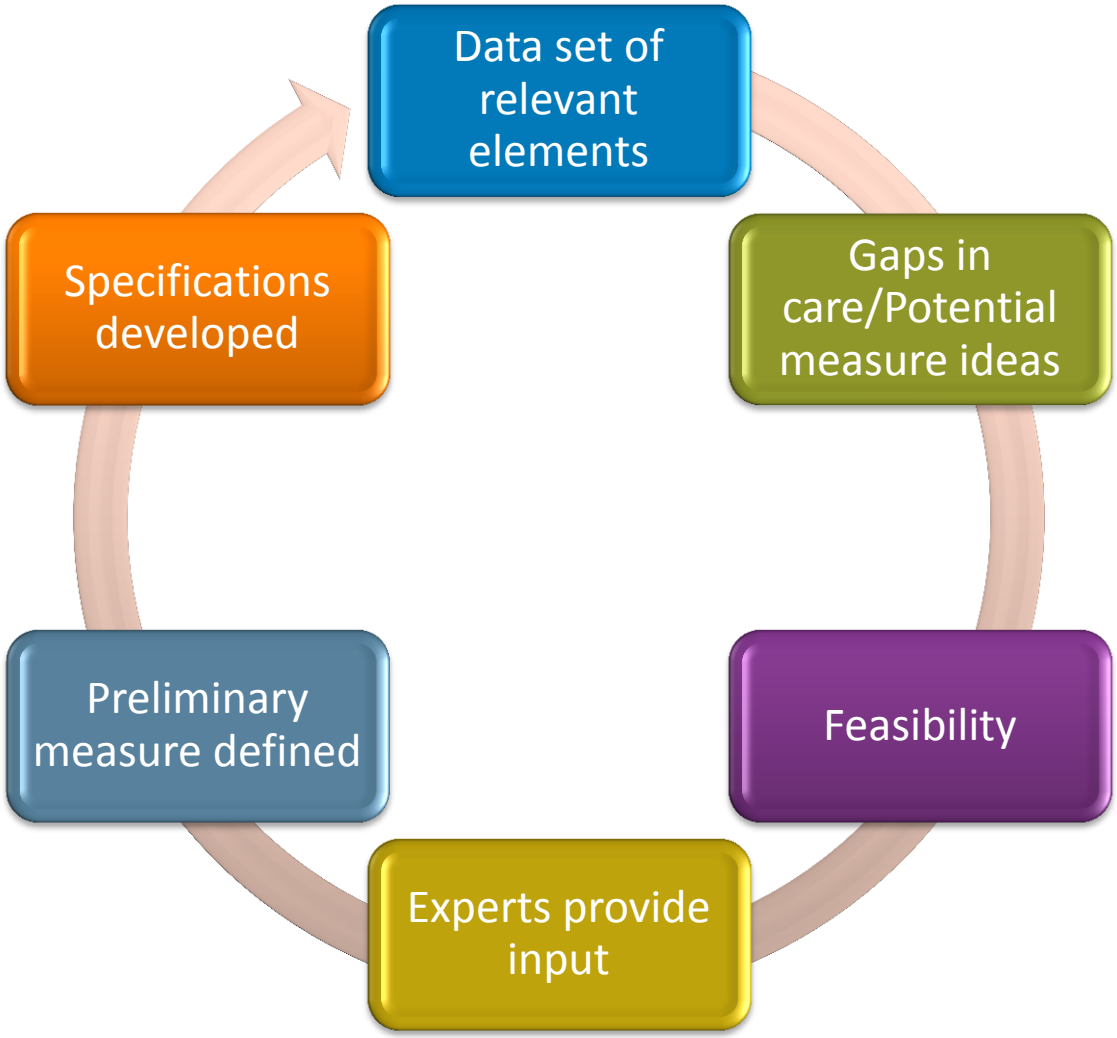
- Measure developers
- eMeasure specification experts
- Testing platforms/sites
- Clinical experts/ methodologists

Items to be completed before next step:

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

STEP 3:

Measure Development and Specifications



DELIVERABLE
Draft measure & specifications

STEP 4:

Testing

Agreement that measure is ready for testing → **Testing** → **DELIVERABLE Testing Report** → **Repeat step 3 again if needed**

Materials

- Testing plan developed

Data partner and developer play primary role in testing

Reconvene experts and revise measures as needed based on testing 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

Recap of Day 1 Sessions
Feedback Received

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

Day 1 Discussions

- In-depth introduction to the measure incubator
- Breakout sessions to explore specific areas in more detail:
  - **Coordination, collaboration, and roles of partners across the incubator process**
  - **Data needs and flow in key incubator steps**
  - **Addressing challenges to measure testing and potential approaches**

Breakout 1

Coordination, collaboration, and roles of partners across the incubator process

Questions

- Does the current process enable seamless collaboration and coordination across the key steps?
- What processes are most efficient and effective to communicate opportunities and the best partners for a given project?
- What services would your organization be more interested in using?

Key Takeaways (1)

- Serve not just as an *incubator* of novel measures but also as an *accelerator*
- Matchmaking for potential partners using online portal with interest and capability profiles
- Include a broader set of stakeholders, including potential implementers, such as purchasers and payers in the process
- Consider impact, business case and uptake of measures from start of incubation
- Identify a “care team” for a measure

Key Takeaways (2)

- Consider the associated costs for stewardship and maintenance
- Create measurement learning collaborative to share lessons learned in development and testing
- Consider opportunities for collaboration in “pre-competitive space”
- Facilitate agile and iterative stakeholder input through the process

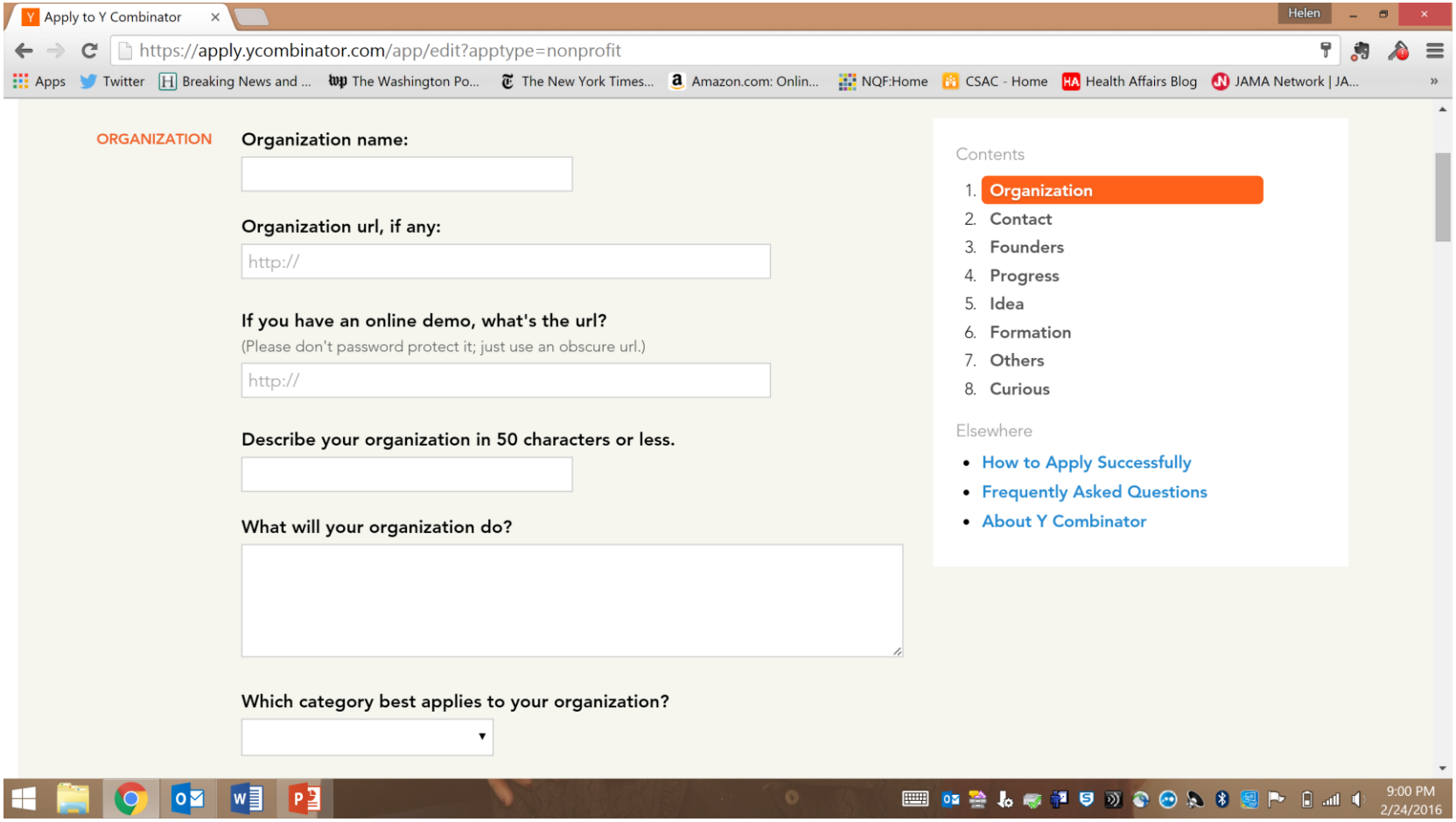
Challenges

- Existing contract arrangements & processes (e.g., silos across contracts, micro-deliverables, lack of flexibility)
- Creating an efficient and innovative incubation process (e.g., IT development costs for portal)
- Facilitating stakeholder collaboration and alignment rather than competitiveness

Future Directions

- Shared learning opportunities, “pre-competitive” space
- Facilitating awareness, alignment of similar interests and development activities
- Facilitating support for stewardship & maintenance
- Harvesting local measures for broader use
- Facilitating approaches that are outside of the box
- Develop online portal approach (eMeasureMatch.org)

Sample portal (YC Apply)



Breakout 2

Data needs and flow in key incubator steps

Questions

- What data are most beneficial during development and/or testing?
- What advantages/disadvantages to certain types should be factored into the incubator design?
- Are there specific types of data not typically available that the incubator should target?
- How do we capture and use data around social determinants of health?
  - **What are the data sources and/or platforms available?**

Questions cont.

- How will having data potentially available at the start of development change the way measures are developed?
- How can development be more efficient while not compromising the quality of the measures?

Key Takeaways

- Data will come from multiple places; each source will have advantages and disadvantages
- Important to use data to assess and map patient variation and outcomes (e.g., demographic data, vital statistics)
- Data from incubator should be important to development of PROs, clinical outcomes, and appropriateness of care
- Early and continuous use of data throughout the process can help with testing, efficiencies, feasibility, and data completeness
- All data stakeholders need to be at the table from the beginning of incubation

Challenges

- Understanding potential uses of unstructured data
- Identifying robust sources of patient-generated data for PROMs
- Quantifying cost and resource efficiencies

Future Directions

- Consider cost and resource efficiencies in measure development
- Identify where the measure development process can be streamlined and improved
- Data cannot resolve every measurement issue; data is not a panacea
- Keep implementation in mind during measure development

Breakout 3

Addressing challenges to measure testing and potential approaches

Questions

Focused on the potential to use “big data” for testing

- Is testing with big data vs. testing at individual practices or hospitals preferable?
- Are there scenarios where both would be desirable and/or necessary?
- What testing models using these data are desirable or feasible?

Key Takeaways (1)

At the Time of Concept Development:

- **Provide Dictionary of Data Elements in Each Testbed**
- **Catalog All Characteristics of Each Testbed**
  - Source(s) of data
    - *Data types*
    - *EHR Types*
    - *Claims data*
  - Opt in or opt out
  - Patient matching
  - How the data is processed and stored

Key Takeaways (2)

- **Availability of Data at Individual Data Element Level**
  - » Tools for real time analysis available during measure development
- **Set of Principles and Approaches**
  - » Standard templates to guide use of data during measure development
- **Data Types and Rigor May Vary Depending on Needs at Different Points in Development Process**
  - » Normalized vs. Raw Data
  - » What questions need to be answered, and when?

Challenges

- **Access to Patient Identified Data**
  - Patient Consent Language
- **Balance Between Testing for Measure Feasibility and Validity vs. Readiness for Implementation**
  - Missing data
  - Inaccurate data
  - How many EHR vendor systems is enough?
  - Are the patients in the test beds representative of real world?

Future Directions

- Additional Discussion With National Testbed Collaborative
- Create a Virtual Market of Testbeds and Data
- Expanded Simulated Datasets for Testing of eMeasures by Vendors
- Access to All-Payer Claims Data
- How to address areas where there are gaps in data needed for testing (for example, PRO)

The Path Forward

Topics for Discussion on Day 2

- Reflections on Day 1 discussions
- What work remains
  - **What was not addressed but needs to be**
  - **What requires further information/work**
- How NQF will communicate progress and continue conversations
- How can we collectively work together to advance measurement and implementation

Reflections on Day 1

- Are the themes and work outlined during the report out of Day 1 on track?
- What must still be addressed?
- What still needs additional information or work?

Working Together to Advance Measurement and Implementation

- How can NQF, its members and partners collectively promote measures developed and/or tested?
- Are there specific ways in which NQF can promote or disseminate use?
- What are the best vehicles to share finalized measures and specifications?

Working Together To Advance Measurement and Implementation

- Are there areas where NQF, its members and partners can work together to address data gaps or measurement challenges such as when the results find the measure as constructed is not feasible, reliable and/or valid or if the data is not yet readily captured and reported?

Lunch

Next Steps

Final Perspectives