

## 2. Measures Priorities Planning

### Purpose

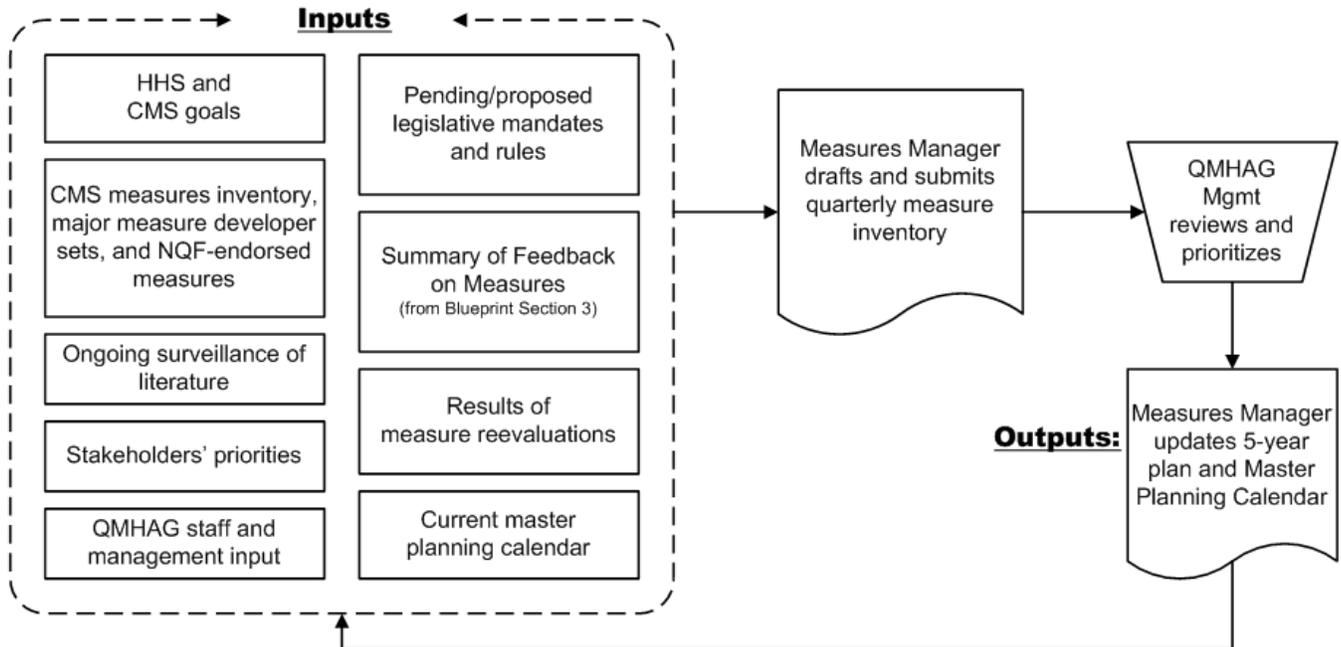
QMHAG conducts Measures Priorities Planning to establish the quality measurement agenda for the Medicare program for the next five years. QMHAG is responsible for managing an array of quality measurement activities such as measure development, maintenance, implementation, and public reporting. These activities cover the spectrum of health care service delivery settings such as hospitals, outpatient facilities, physician offices, nursing homes, home health agencies, and end-stage renal disease (ESRD) facilities. QMHAG also serves as the CMS expert on quality measurement for demonstration projects, surveys, and certification activities. To manage these activities, QMHAG staff has a vital role in determining their measure development and evaluation contracting needs, directing measure contractors with their measure development, maintenance, and implementation processes, and providing critical and timely feedback to QMHAG management regarding future quality measurement needs.

To support QMHAG in managing this array of quality measurement activities, the Measures Manager will assist QMHAG in the planning of their priorities for quality measurement activities. The Measures Manager will work closely with GTLs/POs and QMHAG management to assess measurement gaps and providing information regarding relevant measure development and evaluation activities across settings of care and topic areas. In this supportive role, the Measures Manager will update the QMHAG CMS Measures Inventory, the Master Planning Calendar, and the five year plan for quality measurement.

This section of the Blueprint describes the Measures Manager's role in the planning process and outlines the various sources of information that will be gathered, reviewed and analyzed by the Measures Manager.

As a result of this information gathering, the Measures Manager will prepare quarterly reports and other deliverables to describe the current state of measurement development, gaps in measurement activities, and evaluation of the measurement activities across health care settings. These reports and deliverables will: (1) assist QMHAG in prioritizing their quality measurement activities for the next five years and (2) allow for a formal scheduling of QMHAG work and allocation of resources in the form of a Master Planning Calendar.

## Overview



## Measures Manager Role

The Measures Manager's role is to assist QMHAG in its measures priorities planning by gathering and analyzing a variety of measure-related information and preparing reports and deliverables as directed by CMS. The Measures Manager is prepared to:

- ◆ Work closely with QMHAG to review and analyze a variety of inputs and categorize CMS quality measurement gaps according to topics/diseases, care settings, provider types, etc.
- ◆ Conduct ongoing environmental scans and maintain up-to-date knowledge on new developments in quality measurement and external stakeholders' quality measurement agenda.
- ◆ Monitor, as directed by QMHAG, key measure developers meetings and conference calls where future measure needs and strategies are taking place, and report back to QMHAG.
- ◆ Maintain the CMS measure inventory and prepare a quarterly report based on the updates.
- ◆ Gather feedback from QMHAG management and staff to analyze CMS quality measurement gaps and determine future measure needs on the prioritized top 3 conditions each year.
- ◆ Update the five-year plan yearly.
- ◆ Update the Master Planning Calendar monthly.

## Procedure

### Step 1: Analyze various measure-related sources of information

The Measures Manager will research and consider a wide variety of measure-related information and materials to assist QMHAG in prioritizing measure development activities:

- a. Gather feedback from QMHAG management and staff about ideas for further measure development and reevaluation activities using a standardized multi-year framework.
- b. Review HHS and CMS strategic plans, goals, and initiatives.
- c. Utilize the CMS Measures Inventory (and QMIS, if available), to review CMS measures and measure sets related to the list of high cost, high volume Medicare health conditions provided by CMS.
- d. Conduct ongoing surveillance of literature related to quality measures, as well as recent reports from the Institute of Medicine, MedPAC Commission, AHRQ, and others.
- e. Research the priorities of key external stakeholders to determine what measure development and maintenance activities are occurring. These stakeholders may include the NQF National Priority Partners, the quality alliances, AHRQ, major measure developers, and professional medical societies.
- f. Analyze legislative mandates, proposed and final rules.
- g. Use the information generated from ongoing feedback received on CMS measures (see Section 3 of this Blueprint). The special focus will be on suggestions for new measures, and comments on measure gaps.
- h. Review and analyze the results of the measure reevaluations conducted by measure contractors on existing CMS measures. The specific focus will be on the measure dispositions as well as recommendations for new measure topics (see Sections 13-16 of this Blueprint).
- i. Review current Master Planning Calendar and update as needed. The calendar is a rolling plan of measure-related activities of interest to CMS. Items included in the calendar are scheduled measure reevaluations, planned measure development activities, implementation plans for quality initiatives, timelines for rule-making processes, NQF endorsement projects, expirations of NQF time-limited endorsements, quality alliance meetings, major measure developers meetings, etc.

### Step 2: Meet regularly with QMHAG management

The Measures Manager will meet with QMHAG management to provide support in planning for future measure needs and to prioritize three or four conditions that will be included in the five-year plan. This support will include:

- a. Preparing meeting materials as directed.
- b. Reviewing and discussing the quarterly reports to determine future measurement needs.

- c. Working with QMHAG to develop the prioritization criteria for measure development.

**Step 3: Update the CMS Measures Inventory and prepare reports and analyses to assist QMHAG in prioritizing measurement activities**

- a. Update the CMS measure inventory quarterly and provide support to QMHAG in identifying measurement gaps.
  - i. Using a standardized multi-year framework, request input from QMHAG on the measures currently in the inventory four weeks before the updated inventory is due.
  - ii. Update the inventory based on researching recent proposed and final rules, NQF website for measure endorsement updates, and QMHAG feedback. Produce a quarterly report summarizing the number and types of measures by care setting, clinician types, clinical topic/condition, and measure type.
  - iii. Crosswalk the CMS current and planned measures and measure sets against: 1) national priority areas as determined by National Priority Partners (NPP), Institute of Medicine, and other relevant national priority setting bodies and 2) CMS high cost, high volume Medicare health conditions.
- b. Prepare reports and analyses to assist QMHAG in prioritizing measurement activities. These reports and analyses include:
  - i. Based on the quarterly updated measure inventory include lists of current and planned measures for the Medicare top 20 high volume, high costs conditions/topics.
  - ii. After QMHAG management has determined the prioritized top three to four conditions and settings for measure development:
    - ◆ Prepare in-depth reviews of the number and types of measures for each of the three to four prioritized conditions and prioritized settings.
    - ◆ Analyze the measure gaps for the top three to four conditions and prioritized settings.
    - ◆ Conduct an environmental scan to look for measures from external sources that may fill the gaps.
  - iii. Analyze past measure products and recommend products that may need further development.

**Step 4: Develop the five-year plan which will be updated yearly**

Using the reports and analyses prepared by the Measures Manager, QMHAG develops the five year plan. This plan will provide QMHAG with a high level roadmap for measure development, maintenance, and implementation for the top three or four prioritized conditions prevalent in the Medicare population. Each year of the five year plan will include, but not limited to, high level timelines for the following:

- a. Research, development, testing, and implementation of new measures for each of the prioritized top three conditions.

- b. Further development, testing and reevaluation of existing measures.
- c. NQF endorsement and re-endorsement activities related to CMS measures.
- d. Further development of past measure products.

All timelines will take into consideration applicable rule making processes. The Measures Manager will provide support to QMHAG to update the five year plan annually to incorporate any changes in topics/conditions, timelines, etc.

#### **Step 5: Monthly Master Planning Calendar updates**

The purpose of the Master Planning Calendar is to provide specific timelines of measurement activities and important measure related events and meetings to help QMHAG with scheduling and allocating resources. The Measures Manager will update the Master Planning Calendar monthly to include, but is not limited to:

- a. IPPS, OPSS, and other relevant rule-making processes.
- b. NQF endorsement activities related to CMS measures.
- c. For existing measures, scheduled measure reevaluations and measure updates.
- d. For measures under development, include milestones such as TEP meetings, public comment periods, testing plans, and development of final measure specifications.
- e. Important measures related conferences and meetings.