

The Future of HEDIS: Episode 2 — September 27, 2019



The Future of HEDIS®

Margaret E. O'Kane, NCQA President
Michael S. Barr, MD, NCQA Executive Vice President
Sepheen Byron, NCQA Assistant Vice President

Episode 2: September 27, 2019

HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).



2	Richard:	00:14	Hello, and welcome to today's webinar, The Future of HEDIS. My name is Richard and I will be in the background answering any WebEx technical questions. If you experience technical difficulties at any time during this WebEx event, please submit your technical issue in the Q&A panel and I will assist you. You may also contact our WebEx technical support at 866-779-3239. Please note that as attendee you are a part of a larger audience today. However, due to privacy concerns, the attendee list is not displayed. All attendees will be in a listen-only mode throughout the duration of today's call and as a reminder, this call is being recorded. We will be holding a Q&A session at the conclusion of today's presentation. You may ask a question at any time by entering it into the Q&A panel at the lower right of your screen. And now, I'd like to introduce you to your speakers today, Peggy O'Kane, Michael Barr and Sepheen Byron. Peggy, you have the floor.
18	Peggy O'Kane:	01:10	Thank you very much and welcome to all the people that are on the line. We look forward to having this dialogue with you. This is the second in our Future of HEDIS series. We assume many of you were here before, but we'll be going over some of the information for those of you that weren't here, weren't able to be on the first time.



24

Peggy O’Kane: 01:30

26

28

30

32

34

36

So, why are we changing HEDIS and why now? Well, I think that we’ve had a good run with doing HEDIS out of old-fashioned claims data. You may not have the same feeling if you were doing chart chases. But as health care is becoming increasingly digitalized and we have both data and capabilities emerging at the delivery system level that really offer a lot of promise, we want to have a system that’s fluid enough that it can go across the delivery system from the frontlines, to the administrative and data people, to the health plan. And we envision an environment where measurement data is also fueling practice. So, measurement, in our minds, is a byproduct of practice. That’s what we want to be.

Peggy O’Kane: 02:30

38

40

42

44

46

48

We’ve also been hearing from many of you over the years about how we need to move HEDIS into the future. We all agree with that and we also know that our ability to measure important aspects of care is limited by the old data sources. So we’ve been doing a lot of market research; we’ve spoken to many of you or your colleagues and we are very committed to really trying to make this change management process work for all of us. It means big changes for NCQA and our staff, [it] means big changes for you and your staff, and we want to keep moving the quality agenda forward and the ability to improve quality while we’re improving the data aspects or the underlying architecture of quality measurement.

Relevant measures that emphasize effective, efficient care with minimum burden

▶	Why	<p>Better data present new opportunities</p> <p>Burden threatens measurement's utility, viability</p>
▶	What	<p>Measures that matter to patients, payers and government</p> <p>Measures that speak to outcomes and social risk</p>
▶	How	<p>Capitalize on electronic data generated as a by-product of care</p> <p>Build measures from standardized components</p>

3 | NCQA

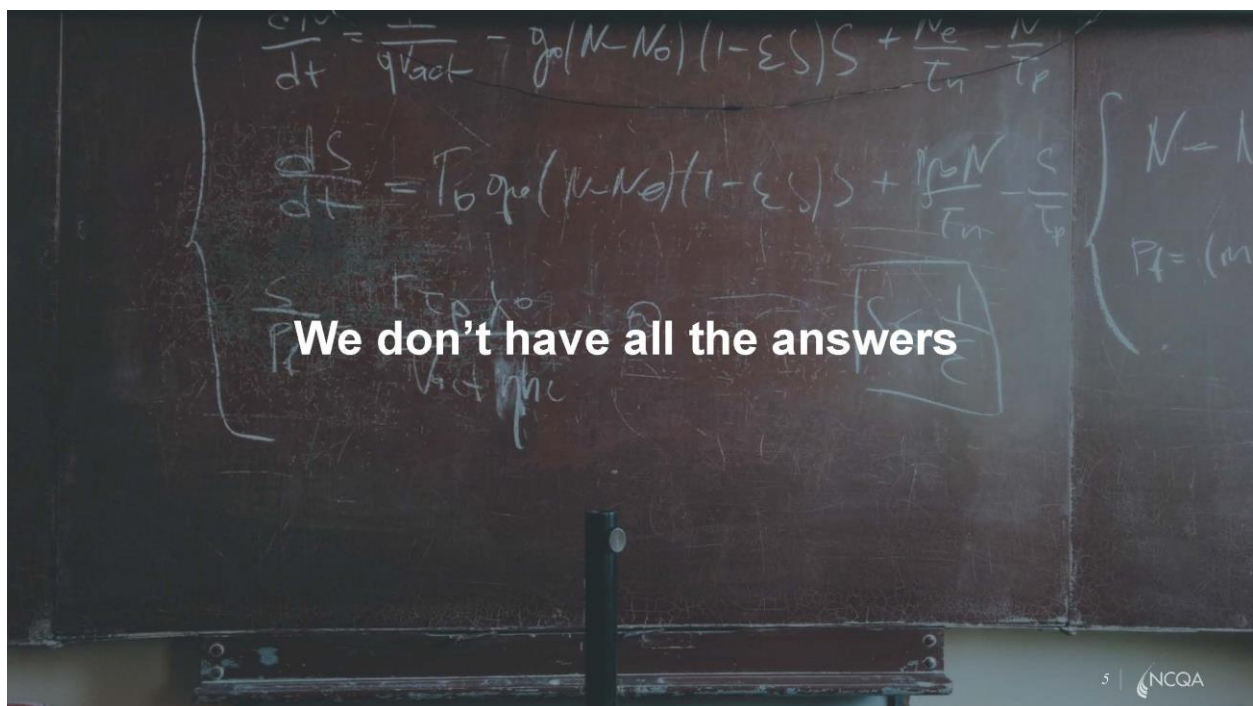
64 Peggy O’Kane: 04:17 And as I say the word “standardized,” I want to remind you that
66 NCQA standardizes measures, but we’re using other people’s
68 standards for data. So, we don’t want to create a whole separate
architecture for quality measurement from what you need in
order to run care in your organizations.



70

So, we want to improve the utility of HEDIS and we want to maintain the integrity of measures throughout the system. So those are big goals.

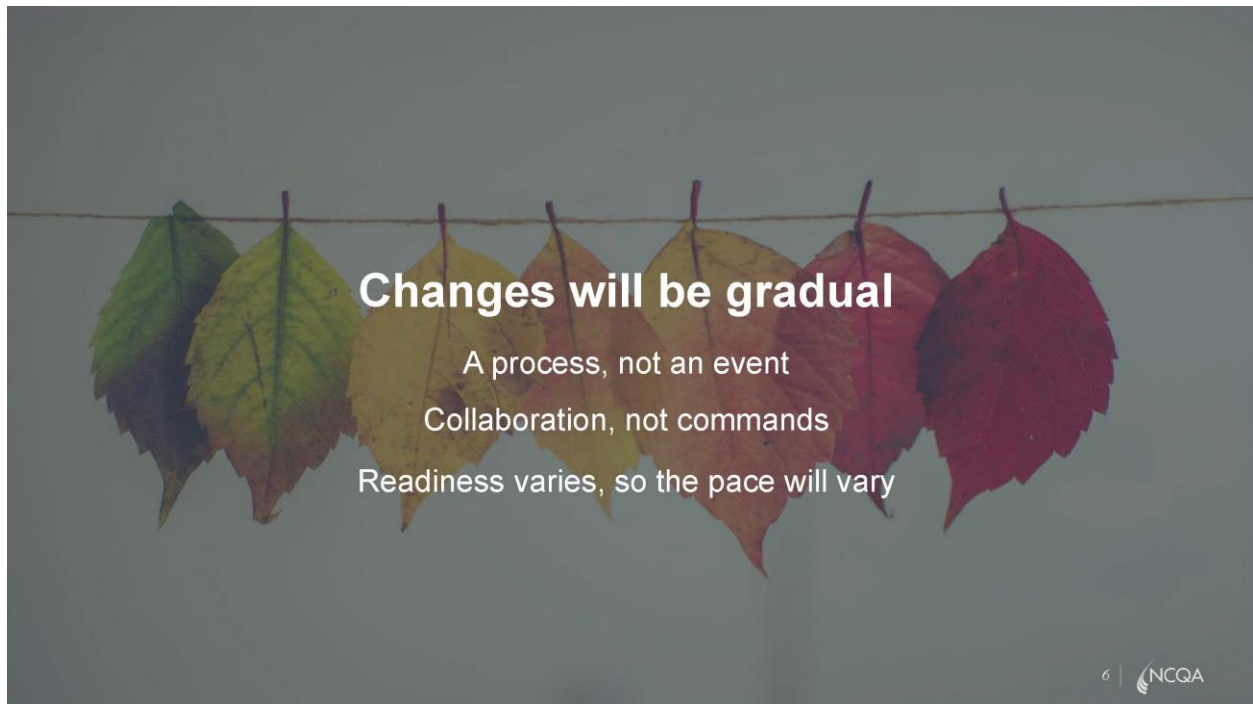
72



74

And I have to remind you that we have no illusions that we have all the answers; that the feedback from you, that communication

76 with you, is often where we need the most input. So, as we're
78 trying to walk this journey, we really need to have constant
80 communication with you and hopefully a lot of goodwill about our
common purpose to improve the quality of care and lessen the
burden on everybody in the system.



82 Peggy O'Kane: 05:24 So our changes will be gradual. This is not like it's today and
84 tomorrow it will be the new thing. It's a process. It's not an event.
86 It's a collaboration with you. It's not commands from NCQA. And
88 we understand that readiness varies, so the pace will vary. The
conditions on the ground in delivery systems are different; plans
are different. We will count on you to help us understand that the
pace that we're walking is right for you, and there will be different
paces for different participants.

NCQA

Recommended Viewing
*See our earlier webinar:
[ncqa.org/future of hedis](https://ncqa.org/future-of-hedis)*

NCQA

The Future of HEDIS®
Margaret E. O'Kane, NCQA President
Michael S. Barr, MD, NCQA Executive Vice President
July 12, 2019
HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).

July 12, 2019: The Basics

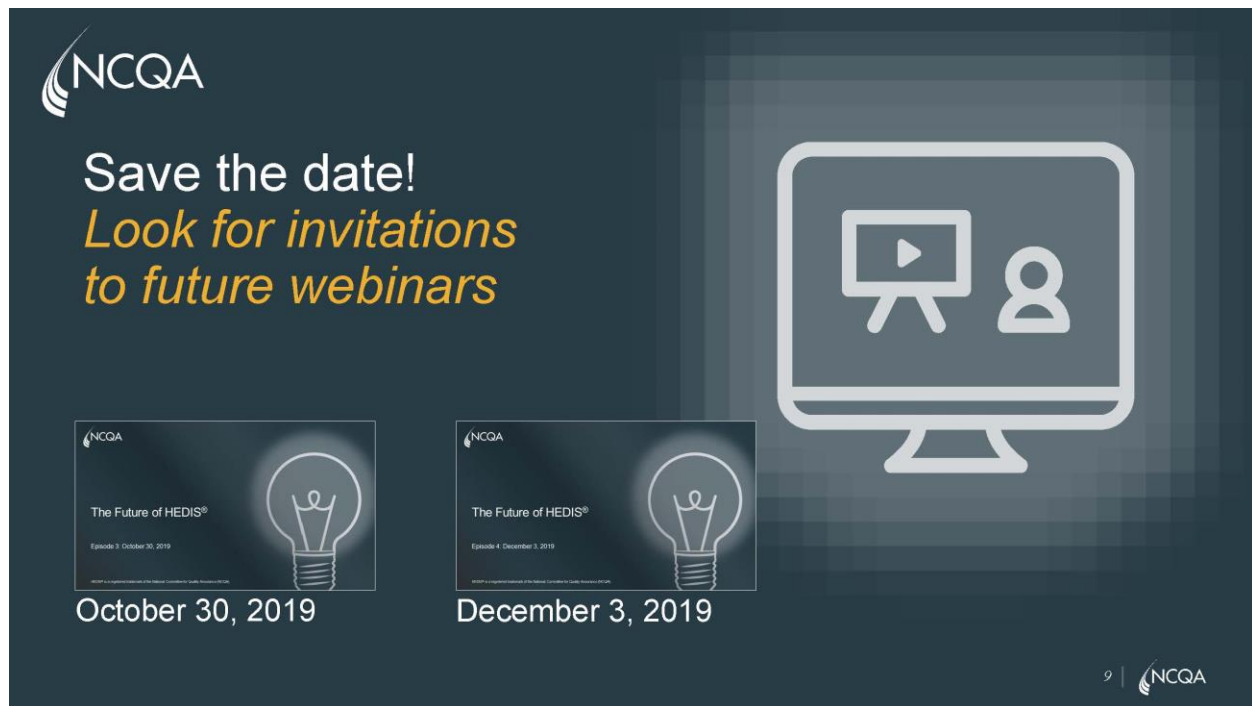
7 | NCQA

Peggy O'Kane: 06:01 For those of you that weren't at the first one, we will be covering some new material today and you may want to take a look at the earlier one, which you can find at ncqa.org: The Future of HEDIS.

This is only the beginning
More webinars and dialogue to come

8 | NCQA

96 So, we are compelled to continuous communication with you and
98 more webinars and dialogue, and if you have ideas about better
100 ways to communicate, we're all ears about that as well. So,
thank you so much for your goodwill and all the efforts you put in.
Quality wouldn't be getting better without all the effort that you
put in to this enterprise.



102
104 Peggy O'Kane: 06:43 And we have two more webinars scheduled this year, October
106 30th and December 3rd. And so, save those dates and look for
invitations for future webinars. With that, I'm going to turn it over
to Michael Barr.



Michael S. Barr, MD NCQA Executive Vice President



108 Dr. Barr is our NCQA, Executive Vice President for
Measurement and Research. And take it away, Michael.

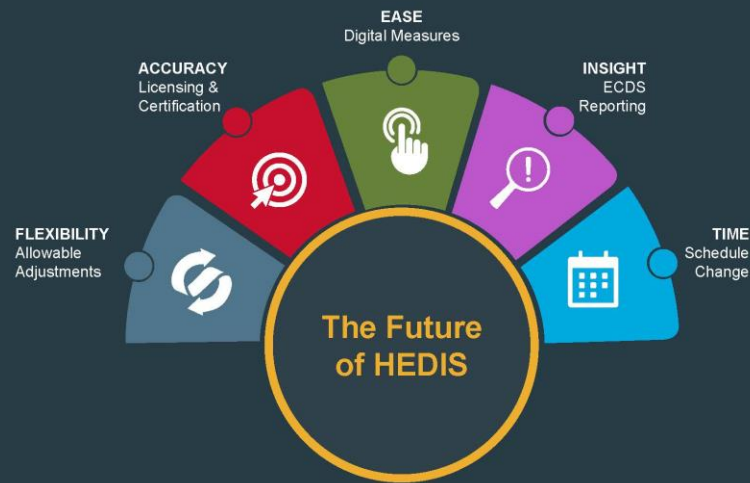
110 Michael Barr: 07:08 Well, thank you, Peggy; really appreciate the opportunity to
112 speak with all of you today. As Peggy mentioned, those of you
who were involved in the July 12th webinar, here is some of the
114 same material, but we'll make it to the higher level and then turn
it over to Sepheen Byron, who's going to answer some of the
questions that we received after the last webinar.

5 Themes

"Infrastructure"
How HEDIS works

NOT

Content
What HEDIS measures



11 | NCQA

Michael Barr:

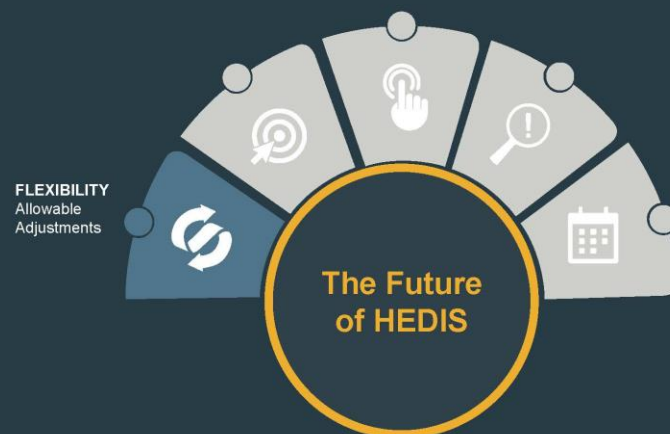
07:27

So today, we're going to talk about these five topics—the infrastructure, not the content HEDIS measures. Those five topics are allowable adjustments, licensing and certification, digital measures, Electronic Clinical Data System reporting and the schedule change to HEDIS.

5 Themes

Allowable Adjustments

Measures are used for **multiple purposes**. To give you **flexibility** to do that, we'll tell you what those **allowable adjustments** are.



12 | NCQA

Michael Barr: 07:48

So, let's talk about allowable adjustments. We introduced allowable adjustments a year ago when we introduced HEDIS 2019. And we did that because people use our measures for multiple purposes, but don't always maintain the integrity of the measures in doing so and sometimes they don't even realize that they've undermined the integrity. So, therefore, we developed the allowable adjustments that help you adjust the measures without changing the clinical intent. Back to words Peggy used previously, the integrity of the measure. They allow use of the measures at different levels. So, it's not just for health plan reporting. Using our measures for a clinician or practice or a network or ECL reporting is what we intend.

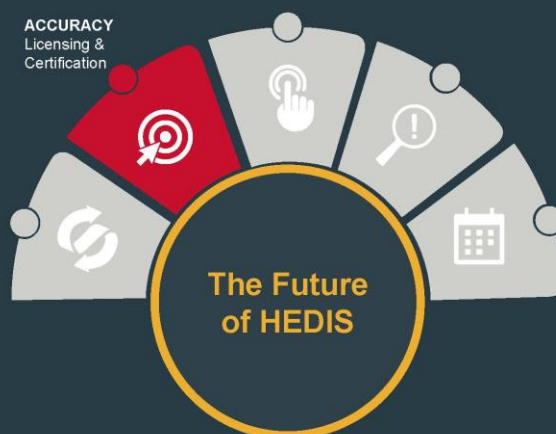
Michael Barr: 08:28

For example, you can filter results by product line, turn off the enrollment criteria that are embedded in a health plan measure or focus on a population subset; for example, in an age range within a particular demographic of those that fall into the measure. So that's an initial conversation or a topic about allowable adjustments.

5 Themes

Licensing and Certification

Then, we'll make sure uses of our measures are **accurate** and **reflect the quality** of the care you provide.

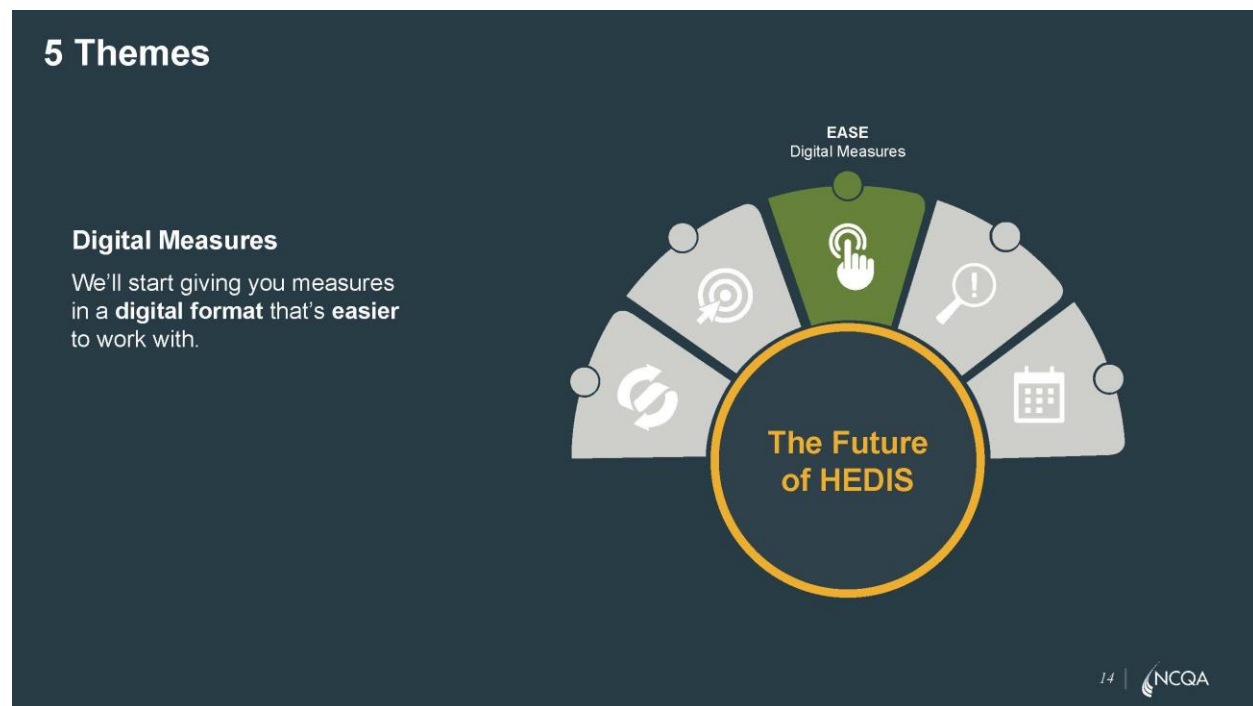


13 | NCQA

Michael Barr: 08:48

Let's move onto licensing and certification, because at the same time we're opening the door and actually encouraging use of allowable adjustments. We also want to make sure to maintain the integrity. You need to assure that the use of these measures is appropriate and that the results generated are accurate. So using HEDIS measures requires a license agreement with NCQA. If you use HEDIS internally for quality improvement within your health plan or delivery system, you count that as non-commercial use and the standard license agreement you attest to in our store where you buy Volume 2 is all you need.

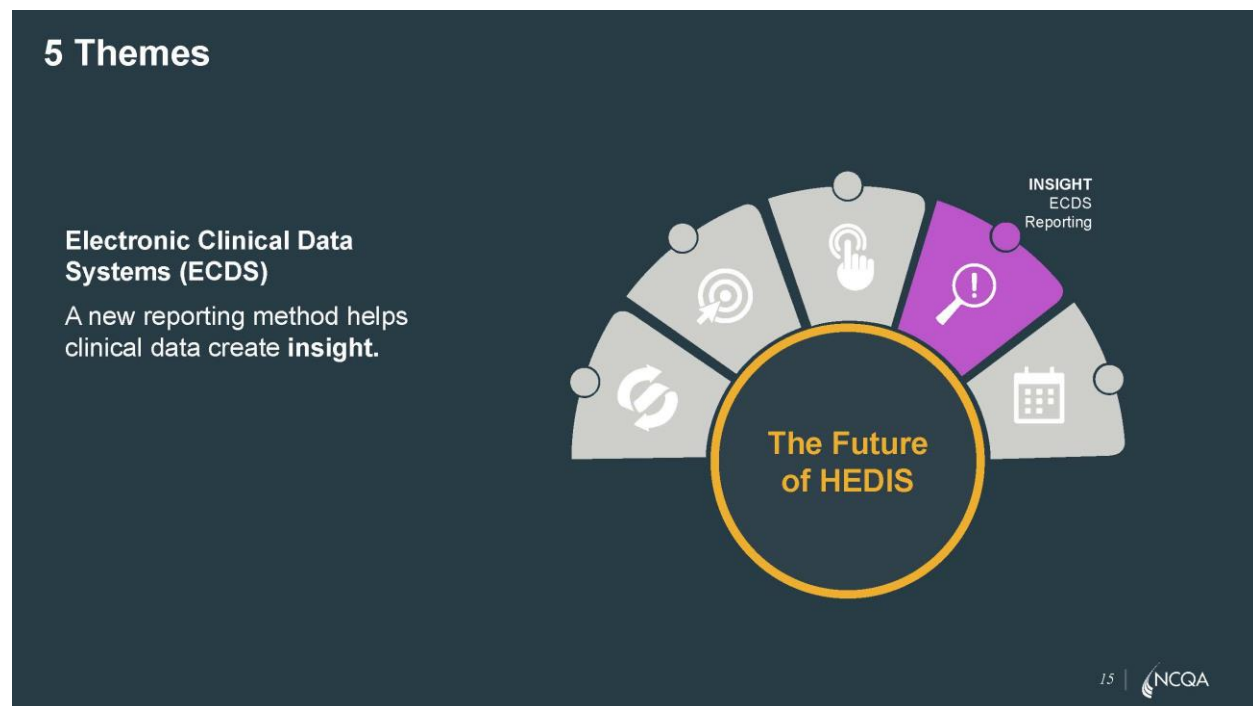
- 152 Michael Barr: 09:26 If you are a health plan that uses internal software to record
154 HEDIS, your plan software must be certified by NCQA or you
156 must contract with a certified software vendor no later than 2021
158 for HEDIS reporting 2022. Any software you use to calculate or
160 report HEDIS measure rates must have a separate HEDIS
162 license to be certified by NCQA. But if you sell services and
software that use HEDIS measures, you must first receive NCQA
measure certification to demonstrate that how you use our
measures meets our standards. The point of licensing and
certification [is] to help you ensure HEDIS results are accurate,
reliable and can be used for all the purposes you intend, most
importantly, of course, to improve clinical care.
- 164 Michael Barr: 10:13 Now, measure accuracy should be a priority because value-
166 based payment models use quality measurement results to
168 direct billions of dollars in payments and it's vital that all parties
170 to value-based contracts trust the underlying calculations. That
also means that everyone wants to do apples-to-apples
comparison. So, this licensing and certification is a way to
ensure that.



- 172 Michael Barr: 10:36 Let's move on to digital measures. What do we mean when we
174 talk about digital measures? I'm specifically talking about
176 digitalized versions of our existing HEDIS measures that many
178 health plans currently report traditionally, in the traditional way. In
a few minutes, I'll talk about Electronic Clinical Data Systems
measures, which are also digital but are reported differently. In
October, NCQA will release the first HEDIS 2020 digital
measures for traditional reporting.

180 Michael Barr: 11:07 These will be machine-readable and downloadable from the
182 NCQA store. And we plan to release more measures in this
184 format for traditional reporting each year. And digitalization
186 means NCQA writes the measures; it's computer code, so it is
easier then for you to read, interpret and basically program the
measures from the PDF or line to specification. And this helps
avoid interpretation errors or human errors and non-
standardization back to the integrity of the measure.

188 Michael Barr: 11:38 And as Peggy also said, we are following industry standards.
190 We're not creating any NCQA-specific standards. So, like these
192 measures, we're using quality data model HL7s, standards,
194 clinical quality language and CQL logic that ties together
elements inside the quality data model. Now, many of you [are]
probably wondering if we're exploring additional standards, and
we are, such as FHIR, so stay tuned on that.



196 Michael Barr: 12:07 Let's move to Electronic Clinical Data Systems, or ECDS. We
198 believe that ECDS measures will help generate new insights
200 about quality from data generated as care, back to earlier
202 comments by Peggy. Now, ECDS measures are at subset of our
204 digital measure portfolio. To put it bluntly or as clearly as
possible, ECDS measures are digital, but not all digital measures
are ECDS. ECDS measures rely more extensively on the data
that clinicians and patients generate as care is delivered. And
the data are reported in the ECDS reporting methodology in four
categories.

206	Michael Barr:	12:45	First is EHRs, second is registries or health information
208			exchanges, the third is case management systems and the
210			fourth is administrative files. ECDS brings all the efficiencies of
212			the digital measures I spoke about previously; lack of need for
			programming, machine readability, increased errors, more
			standardization reorients the quality measurement towards
			greater use of electronic clinical quality data or electronic clinical
			data to generate quality measures.
214	Michael Barr:	13:15	Now, many of the data sources are those you are likely already
216			using for traditional leads. This is just a different reporting
218			methodology and moves us closer to patient-specific measures,
220			and we believe combining claims data with data from the EHRs,
			HIEs and other electronic sources can provide more complete
			results and better insights into the quality care being delivered to
			individuals and groups.
222	Michael Barr:	13:39	An example we've cited before is [that] the current Breast
224			Cancer Screening measures specifies an age range who's
226			exclusions do not account for risk profiles or patient preferences
228			very well. An ECDS measure could include all the logic
			associated with available clinical guidelines, so we can assure
			with one measure [that] women get the screening appropriate to
			their unique clinical conditions. Medicine is moving towards more
			customized clinical guidelines and our views of the future are to
			reflect that.
230	Michael Barr:	14:11	Now, we know several health plans already have connections to
232			electronic health records, data aggregators or health information
234			exchanges, immunization registries and case management
236			systems to support traditional HEDIS reporting, and that's going
238			to help you as we segue into the ECDS reporting. We also know,
240			as Peggy alluded [to], that many plans may not have the same
			ability or the same connections right now and may only be able
			to access data and parts of their network. That's why we are
			collaborating with you to help clients to understand, and your
			experiences with ECDS, and one of the reasons ECDS measure
			reporting is voluntary.
242	Michael Barr:	14:47	Now, we also invite you to report on the 11 ECDS measures for
244			volunteer reporting that are now available in the NCQA store.
246			Among those 11 are 3 existing ECDS measures which we've
248			added [to the] ECDS reporting methodology: Breast Cancer
			Screening, Colorectal Cancer Screening and Follow-Up Care for
			Children Prescribed ADHD Medication. We're particularly
			interested in having health plans report these measures. We
			have both the traditional and ECDS methodologies to help inform
			our ECDS strategy.
250	Michael Barr:	15:18	We also urge you to join our Digital Measurement Community.
252			That's a forum we're starting up early next year, where you can
			share ideas and best practices about using clinical data in quality
			measurement, and we'll also announce future opportunities to

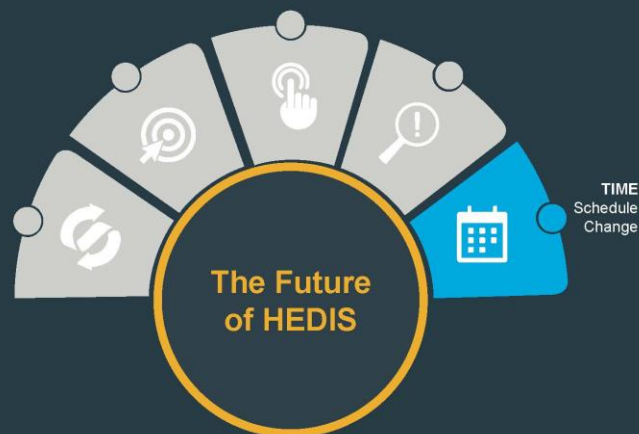
254

engage with NCQA through that channel. You can register so you get the updates through ncqa.org/dnc.

5 Themes

Schedule Change

And we'll do all of this **earlier** to give you more **time** each year.



16 | NCQA

256

Michael Barr:

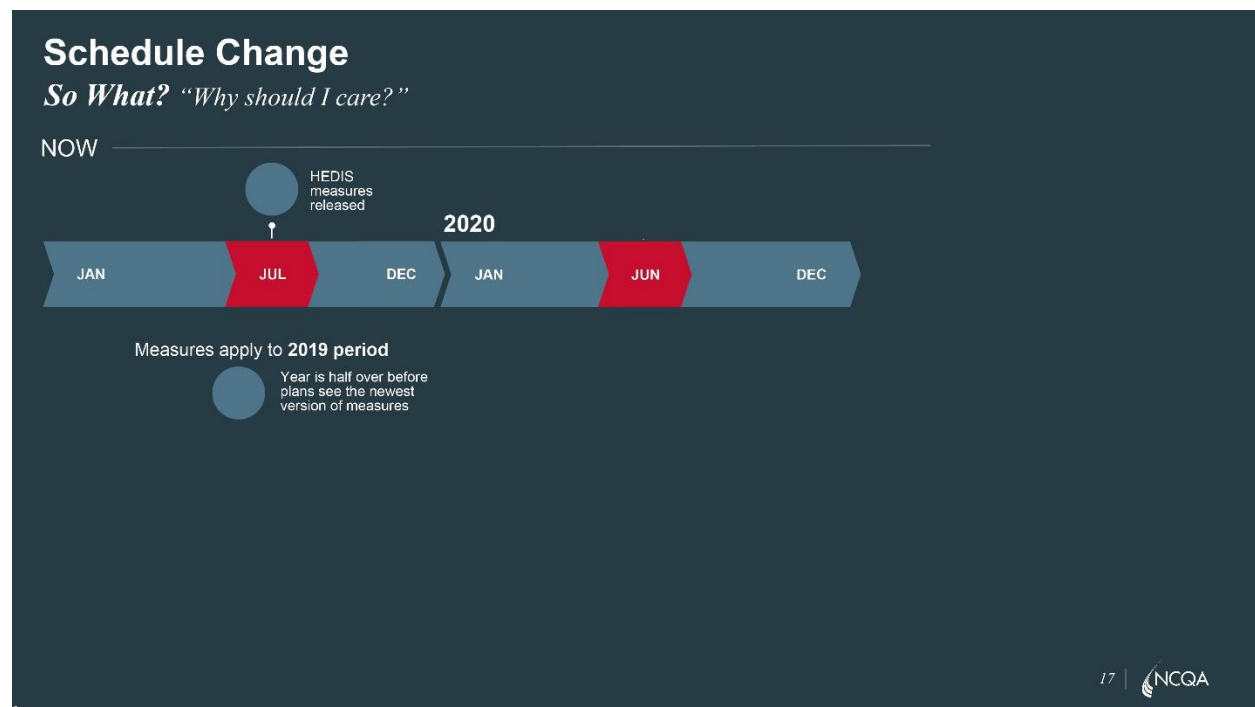
15:40

258

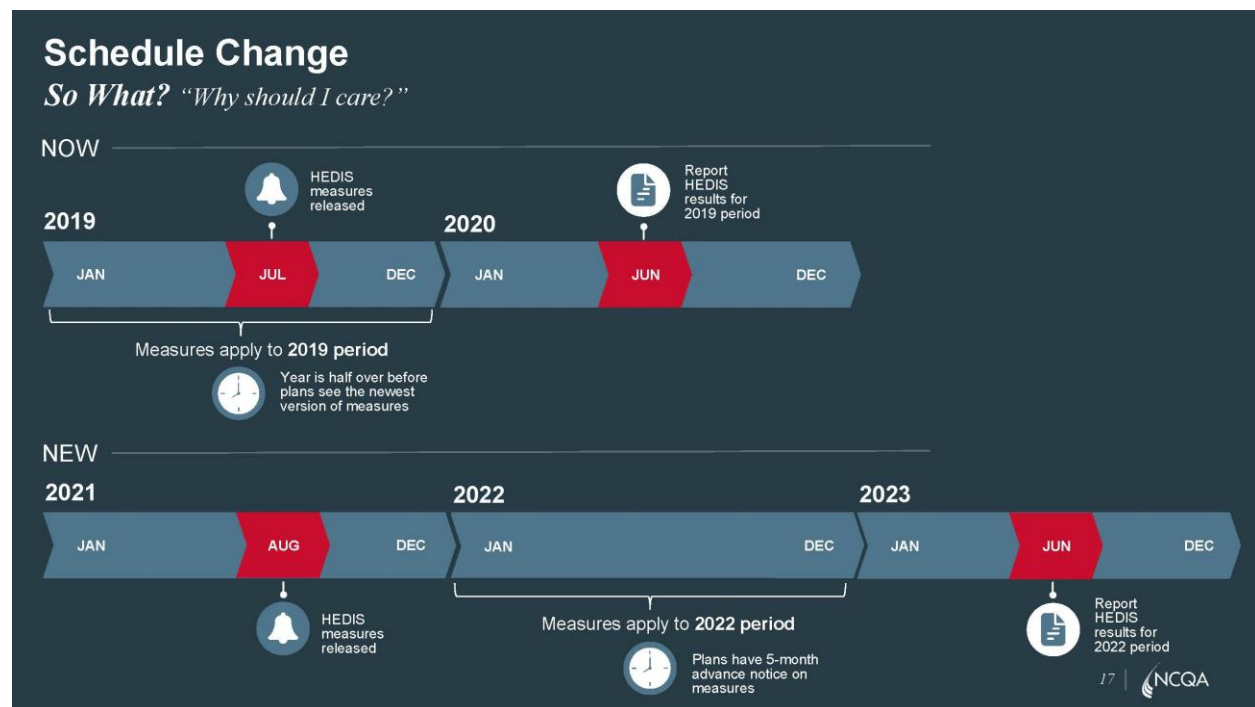
260

262

I'll move to the last topic I'm going to cover before I turn over to Sepheen, and that's the schedule change. So, we're going to give you all the information we just talked about earlier in the cycle and changing when we specify the measures that apply to a measurement period. And the next line will explain how I'm going to do that—or [how] we're going to do that (not me).



- 264 A traditional schedule is to release measure specs and HEDIS
halfway through the year of specifications that are to be used.
- 266 Michael Barr: 16:08 For example, the measures we released in July 2019 apply to
services this entire calendar year, January 1st–December 31st of
268 2019. That means that the measurement year is half over before
plans know what they are expected to report. The six-month lag
270 time has been long-standing feature of the HEDIS cycle and we
think we can do better.



272

274

276

278

Michael Barr:

16:48

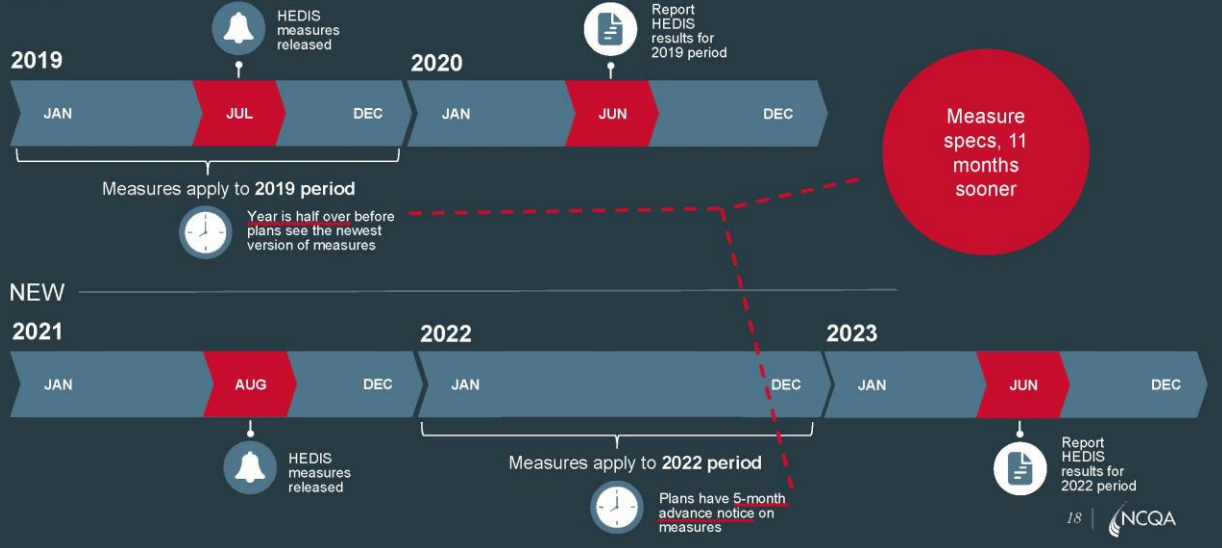
Here's the new way. On August 1, 2021, we will release measures, but these measures will apply to services in 2022. Health plans will have a five-month lead time of what measures will be available.

Now, we're not changing when the HEDIS submission deadline is. Reporting the data will still happen in June the year after the measurement year, same as it always has.

Schedule Change

So What? "Why should I care?"

NOW



280

282

284

The shift in the schedule will bring you certainty about measure[s] sooner, about 11 months sooner than you currently get them, and we know that that'll be welcomed to the industry. That's the timeline change.

Schedule Change

Now What? "What's the next step?"

A related simplification: the HEDIS naming convention.



What's the difference?

Why so many?

286 We have one more bonus, and that's what we are talking about
 288 in terms of the name and the naming convention. We know that
 290 the year can name at least five things in connection with HEDIS.
 292 You probably can think of several more. So, while we're shifting
 the HEDIS schedule, we're also going to hopefully simplify the
 naming convention and start it in calendar year 2020. The
 HEDIS following will be made based on the measurement year.

Schedule Change

Now What? "What's the next step?"

Transition Year: Two HEDIS editions coming July 1, 2020.

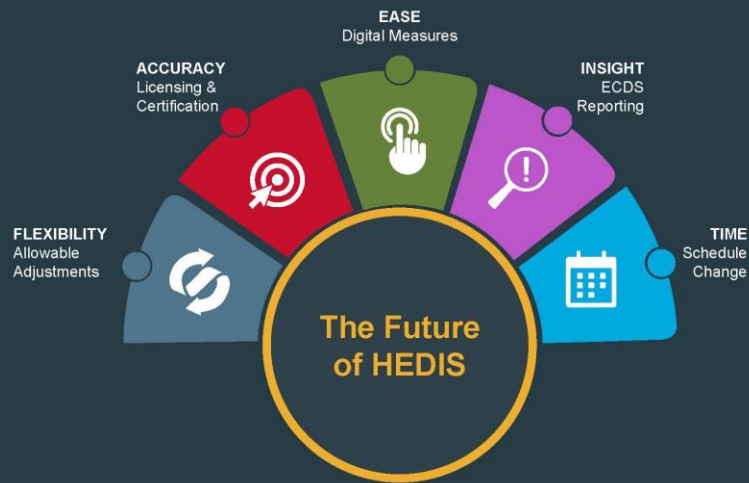
	HEDIS MY 2020	HEDIS MY 2021	HEDIS MY 2022
Publish Vols. 1 & 2	7/1/2020	7/1/2020	8/1/2021
Publish Vol. 2 Technical Update	10/1/2020	3/31/2021	3/31/2022
First Year Public Reporting	10/1/2020	10/1/2021	10/1/2022
Complete HEDIS Vendor Certification (Survey)	12/15/2020	12/15/2021	12/15/2022
Complete HEDIS Vendor Certification	2/15/2021	10/1/2021	7/1/2022
Data Submission Due	6/15/2021	6/15/2022	6/15/2023

20 | NCQA

294 Michael Barr: 17:38 Now, this table shows how various parts of the annual HEDIS
 296 cycle will evolve, and we recognize there's a lot of information on
 298 this one slide. So, after this webinar, you should be able to
 300 download slides; take a look at them, they'll be available. And I
 want to focus on what you see in the red circles here. On July 1,
 2020, we will publish measures that will apply to measurement
 years 2020 and 2021 and that will be the transition year to this
 new strategy. So with that, I'm going to turn this over ...

5 Themes

Now let's get into
your questions
during and after
our last webinar...



21 | NCQA

Oh, wait; I've got one more slide summarizing it all up—and now I'm going to turn it over to Sepheen Byron, who's going to take it from here.

 **Sepheen Byron**
Assistant Vice President,
Performance Measurement

NCQA

Sepheen Byron:

18:18

Great. Thanks, Michael. Hello, everyone. I'm Sepheen Byron. I'm an Assistant Vice President for Performance Measurement here

310 at NCQA. In this section, I will be focusing on NCQA's efforts
around the Electronic Clinical Data Systems, or ECDS, reporting
methods.

312 Sepheen Byron: 18:35 At the end of the last webinar, we received a host of questions
regarding NCQA's ECDS strategies. This section is built from
314 those questions. In addition to the slides I will be presenting, I did
want to let you know the NCQA is updating our website and our
316 frequently asked questions in order to respond to the remaining
questions that are not addressed in this webinar. In addition, we
318 are planning a more focused webinar for the end of October for
those questions we received that were more technical in nature.

WHAT IS NCQA DOING TO UNDERSTAND THE LANDSCAPE?

ECDS analysis each reporting year



320

322 Sepheen Byron: 19:09 All right, so what is NCQA doing to understand the landscape?
And I wanted to start with this high-level overview to really
324 expand on what Peggy noted about the fact that we want to
make sure we are in continuous dialogue with plans and other
326 stakeholders about this digital measures roadmap. So, we've
engaged in a range of activities; first, the ECDS analysis
328 reporting. Each year, NCQA conducts a comprehensive analysis
of all the ECDS measures in order to understand trends and
330 reporting performance rates and the types of data sources that
were used to report these measures.

332 Sepheen Byron: 19:48 We have seen an increase in the number of submissions year
over year, and this latest year, representing performance from
the 2018 measurement year, we saw increased reporting as well
334 as an increase in the diversity of plans reporting. So, we saw
reporting from integrated plans, but also from network plans. We

336 also saw data coming from a variety of sources. So, while plans
 338 did use claims data to report the measures—and remember that
 340 claims are part of the ECDS reporting method—we saw data
 coming from registries and electronic healthcare records as well.
 So, we felt very good about that.

WHAT IS NCQA DOING TO UNDERSTAND THE LANDSCAPE?

ECDS analysis each reporting year

Learning Collaboratives to understand barriers and facilitators



23 | NCQA

342 Sepheen Byron: 20:31 We're also in the midst of two ECDS learning collaboratives with
 344 health plans: one exploring the alcohol screening and follow-up
 346 measure and one exploring the adolescent population within the
 348 depression management measures. Challenges to reporting
 ECDS included difficulty obtaining clinical data for calculating the
 measures, clinicians who are unfamiliar with the alcohol misuse
 and depression assessment tools and issues like a lack of
 behavioral health integration.

350 Sepheen Byron: 21:00 However, the learning collaboratives did reveal several
 352 successful strategies for overcoming the barriers. For example,
 354 some health plans leveraged health information exchanges or
 356 worked with clinicians to develop workflows that integrated
 358 alcohol and depression screening more seamlessly into clinical
 care. Plans also used educational resources and innovative
 ways to engage patients, such as through apps and other
 technology, and health plans implemented case management
 processes to improve follow-up and management when patients
 did screen positive for alcohol misuse or depression.

WHAT IS NCQA DOING TO UNDERSTAND THE LANDSCAPE?

ECDS analysis each reporting year

Learning Collaboratives to understand barriers and facilitators

Qualitative interviews with health plans



23 | NCQA

Sepheen Byron:

21:40

This summer, we engaged health plans in a series of qualitative interviews in order to gain more depth of understanding into how health plans are working towards ECDS reporting. We talked to health plans of varying product lines, structure, geographic location and experiences with ECDS reporting. Health plans shared their challenges, which were similar to what we heard during the learning collaborative, and they also talked about strategies for promoting the sharing of electronic clinical data, which included partnering with provider networks to set up data exchange processes and also engaging senior leaders in these efforts.

WHAT IS NCQA DOING TO UNDERSTAND THE LANDSCAPE?

ECDS analysis each reporting year

Learning Collaboratives to understand barriers and facilitators

Qualitative interviews with health plans

Discussions with additional key stakeholders



23 | NCQA

Sepheen Byron:

22:21

Finally, NCQA continues to engage stakeholders such as state Medicaid agencies and the Centers for Medicare & Medicaid Services to understand their priorities in the area of digital measurement and to learn about their efforts to improve electronic data use and exchange.

BURDEN

How can NCQA lessen burden for health plans?

What does NCQA mean by measures as a *by-product of care*?

Will more measures be retired?

RESPONSE

NCQA's goal is for documentation of measure components to be more automatic and less manual

NCQA reviews HEDIS® for retirement candidates

NCQA assessing different ways to lessen burden and recognize health plans' extra efforts

24 | NCQA

Sepheen Byron: 22:42 All right, so now to get to some of the questions we heard. So many listeners asked us to elaborate on how the digital measure strategy relates to our efforts to reduce the burden of measurement. Overall, our vision is that measurement becomes a byproduct of care as it is delivered, and Peggy talked a little bit about some of this. Our goal is for the documentation of measure components to be invisible to clinicians and care teams at the point of care. In the ideal case, the information that clinicians would ordinarily document as they're caring for a patient will be automatically calculated for measures, rather than requiring a separate and perhaps cumbersome data entry process.

Sepheen Byron: 23:27 We know this is an ideal state that will take time to become a reality. In the meantime, we continuously review HEDIS for measures that may be candidates for retirement. The criteria we use to evaluate and measure are continued relevance to stakeholders, continued feasibility and redundancy or other considerations, such as whether a better measure now exists. As the data available for measurement improves, this last criterion becomes even more central to our consideration.

Sepheen Byron: 24:00 Last, NCQA is assessing different ways we can lessen the burden to health plans and incentivize the use of electronic clinical data. In talking to health plans this summer, suggestions included fee waivers for conferences or other activities, credit for related measures or standards, as well as the importance of recognizing plans for their extra efforts in building an infrastructure to support the use of electronic clinical data. So NCQA is exploring all these suggestions.



ALIGNMENT

How does NCQA's strategy align with other reporting programs

RESPONSE

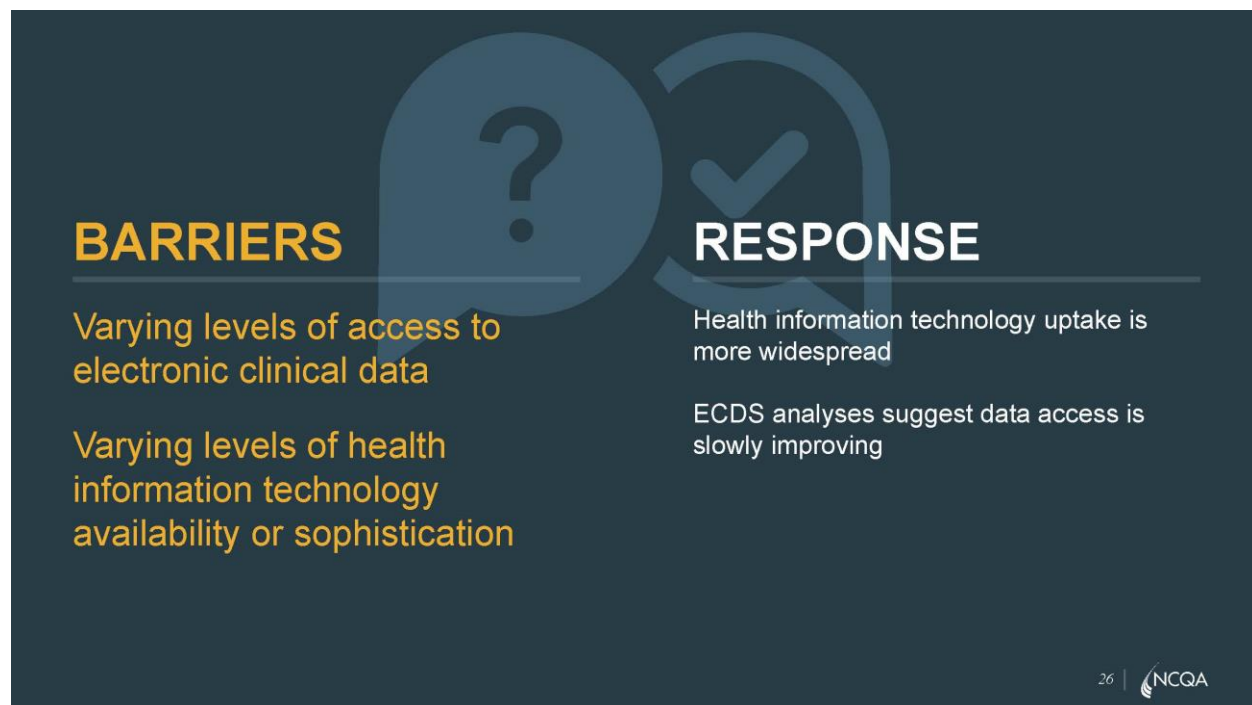
Aligned standards

Actively talking to various program stewards about how to align

25 | NCQA

Sepheen Byron: 24:33

We received a number of questions regarding whether and how NCQA's approach to digital measurement aligns with other reporting programs, such as electronic clinical quality measures used for reporting in [the] Centers for Medicare & Medicaid Services program. The HEDIS measures have been digitalized using the same standards; the quality data model and clinical quality language the CMS measures used in provider-level programs, such as the merit-based incentive program. In this way, we hope to support reporting alignment. We also have been talking to other stakeholders, such as state Medicaid agencies, about whether there are ways we can align measures across the program, such as the Medicaid Adult and Child Core Set. NCQA is actively reaching out to CMS to further the alignment of measures, given [that] measures are used at different levels of accountability. We welcome your ideas on your end long-term strategies.



BARRIERS	RESPONSE
Varying levels of access to electronic clinical data	Health information technology uptake is more widespread
Varying levels of health information technology availability or sophistication	ECDS analyses suggest data access is slowly improving

26 | NCQA

Sepheen Byron: 25:36

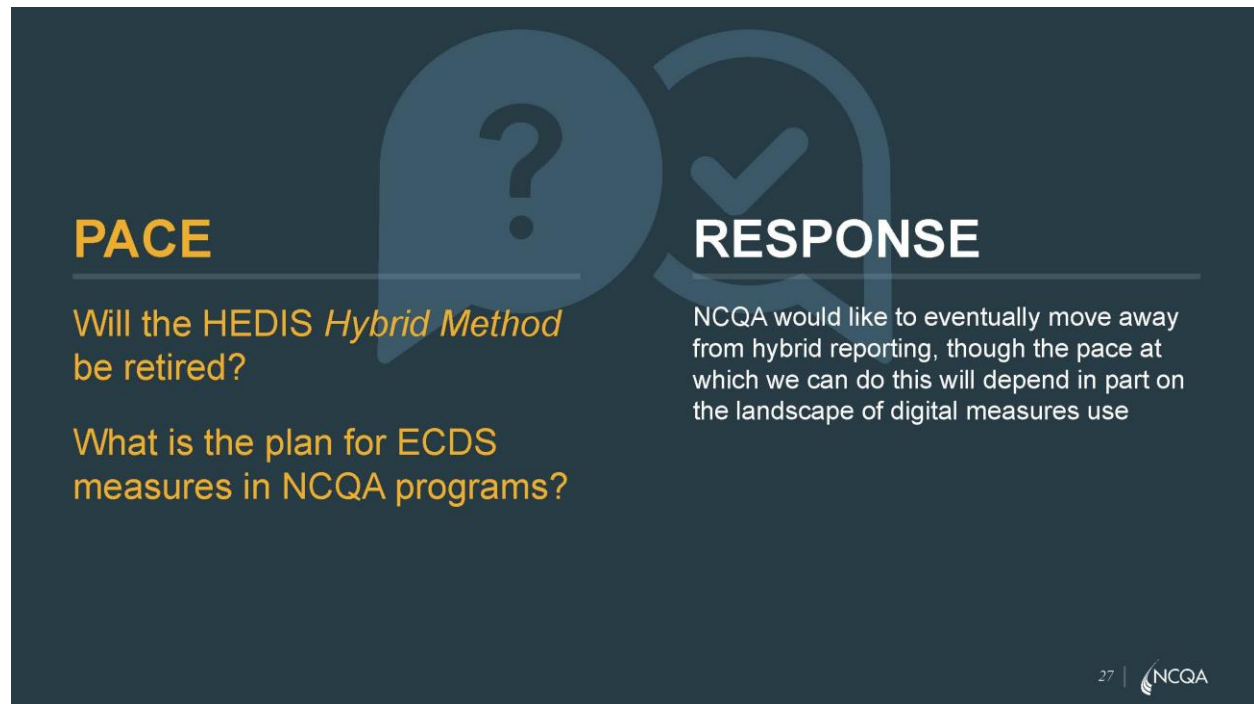
So, next, several listeners asked us about how NCQA will address current barriers to ECDS reporting, such as varying levels of access to electronic data and varying levels of availability or familiarity with health information technology across the country; for example, in rural areas. NCQA introduced the first ECDS measures into HEDIS in 2015 and has evaluated these measures each year to assess plans' progress in using this data collection method.

Sepheen Byron: 26:08

As I talked about earlier, NCQA has seen increased submissions of ECDS measures year over year, and the data we are seeing is very promising. We've seen increased use of data sources to just registry and electronic health records. For example, for the

436 adult immunization status measure, which assesses whether
 438 adults receive up to four routinely recommended vaccines at
 440 various points in time, health plans use claims data, registry data
 and data from electronic health records. Registry data were
 useful for vaccines with long look-back periods, such as the
 tetanus, diphtheria and acellular pertussis shot.

442 Sepheen Byron: 26:51 Meanwhile, health information technology is becoming more
 444 widespread. The latest figures from the Office of the National
 446 Coordinator for Health Information Technology show that as of
 448 2017, 86% of office-based physicians had adopted an EHR; 96%
 of non-federal acute care hospitals had certified health
 information technology, 93% of small rule and critical access
 hospitals had this; and 99% of large hospitals and 97% of
 450 medium sized hospitals had certified health information
 452 technology. We know that health information technology
 penetration is only one piece of the puzzle and that the sharing
 of electronic data remains a challenge. However, we are talking
 454 to data aggregators, data vendors and other contributors such as
 the Immunization Registry Association to brainstorm ways to
 make data flow better.



PACE

Will the HEDIS Hybrid Method be retired?

What is the plan for ECDS measures in NCQA programs?

RESPONSE

NCQA would like to eventually move away from hybrid reporting, though the pace at which we can do this will depend in part on the landscape of digital measures use

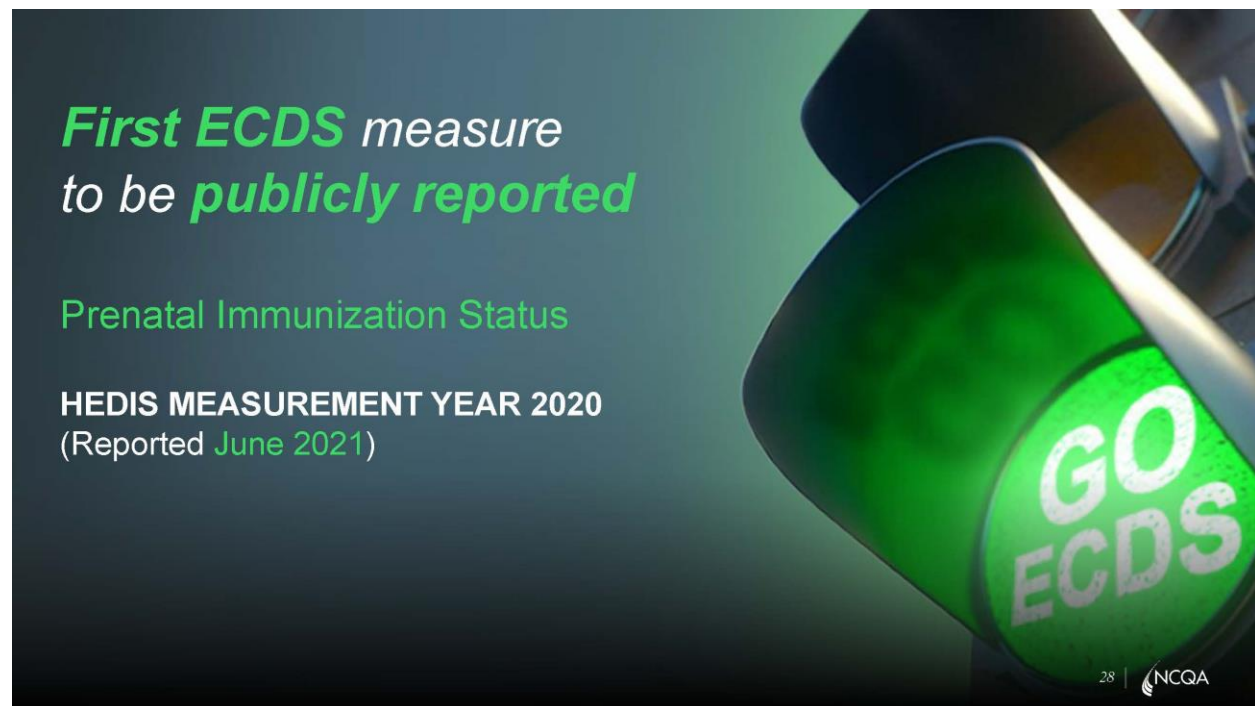
27 | NCQA

456

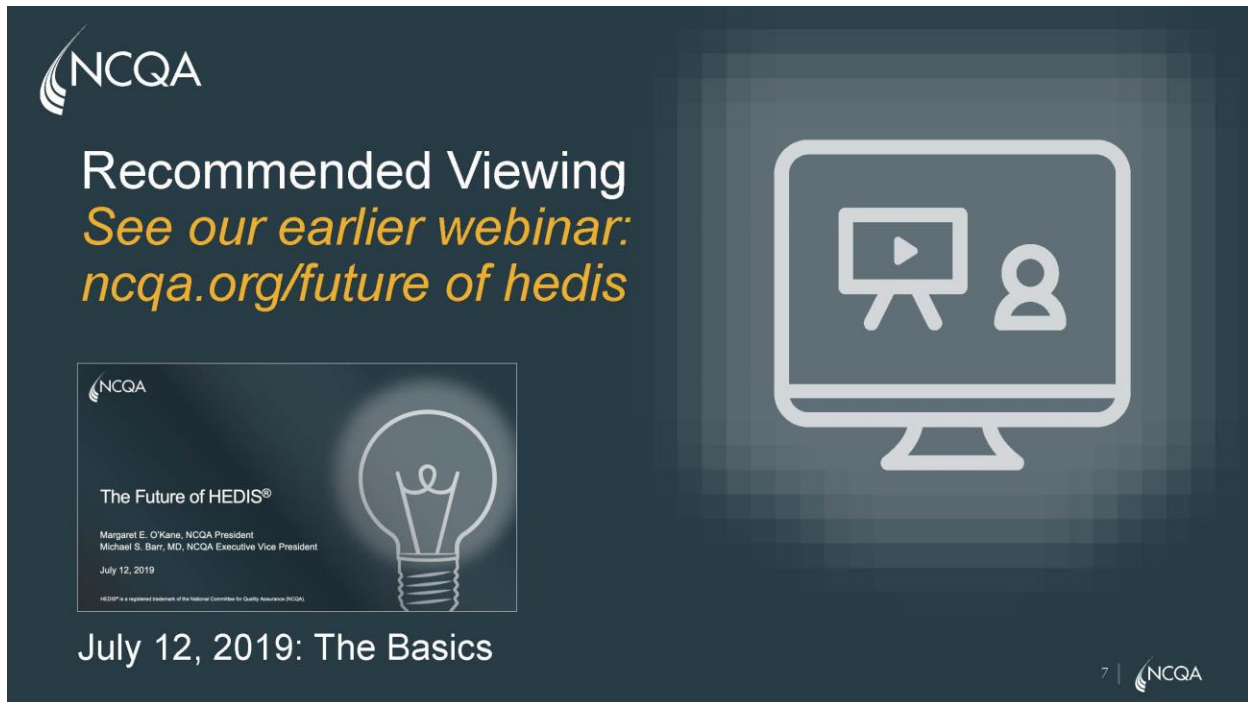
458 Sepheen Byron: 27:56 So, last, we heard many questions from listeners about the pace
 460 of our ECDS measure use, such as when the measures will be
 462 publicly reported, when the HEDIS Hybrid Method might be
 464 retired or phased out. So, let me address the question about the
 hybrid data collection [method] first. The HEDIS Hybrid Method
 uses administrative data, but also requires [that] a sample of
 medical records be reviewed for information that we would not
 ordinarily find in claims data. This method is manual,

466 retrospective and burdensome. We would like to move away
468 from this method, but our pace here will depend upon the
470 progress being made towards use of electronic clinical data. So,
472 as I mentioned, we are monitoring this every year. As we
introduced new measures into HEDIS, we have been assessing
whether they can be reported as ECDS measures rather than as
hybrid measures, and whether they make more sense being
specified that way. But we will continue to monitor the landscape.

Sepheen Byron: 28:58 Currently, no ECDS measures are included in Quality Compass
474 or other NCQA evaluation programs.



476 However, as NCQA announced on Wednesday, for the 2018
478 measurement year, the Prenatal Immunization Status met our
480 criteria for public reporting. Many plans reported this measure
482 and performance rates varied and reflected expected rates as
484 evaluated by our analysis team and our multi-stakeholder
486 advisory panel. While we see this measure as being ready now,
488 as I mentioned earlier, health plans told us during the interviews
490 and in other venues that more communication is needed about
our digital measure strategy. Therefore, to give plans more
notice, we are announcing now that the Prenatal Immunization
Status measure will be publicly reported. However, rather than
releasing that information in this October's Technical
Specifications Update for our usual process, we are announcing
the figure ahead of time. So, the measure will be publicly
reported in 2021, which will reflect data from measuring year
2020.



NCQA

Recommended Viewing
*See our earlier webinar:
[ncqa.org/future of hedis](https://ncqa.org/future-of-hedis)*

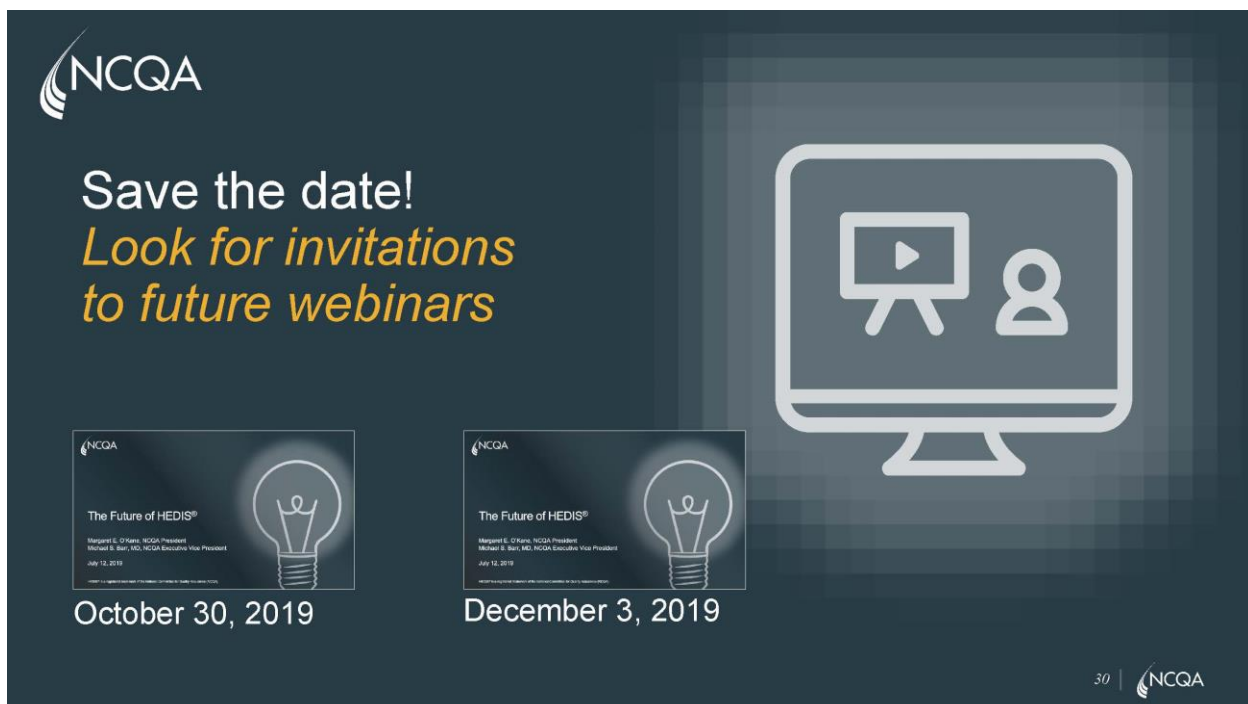
The Future of HEDIS®
Margaret E. O'Kane, NCQA President
Michael S. Barr, MD, NCQA Executive Vice President
July 12, 2019
HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).

July 12, 2019: The Basics

7 | **NCQA**

Sepheen Byron: 30:13

All right, so that ends the themes that came out of the Q&A. We really want to thank you for taking the time to send us in questions and let us understand what's been burning in your mind. As noted, we have our earlier webinar posted in case you would like to go back and look at that, and we have future webinars planned, as I mentioned, in October.



NCQA

Save the date!
*Look for invitations
to future webinars*

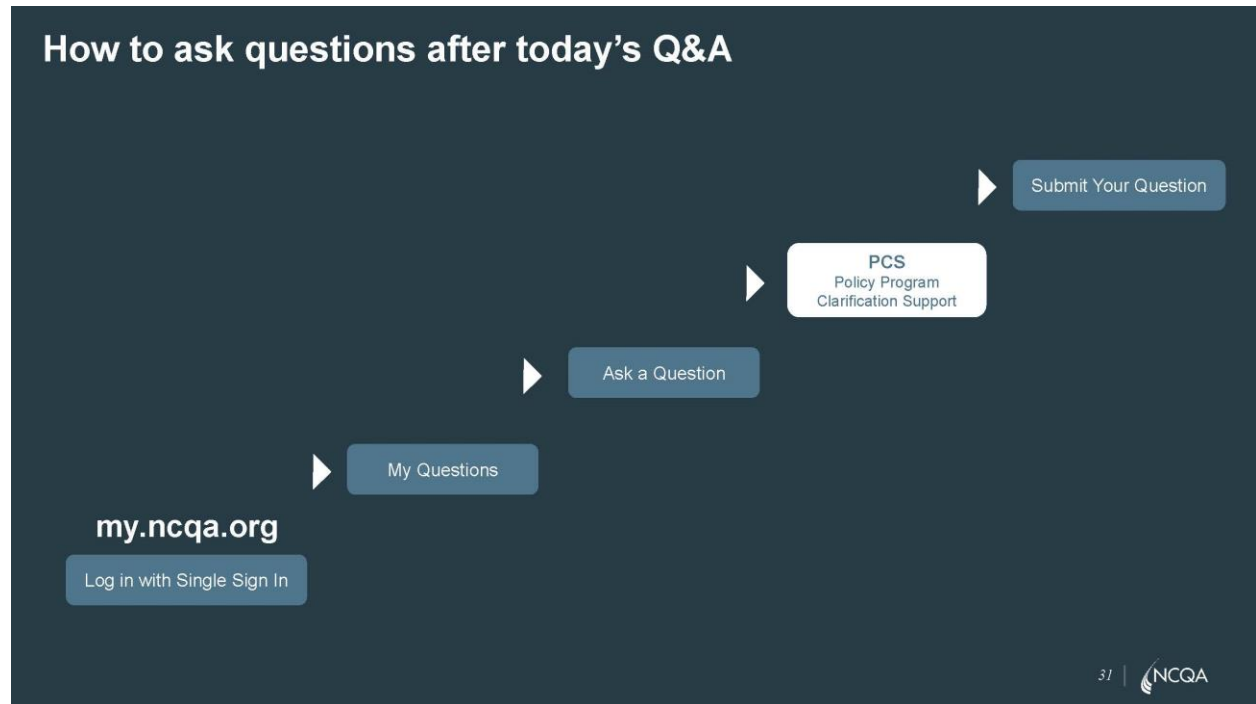
The Future of HEDIS®
Margaret E. O'Kane, NCQA President
Michael S. Barr, MD, NCQA Executive Vice President
July 12, 2019
HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).

October 30, 2019

December 3, 2019

30 | **NCQA**

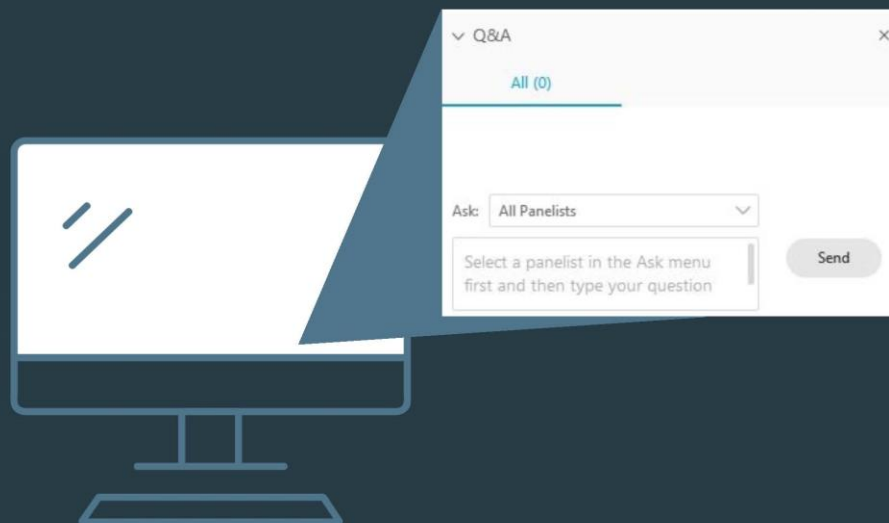
500 We would like that one to be of more of a technical nature, based
502 on a lot of the questions that we received. Then we'll have
504 another one in December and we will continue to look at
506 questions that we received and, based on topics that we have
with stakeholders, to assess the best things that we might
address on those future webinars. But as Peggy mentioned, we
want this to be an open dialogue and so we really appreciate all
the input that people have given us thus far.



508

510 Andy Reynolds: 31:20 Hello, everyone; this is Andy Reynolds. I'm Assistant Vice
512 President for External Relations and we'd like to get to your Q&A
here. After today's Q&A, we suggest that you give us your
questions using this process that I know many of you are familiar
with, the PCS process.

Use the Q&A chat window to ask a question



32 | NCQA

Here is how we welcome your questions right now. I am looking over the questions that some of you have submitted. I'll ask those or read those aloud for my colleagues to answer it here in a moment. I just took the clicker back from Sepheen because one of our first questions essentially asked us to back up a little bit, to the slide about the dates and the release.

Schedule Change

Now What? "What's the next step?"

Transition Year: Two HEDIS editions coming July 1, 2020.

	HEDIS MY 2020	HEDIS MY 2021	HEDIS MY 2022
Publish Vols. 1 & 2	7/1/2020	7/1/2020	8/1/2021
Publish Vol. 2 Technical Update	10/1/2020	3/31/2021	3/31/2022
First Year Public Reporting	10/1/2020	10/1/2021	10/1/2022
Complete HEDIS Vendor Certification (Survey)	12/15/2020	12/15/2021	12/15/2022
Complete HEDIS Vendor Certification	2/15/2021	10/1/2021	7/1/2022
Data Submission Due	6/15/2021	6/15/2022	6/15/2023

20 | NCQA

522 So, all the way back, here we go. Okay. the question is: Is there
524 a contradiction at work here? Can somebody explain exactly
what the spectrum, at least on July 1, 2020, will be for?

526 Patrick Dahill: 32:23 Thank you for that question. It's not a contradiction, but it is a
confusing year in that we're releasing two measurement years at
528 once, essentially, to get through the transition Dr. Barr talked
about. So, we'll have measurement year 2020 and measurement
530 year 2021 next summer, and then a year after that will be on the
schedule that was the main emphasis of Dr. Barr's presentation,
that we'll have specs out before the measurement year starts.

532 Andy Reynolds: 32:53 And who are you?

Patrick Dahill: 32:54 I'm Patrick Dahill, Assistant Vice President of Policy.

534 Andy Reynolds: 33:03 I suggest we hold on this slide a little longer so that people can
536 see if there are other questions that come to mind. While we're
here, we'll knock out a question that I can answer directly and
538 that is: What time is the October 30 webinar going to be and
what time is the December 3 webinar going to be? We don't
540 know yet. We will establish that and announce that to you as
soon as we have the topics and speakers lined up.

542 Andy Reynolds: 33:38 Here's another question. Can we say more about how we're
working with immunization registries to improve data?

544 Sepheen Byron: 33:48 Yeah; so actually, that's a timely question. We just had a
conversation with the American Immunization Registry
546 Association and we've also talked to some state Medicaid
agencies to understand how they are using registries. One thing
548 we want to do is identify some of the frequently asked questions
that we might be able to help clear up together. We've also
550 talked about perhaps releasing a white paper or information that
might be able to help health plans and others understand how
552 they can work through an immunization registry. We would love
to build on the successes that we have seen for the child registry
554 and we know that there's a lot of work to be done for the adult
registries, knowing that adults tend to get their immunizations
556 from all over the place. We see a lot of opportunity here and so
we will continue to work with these organizations and other
558 stakeholders to move that forward in whatever way we can. So,
I'll say, stay tuned on that.

560 Andy Reynolds: 35:02 Another question about ECDS and that is: When will NCQA's
Prenatal Immunization measure be required for Health Plan
Accreditation?

562 Sepheen Byron: 35:12 So, that's a great question. We do not know at this point because
564 as I said, we want to be able to learn from everything that we are
doing as we go. However, hearing from all of you that
566 communication and advance notice is really important, as you
can see with what we're doing with the timeline change and

568 other efforts, we are trying to make sure that whatever we do, we
 570 provide advance notice for it. So you would know about it
 572 hopefully far in advance of when we would do it. But we do want
 574 to make sure that what we're seeing in terms of the data coming
 in continues to be strong and that we would go through our
 ordinary process for considering measures for Accreditation and
 other NCQA programs, which includes multi-stakeholder review,
 lots of discussions with health plans and others.

576 Andy Reynolds: 36:05 More on ECDS. By committing to reporting the first ECDS metric
 578 in 2021, does that mean that the others will be reported after
 2021? Or do you reserve the right to add more measures to the
 2021 ECDS set?

580 Sepheen Byron: 36:22 Yeah, great question. I think we would want to keep our eye on
 the field, but a guiding principle for us is to really provide
 advance notice to health plans and others.

582 Peggy O'Kane: 36:36 And this is very burdened. So, what that means is that we will not
 584 add any other public reporting for 2021, other than what we've
 586 already announced, but thereafter we can't really say, as you
 said; we're going to keep our eye on the field and I mean, we're
 talking close to the stake holders.

588 Andy Reynolds: 36:58 With the new schedule, when would the update be for the
 specs? In other words, when would the final spec updates be
 released?

590 Patrick Dahill: 37:06 This is Patrick again. So, we're anticipating that would be moved
 592 to March of the measurement year, which is obviously much
 594 better than the current October of the measurement year. That
 allows us to get a lot of the coding updates that come out in the
 first quarter of the year. So, we'll be as accurate as possible, but
 still ending earlier in the year.

596 Andy Reynolds: 37:31 Will NCQA publish administrative rates for certain measures that
 598 are traditionally only reported using the Hybrid Method? For
 600 example, CDC or CDT admin rates would likely tell you how well
 602 health plans utilize electronic clinical data in their current state.
 So, the question again is, will NCQA publications publish
 administrative rates for certain measures that are traditionally
 only reported using the Hybrid Method?

604 Sepheen Byron: 37:56 So, that's an interesting question. I think it's something that we
 606 can consider. It is something that we look at; in addition to
 608 looking at administrative rates, we also look at the effect of
 supplemental data on some of these rates. We look at how
 medical record review might impact measures, as well. Whether
 or not we would publish that, I think we would have to think
 through that, but that's a good suggestion.

610 Andy Reynolds: 38:26 Can you explain what you consider a digital measure and how
 ECDS is a subset of digital measures?

612 Ben Hamlin: 38:33 Sure. This is Ben Hamlin. So, a digital measure is, as Michael
614 alluded to, our way of representing the current paper
616 specifications. So, [in] the HEDIS administrative specifications,
618 we take and we write in the QDM CQL format that's machine
620 readable, so you essentially don't do that translation. ECDS
622 measures are digital. But the reason ECDS measures [are]
624 digital is because to have good person-specific measures,
they're more complex and more data is needed. So, they take
advantage of the fact that these digital standards for
measurement allow us to do that for you. So, we can provide you
these digital specifications. So, we can get to these next levels of
measures. There are two different types of digital measures:
There's the HEDIS traditional and there's the HEDIS ECDS.

626 Andy Reynolds: 39:28 How is NCQA using standards to define measures in terms of
628 different data sources? For example, traditional HEDIS
630 measures don't allow political data in the non-traditional. But the
quality of data model doesn't identify whether data came from
claims or clinical data. So again, the question is how is NCQA
using standards to define measures in terms of different data
sources?

632 Ben Hamlin: 39:51 One of the reasons that we have those four source categories for
634 ECDS reporting is because they are well within the realm of our
636 ability to set standards around data provenance. We are working
638 in the standards communities to understand data provenance
640 and how we might leverage what they're doing, but right now it's
642 not something that we currently specify. We rely on our HEDIS
auditors to help us with the data provenance questions and
issues that we currently have, but we are working to increase the
specificity of our definitions in the measures, to include that
information. Right now, there's not a universally accepted
standard for this.

644 Andy Reynolds: 40:34 How often are case management systems used for ECDS
reporting?

646 Ben Hamlin: 40:39 Not as frequently as claims, but they actually were used in the
last submission. We did have a couple of plans that are using
case management systems to report.

648 Andy Reynolds: 40:49 I understand that the adoption of EHR technology is high. There
650 is still a data quality problem with the data being generated;
much of it is not codified to a standard. Do you see this as a
barrier to expanding HEDIS to clinical data?

652 Ben Hamlin: 41:04 I don't. I see it as a challenge.

Peggy O'Kane: 41:14 Have you said your name, Ben?

654 Ben Hamlin: 41:15 Yes, earlier. They should recognize my voice by now (laughs).
656 These wonderful models that we have in the standards
community allow us to continue to specify better and better

658 assessments of the data through the quality. And so, what we're
660 looking at right now is using a fire CQL or CQL model to help us
662 understand the quality of the data that the HEDIS measures are
being run against. Because again, the use of a standard
definition for the data elements gives us something to
benchmark against.

664 Ben Hamlin: 41:47 And so, however, you're ETL-ing your data up to a HEDIS
666 environment. Currently, the auditors have to do that mostly
668 manually. And we're hoping that in the future we'll be able to
670 specify that in our quality measures, because we're using these
standards that are used for other purposes, not just for quality
measurement. And we think there's a lot of opportunity in the
future for us to be able to, including much more guidance and
much more electronic specification for assessing data quality.

672 Andy Reynolds: 42:15 Another schedule question: Will the certification timing deadlines
674 be the same for HEDIS measurement year 2020 and HEDIS
measurement year 2021? Again, will the certification deadlines
be the same?

676 Patrick Dahill: 42:28 So, with the transition, we will have two separate processes—
678 again for reasons I mentioned earlier—getting those coding sets
eligible for the second year will be important. So, there will be
680 that duplicate test-deck process that will happen once the
technical updates are released each year. Once we get back on
682 track, that's expected to be the March Update we talked about,
and test decks and certification would happen that period right
after that.

684 Andy Reynolds: 43:01 What is the relationship between the five broad topics that Dr.
Barr outlined, and do they depend on each other or can some of
them advance independently?

686 Michael Barr: 43:12 I can start and then turn it over to others. The allowable
688 adjustments are out there currently, so those have started. The
time change is independent, although the schedule of use is
690 independent of the others. And licensing and certification is
certainly something we are currently on point [with]. Digital
692 measures and the ECDS as described that they are related, they
could pursue separately. So, we currently have 11 ECDS
694 measures available in the store. Those eight generation two or
digital measures, traditional measures that are digitalized are
696 going to be in the store in a few weeks. The relative proportion of
those in the store going forward will be determined by how much
698 interest there is in each of those and the bandwidth of the team
to make sure we're responding to where the market is and where
the market goes.

700 Andy Reynolds: 44:00 I just want add one more thing to that. What we don't have in our
store right now is digital allowable adjustments.

702 Michael Barr: 44:06 Correct.

704	Andy Reynolds:	44:06	But we would love to hear from our stakeholder base; if there are specific ones that you would like to see, we can certainly think about a way to work that into our process and how that would be measured.
706			
708	Michael Barr:	44:18	Let me build on that. I think the opportunity is just like the digital measures, say time and programming those adjustments, which can be almost infinite within the realm of the allowable adjustments. If there's 20% that represent 80% of uses, we could start providing those in the store too. So, you could download the HEDIS specification and an adjustment that you can make to that specification directly from the store.
710			
712			
714	Michael Barr:	44:47	We'd be very curious to know how much interest there is and has been to what types of adjustments would actually satisfy the market.
716			
718	Andy Reynolds:	44:58	Can you explain more about how electronic data is tracked using ECDS specifications? For example, are clinics responsible for tracking ECDS data and submitting it?
720	Ben Hamlin:	45:12	Right. So, as I stated earlier, the measure specifications do not cover the data extraction—transformation, loading to the HEDIS environments, that is a future ideal state. The categorization is set up now such that if the data is standard at each of these points of care, so if it is at the front line of care it's being pulsed in the EHR without the transformation of the ETL; it's just being extracted and loaded directly. That's why that categorization exists. We consider that the clinicians are producing standard data. There are so many ways this can be done and so we're not going to be prescriptive and specify how they have to do it, because we're trying to reduce the burden on the frontline of measurement people.
722			
724			
726			
728			
730			
732	Ben Hamlin:	46:01	We're not trying to increase the burden and measurement burden on these people. Really, we're working with a lot of the different vendors in HIEs who are doing this with each of the clinicians, such that if the HIE is doing this standardization and normalization, that would be the ECDS category and therefore we can rely on them and all their existing relationships to help reduce the burden on the clinicians in terms of calculating the measure results, sending us the information directly and also providing information back to their clinicians that they're extracting information from. It has a much higher value, more use, but right now we do not include in our digital measures the framework for how to extract native data up to a standard environment.
734			
736			
738			
740			
742			
744			
746	Andy Reynolds:	46:44	Do you have any recommendations for data capture and format transmission from a physician office, EHR to health plan?
748	Ben Hamlin:	46:54	[We] highly recommend trying to use the standard formats that are available and not creating unique ones. There are several

750 out there that are transmission format. HL7 has a few; others as
 752 well. Again, the more you can standardize the data closer to the
 point of data collection and data origin, the better. You'll find
 more uses for it.

754 Andy Reynolds: 47:25 Will health plans need to create datasets for additional metric
 codes to read in order to calculate HEDIS rates? If so, will the file
 layouts be provided?

756 Ben Hamlin: 47:35 So, the only scenario [in which] I would see health plans creating
 758 specific internal registries would be something like case
 management. That's why I say that exists as a separate data
 760 source category. If plans are filling gaps in their data using
 internal programs like case management programs or hiring out
 762 population health—two specific vendors to help them manage
 and collect this data—we're documenting that through the SSoR,
 764 or the source category through ECDS. We don't anticipate that
 as interoperability succeeds in the future, that plans will have to
 766 backfill information through various specific programs. We're
 hoping that they'll be able to access existing data that's from
 other people or they'll have it themselves.

768 Andy Reynolds: 48:28 When we report the new ECDS Prenatal Immunization measure,
 770 how soon will we see the benchmarks? How long will the
 benchmarks be available before you consider adding a measure
 to other programs such as HEDIS ratings?

772 Ben Hamlin: 48:42 So, like our current process, when a plan submits the measure,
 774 they will see all the relevant information in benchmarking, which
 we will then use to publish our Quality Compass, for example.

776 Andy Reynolds: 49:05 Can you say more about the Digital Measurement Community
 that is coming up next year?

778 Ben Hamlin: 49:11 Yes. We are trying to create a very interactive community to help
 us get the message out about our strategies, but also to interact
 780 more frequently with our stakeholders, wherever they may be or
 whoever they may be, to help us understand what they're
 782 struggling with. So we're hoping that the peer-to-peer
 communication in this community will be very efficient and very
 784 helpful to members. We hope that the information flow on a 365
 basis from NCQA through discussion forums or through webinar
 content is recorded and stored, or the library of resources that
 786 we're planning on putting up there will be helpful to get people up
 to speed. By directional information flow, it helps us; you don't
 788 have to wait for the next quarterly webinar to find out what's
 going on.

790 Ben Hamlin: 50:00 We also are thinking about creating zones or areas within this
 community for people who are in different phases. If they're
 792 highly technical, they probably are going to belong with a specific
 group and we don't want to create a unique, separate group for
 794 them. But we want them to have a space where they can work

796 while others are catching up. And again, creating a community
798 that is interacting amongst themselves, like we do at the Digital
800 Quality Summit, but sort of an online, interactive, continuous
conversation, a continuous learning environment—and again, try
to create something where the information can flow up, down,
sideways, triangular[ly], back and forth, whatever.

802 Andy Reynolds: 50:40 And since you mentioned the Digital Quality Summit, it's great to
announce this about next year's, but I think this community may
very well help build the content-

804 Ben Hamlin: 50:49 Right.

Andy Reynolds: 50:49 ... momentum leading into this Summit.

806 Ben Hamlin: 50:51 If there's a group within the community that really wants to work
808 on something in person—they want to build a section—we would
certainly consider that for the next Digital Quality Summit
810 agenda, to have them meet face to face and allow them to work
through it to accelerate.

812 Andy Reynolds: 51:06 Is the overall intent of ECDS to phase out medical record
review?

Ben Hamlin: 51:11 Retrospective manual medical record review, absolutely.

814 Andy Reynolds: 51:17 That was a quick answer.

Ben Hamlin: 51:18 Yeah.

816 Andy Reynolds: 51:20 The next question is: How many health systems are resistant to
818 working with health plans to share electronic data, especially if
the health plan is outside of that system? Does NCQA have a
strategy to help plans deal with these difficulties? Again, can we
820 help systems and now the sharing of data?

822 Ben Hamlin: 51:45 So we're going to send Peggy out to talk about the health plan
(laughs).

Peggy O'Kane: 51:49 (laughs).

824 Ben Hamlin: 51:49 We've heard some of that.

826 Andy Reynolds: 51:50 There is resistance, but I think we're trying to support better
communication between the payers and the different entities
828 within the health care networks, and not just measure them on
their ability to do so is getting traction. I don't know of any
absolute information on a health care system that is absolutely
830 refusing to share any information.

Peggy O'Kane: 52:18 But I'm hearing a lot of reference-

832 Andy Reynolds: 52:20 Right.

Peggy O’Kane: 52:20 ... and I think it’s the real issue.

834 Andy Reynolds: 52:20 But it’s definitely real issue.

836 Peggy O’Kane: 52:23 I think we need to dig into and understand better and see. We can’t force them to bring it up.

838 Peggy O’Kane: 52:29 If you’re planning on having to deliver a service and you’re not able to get it, certainly NCQA is a cheerleader here.

840 Michael Barr: 52:37 I think we ought to look at the causes because sometimes it may very well be that in the current environment, it’s a burden on the systems of the plans, and we’re trying to alleviate some of that burden. And other cases may be cultural, financial—it’s probably not very technical in terms of barrier. It’s just breaking through some of the interoperability issues, which the standards are there, but it’s a matter of recognizing that doing so will lead to better care.

842

844

846

848 Andy Reynolds: 53:03 And things like the information-blocking rule we’re helping to meet; again, they’re kind of getting it from all angles.

Michael Barr: 53:09 Right.

850 Andy Reynolds: 53:09 So again, I think the barriers probably do exist and they are very serious. I don’t want to minimize that at all, but I do think that people are moving towards this direction that they see value in the sharing of this information, as opposed to just, “it’s a drain.”

852

854 Michael Barr: 53:23 So I’ll invite the folks [who] have specific stories or use cases that we can help, that will help inform our evaluation and how we can address it from a strategic perspective. We’ll welcome that feedback.

856

858 Peggy O’Kane: 53:36 Yeah. I’ve put that into the PCM. (laughs).

Andy Reynolds: 53:38 Yeah.

860 Michael Barr: 53:40 You can do that and we’ll pull it out and use it. Okay. Is there another suggestion?

862 Andy Reynolds: 53:44 When we have the DFC up and running.

Michael Barr: 53:46 Yeah.

864 Andy Reynolds: 53:46 ... if you want to wait, go CCTS.

Michael Barr: 53:54 We’ll do PCS and Ben is going to look at them.

866	Ben Hamlin:	53:54	Well, and we'll look at that for sure.
	Michael Barr:	53:55	Please do so.
868	Andy Reynolds:	53:57	With the new schedule, do plans participating in ASCR have to
870			meet the vendor certification deadline or will allowance be made, considering measure year 2021 will be the first year that plans not using a vendor will have to go through ASCR?
872	Ben Hamlin:	54:14	Luckily, our director of software certification is online and
874			answered that question for me. They do choose to do the ASCR process. They must meet the same deadline as the regular certification process.
876	Andy Reynolds:	54:27	Is the vendor required to have measures be certified for
878			allowable adjustments or can you say more about the relationship between the allowable adjustments and vendors?
880			We do not currently certify and allowable adjustments because
882			again, there are rules for how you can adjust the measures, but they're not things we're specifying digitally. So we cannot push out a digital measure for you to consume and then ask to certify you against that.
884	Andy Reynolds:	55:06	Against the level of adjustments of the measure, right?
	Ben Hamlin:	55:07	And we're looking into that further.
886	Andy Reynolds:	55:08	Right.
	Ben Hamlin:	55:09	Stay tuned on that topic.
888	Andy Reynolds:	55:12	Are you planning on creating certified software to measure non-
890			HEDIS Core Set measures such as C-section and subsequently creating benchmarks or percentiles with CNS?
892	Peggy O'Kane:	55:29	You're raising a really interesting point on something that we need to give some consideration to. So, thank you for the question, but I don't think we're prepared to answer it.
894	Michael Barr:	55:40	If I can generalize, we are an authorized testing lab for eQMs.
896			And so we do certify measures on our eQMs. But I think the question was more pertinent to health plans. I think that's something we do need to look at.
898	Andy Reynolds:	55:56	I think we have time for two more questions. One is about the
900			Healthcare Quality Congress: Can you remind us when and where it is? That is October 2nd to October 4 in Dallas. And the
902			final question is: Often, the inability to share data is due to state-based privacy laws. Is there anything NCQA can do to work at the state level?

904 Peggy O’Kane: 56:18 I think we would be pleased to have our state affairs team—if
906 you will let us know about this, the particulars of the situation—
908 we can communicate and explain how this is getting in the way
of appropriate patient care as well as quality measurements.
We’re happy to try to play a constructive role in that kind of
problem.



910
912 Peggy O’Kane: 56:49 I want to thank everyone for being part of this today and, we look
914 forward to further communication with you and just thinking
916 about better ways to communicate with you as we go forward. I
find that the webinar format feels a little awkward. I can’t tell if
we’re answering your question. And so, we’ll, we’re committed to
making this not a monologue but a dialogue in the future. So,
thank you so much for being here.

918 Richard: 57:22 The slides and the recording of the webinar will be available on
920 the NCQA website next week. We’ll be offering webinars on this
922 topic in the future, so check that. And ladies and gentlemen, that
will conclude today’s event. You may now disconnect your lines.
Thank you.