TO: Quality Committee

FR: Quality Committee Leadership and NPA Staff

RE: Quality Committee Structure | Nominations & Election Policy

DA: September 21st, 2017

Since the inception of the Quality Improvement Committee in 2012, the committee has been comprised of a single representative from each operational PACE organization. The committee’s purpose is to develop and implement an advocacy strategy to promote optimal policies and standards related to PACE quality; share best practices aimed at improving the delivery of care and services to PACE participants; and develop and promote the use of performance measures to assess health outcomes, functional status of PACE participants, and the quality care practices of PACE providers. The committee has undertaken several initiatives consistent with these objectives that have contributed positively to PACE quality and operations including, development of PACE audit materials and risk assessment tools; Quality Mentorship Program; and ongoing education through quality symposiums. Additionally, the committee’s current initiatives include the development of the Quality Director’s Handbook and PACE performance measures.

Moving forward we are planning to institute several changes to the committee’s structure that we believe will best position the committee and its subcommittees for their future work. First, the committee will be renamed the Quality Committee to better reflect the broad range of activities on which it is focused. Second, a new Quality Improvement subcommittee will facilitate the development of best practices to improve the quality of care, access, utilization and satisfaction of those served by the NPA membership. Third, the activity of the Data Standards subcommittee will be subsumed by the Performance Measures subcommittee reflecting the critical role of data underlying performance measures. Lastly, the Regulatory Compliance subcommittee will be renamed the Audit and Compliance subcommittee, which is more descriptive of its activities.

Consequently, the Quality Committee will have the following structure, and will serve as the umbrella committee under which there will be four Standing Subcommittees.

1. **Leadership Structure.** To promote continuity and momentum between meetings and leader turnover of the Quality Committee, the Leadership Team is comprised of the Chair and Vice-Chair, NPA President & CEO, NPA Vice President of Quality, with the addition of each Subcommittee Chair.

2. **Leadership Responsibilities.** The Leadership Team will identify topics of discussion for Quality Committee conference calls; establish and maintain the strategic direction of the Quality Committee; and identify opportunities to explore and tasks to promote and communicate with the Quality Committee at-large. The Leadership Team is tasked to conduct a yearly review of the overall purpose and mission of the Quality Committee as well as how the Subcommittees have supported the Committee’s purpose.

3. **Representation on the Quality Committee.** Each PACE organization may designate one representative to serve as a member of the Quality Committee. He/she will be a liaison between the Quality Committee and his/her PACE organization, as well as, maintain voting authority for
appointing the Chair and Vice-Chair of the Committee.

4. **Standing Subcommittees.** The four Standing Subcommittees: 1) Quality Improvement; 2) Education; 3) Performance Measures; and 4) Audit and Compliance will be constituted to monitor and maintain specified projects and functions. Each Subcommittee will consist of 12–15 individuals, nominated and/or self-nominated, from the *umbrella* Quality Committee. Additionally, each Subcommittee will be led by a Chair.

The table below outlines each Subcommittee’s scope of work.

<table>
<thead>
<tr>
<th>Subcommittee</th>
<th>Scope of Work</th>
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<tbody>
<tr>
<td>Quality Improvement</td>
<td>Quality Improvement Projects</td>
</tr>
<tr>
<td>Education</td>
<td>Quality Symposiums (two annually), Quality Director’s Handbook, Mentorship Program, Quality Leadership Education</td>
</tr>
<tr>
<td>Performance Measures</td>
<td>Measure Development</td>
</tr>
<tr>
<td>Audit and Compliance</td>
<td>Regulatory Compliance, HPMS Reporting, Responding to CMS Requests for Comments, Audits, PACE Quality Reporting (Level I and II)</td>
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</tbody>
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5. **Quality Committee Liaisons.** Each Subcommittee Chair will serve as a liaison from the Quality Committee to other NPA committees (i.e., Education, Clinical and Operational Data Analysis, Primary Care, and Public Policy) to assure appropriate quality input and to promote communication with the broader PACE community.

6. **Meeting Frequency.** The Quality Committee will meet four (4) times annually via conference call. Each meeting will routinely be led by the Chair; however, may be led by the Vice-Chair, if designated by the Chair. Each subcommittee will meet no less than four (4) times annually, via conference call.

The meeting schedule is as follows:

<table>
<thead>
<tr>
<th>Committee/Subcommittees</th>
<th>Call Schedule</th>
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<tbody>
<tr>
<td>Quality Committee</td>
<td>March/June/September/December * (4th Wednesday)</td>
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<tr>
<td>Quality Improvement Subcommittee</td>
<td>TBD</td>
</tr>
<tr>
<td>Education Subcommittee</td>
<td>TBD</td>
</tr>
<tr>
<td>Performance Measures** Subcommittee</td>
<td>TBD</td>
</tr>
<tr>
<td>Audit and Compliance Subcommittee</td>
<td>TBD</td>
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</tbody>
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*Varies annually.
**Two members from the NPA Data Team will serve on the Performance Measures Subcommittee.
QUALITY COMMITTEE CHARGE

Purpose:
To shape NPA’s policies and positions on quality and compliance related initiatives.

Composition:
Each PACE organization may designate one representative to serve as a member of the Quality Committee. He/she will be a liaison between the Quality Committee and his/her PACE organization as well as maintain voting authority for appointing the Chair and Vice-Chair of the Committee.

Chairperson Responsibilities:
The Chair and Vice-Chair of the Quality Committee are responsible for calling Quality Committee meetings, Leadership Team meetings, and providing oversight for Subcommittee activities.

Member Responsibilities:
Members are expected to regularly attend Committee meetings; adhere to the Committee charge; and assume and complete assignments, as designated. Active engagement is necessary to meet the objectives of the Committee. The Committee will utilize a consensus decision making process when possible. When consensus decisions are not possible, decisions will be made by a simple majority of a roll call vote.

Objectives:
- Provide input on strategic goals related to PACE quality.
- Oversee and provide guidance to the Quality Committee’s subcommittees.
- Support PACE Organizations’ internal quality improvement programs and create channels for PACE Organizations to share best practices.
- Review quality components of federal rulemaking proposals, policy memos, other programmatic documents (e.g., HPMS PACE User Guide, CMS’ PACE Audit Protocol, PACE Level I and Level II Reporting Guidelines, PACE regulations) and provide input on their impact on PACE.

Meeting Frequency:
The Quality Committee shall meet four (4) times annually via conference call on the 4th Wednesday of March, June, September, and December.

Accountability:
Reports to: NPA Board of Directors
Staff Liaison: Vice President, Quality
QUALITY IMPROVEMENT SUBCOMMITTEE CHARGE

**Purpose:** To facilitate the development of best practices to improve the quality of care, access, utilization and satisfaction of those served by the NPA membership.

**Composition:**
Members shall include individuals with an interest in promoting and coordinating quality improvement initiatives among PACE programs, to improve service delivery and quality of care.

**Chairperson Responsibilities:**
The Chair of the Quality Improvement Subcommittee is responsible for calling meetings of the Subcommittee; setting agendas; directing activities and assignments as needed; and overseeing communication with the Quality Committee. The Chair also will serve as the liaison to the NPA Clinical and Operational Data Analysis Committee.

**Member Responsibilities:**
Members are expected to regularly attend subcommittee meetings; adhere to the subcommittee charge; and assume and complete assignments, as designated. Active engagement is necessary to meet the objectives of the Subcommittee. The subcommittee will utilize a consensus decision making process when possible. When consensus decisions are not possible, decisions will be made by a simple majority of a roll call vote.

**Objectives:**
- Identify “best practices” and share/promote successful efforts among PACE programs.
- Prioritize quality and performance improvement efforts utilizing the strategic goals, performance data and trends, and approved benchmark data.
- Analyze and aggregate performance data, monitor quality and performance improvement efforts for effectiveness, and make recommendations to improve quality of care and service.
- Recommend PACE Organization policies and procedures related to quality and performance improvement initiatives.

**Meeting Frequency:**
Subcommittee shall meet as often as necessary to carry out its responsibilities, but no less than four (4) times annually via conference call.

**Accountability:**
Reports to: Quality Committee
Staff Liaison: Vice President, Quality
EDUCATION SUBCOMMITTEE CHARGE

Purpose:
To aid in development and implementation of on-going educational quality programs and initiatives for NPA and its members. The subcommittee will work to ensure that the quality-related symposiums, webinars, and other educational events support NPA’s mission, and are responsive to the needs of the NPA membership.

Composition:
Members shall include individuals with an interest in promoting best practices among PACE programs, to improve service delivery and quality of care.

Chairperson Responsibilities:
The Chair of the Education Subcommittee is responsible for calling meetings of the subcommittees; setting agendas; directing activities and assignments as needed; and overseeing communication with the Quality Committee. The Chair also will serve as the liaison to the NPA Education Committee.

Member Responsibilities:
Members are expected to regularly attend subcommittee meetings; adhere to the subcommittee charge; and assume and complete assignments, as designated. Active engagement is necessary to meet the objectives of the Subcommittee. The Subcommittee will utilize a consensus decision making process when possible. When consensus decisions are not possible, decisions will be made by a simple majority of a roll call vote.

Objectives:
- Engage in conference planning for annual Summer/Fall Quality Symposiums; including selection of content/speakers.
- Facilitate leadership development (e.g., PACE Quality Mentorship Program).
- Develop and maintain the Quality Director’s Handbook.
- Develop and maintain quality leadership education programs.

Meeting Frequency:
Subcommittee shall meet as often as necessary to carry out its responsibilities, but no less than four (4) times annually via conference call.

Accountability:
Reports to: Quality Committee
Staff Liaison: Vice President, Quality
AUDIT AND COMPLIANCE SUBCOMMITTEE CHARGE

Purpose:
To provide technical input on significant PACE-related regulatory and compliance issues. The subcommittee will work to promote PACE program compliance with CMS regulations and procedures.

Composition:
Members shall include a diverse mix of individuals with comprehensive knowledge or interest in compliance issues facing PACE.

Chairperson Responsibilities:
The Chair of the Audit and Compliance Subcommittee is responsible for calling meetings of the subcommittee; setting agendas; directing activities and assignments as needed; and overseeing communication with the Quality Committee. The Chair also will serve as the liaison to the NPA Public Policy Committee.

Member Responsibilities:
Members are expected to regularly attend subcommittee meetings; adhere to the subcommittee charge; and assume and complete assignments, as designated. Active engagement is necessary to meet the objectives of the Subcommittee. The Subcommittee will utilize a consensus decision making process when possible. When consensus decisions are not possible, decisions will be made by a simple majority of a roll call vote.

Objectives:
- Review and evaluate internal reports and external audit data, when available, to assess whether there are significant concerns regarding PACE programs’ regulatory and/or compliance practices.
- Offer recommendations to the Quality Committee on key quality-related compliance issues for PACE and opportunities to address them.
- Review quality components of federal rulemaking proposals, policy memos, other programmatic documents (e.g., HPMS PACE User Guide, CMS’ PACE Audit Protocol, PACE Level I and II Reporting Guidances, PACE regulations) and provide input on their impact on PACE.

Meeting Frequency:
Subcommittee shall meet as often as necessary to carry out its responsibilities, but no less than four (4) times annually via conference call.

Accountability:
Reports to: Quality Committee
Staff Liaison: Vice President, Regulatory Affairs
PERFORMANCE MEASURES SUBCOMMITTEE CHARGE

Purpose:
To provide technical input on the development and adaptation of quality measures applicable to the PACE program. The subcommittee will work to ensure measures are meaningful, understandable, and useful for the purposes of performance measurement and quality improvement.

Composition:
Members shall be stakeholders involved in performance measure development/implementation and/or have comprehensive knowledge and interest in quality improvement-related programs. Federal and state regulators may be invited to participate on the subcommittee. In addition, two members from the NPA Data Team will serve on the subcommittee.

Chairperson Responsibilities:
The Chair of the Performance Measures Subcommittee is responsible for calling meetings of the Subcommittee; setting agendas; directing activities and assignments as needed; and overseeing communication with the Quality Committee. The Chair also will serve as the liaison to the NPA Clinical and Operational Data Analysis Committee.

Member Responsibilities:
Members are expected to regularly attend subcommittee meetings; adhere to the subcommittee charge; and assume and complete assignments, as designated. Active engagement is necessary to meet the objectives of the Subcommittee. The Subcommittee will utilize a consensus decision making process when possible. When consensus decisions are not possible, decisions will be made by a simple majority of a roll call vote.

Objectives:
- Develop a strategic plan for NPA’s performance measure development activities to establish a roadmap for NPA members to leverage data to enhance PACE performance and improve quality of care and patient outcomes.
- Develop and implement performance measures to provide PACE Organizations the ability to gauge each program’s performance against collective PACE program performance and implement required modifications.
- Provide input on external performance measurement initiatives (e.g., National Quality Forum Workgroups).
- Collaborate with the NPA Data Team to capture data elements required for measure development, and assist NPA members with meeting current and future quality reporting requirements.

Meeting Frequency:
Subcommittee shall meet as often as necessary to carry out its responsibilities, but no less than four (4) times annually via conference call.

Accountability:
Reports to: Quality Committee
Staff Liaison: Vice President, Quality
Nominations and Election Policy

The following procedure shall govern how the Chair and Vice-Chair of the Quality Committee and the Subcommittee Chairs shall be nominated, elected and serve:

Initial Election:
➢ A Chair, Vice-Chair, and Subcommittee Chairs will be elected to serve an initial two-year term, ending in October.
➢ Subsequent terms of office shall be two years.

Subsequent Elections:
➢ A Vice-Chair will be elected every other year to serve a two-year term, ascending to the chair at the end of that term.
➢ In the event of a vacancy of the chairmanship, the Vice-Chair shall immediately assume the position of Chair.
➢ Nominations for Vice-Chair or Subcommittee Chair will be sought from all current committee members in the spring. Self-nominations also will be welcomed. Committee members will be given two weeks to submit nominations. Nominees are encouraged to provide information about their experience and their goals for the committee, which will be distributed as part of the election materials.
➢ Following the close of the nominations period, a ballot will be sent to all committee members. Committee members will be given two weeks to return their ballots to NPA.
➢ A candidate will be elected Vice-Chair or Subcommittee Chair if he/she receives a simple majority of votes from Committee members. In the event no one nominee receives a majority of the vote than a runoff election shall be conducted.
➢ If the Vice-Chair position becomes vacant in mid-term, the committee will elect a new Vice-Chair. If the assumed term is greater than 12 months, that will constitute a full term. If the assumed term is less than 12 months, the elected Vice-Chair will assume the role of Chair at completion of his/her term as Vice-Chair.
➢ If the Subcommittee Chair position becomes vacant in mid-term, the committee will elect a new Subcommittee Chair. If the assumed term is greater than 12 months, that will constitute a full term. If the assumed term is less than 12 months, the elected Subcommittee Chair will continue to serve as the Subcommittee Chair for the following term.