

OPERATIONS CENTER OPERATIONAL FRAMEWORK

APRIL 6, 2022

Agency for Healthcare Research and Quality Clinical Decision Support Innovation Collaborative (CDSiC)

Presented by:

NORC at the University of Chicago
4350 East-West Highway Suite 800
Bethesda, MD 20814

Presented to:

Edward Lomotan
James Swiger
Agency for Healthcare
Research and Quality
5600 Fishers Lane, Room 06B03
Rockville, MD 20857

PROJECT:

Clinical Decision Support Innovation Collaborative (CDSiC)

Contract No: 75Q80120D00018

Task Order No: 75Q80121F32003

TASK & DELIVERABLE:

Task 1.1: Final Operations Center Charter

PRESENTED BY

NORC at the University of Chicago

4350 East-West Highway

Suite 800

Bethesda, MD 20814

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Purpose of Operational Framework

The purpose of this Operations Center Operational Framework is to provide direction for the Operations Center of the Clinical Decision Support Innovation Collaborative (CDSiC) regarding process and day-to-day matters. This document describes the Operations Center's structure and activities including dissemination, strategic planning, and coordination. As the Steering Committee is responsible for supporting CDSiC strategic planning, operations, and oversight, this document also details Steering Committee composition and responsibilities; reporting to and from the Steering Committee; processes for gathering Steering Committee input (e.g., interim product review); and methods to identify challenges, mitigation strategies, and synergistic opportunities with clinical decision support (CDS)-related activities outside CDSiC.

The primary audiences of this framework are the Agency for Healthcare Research and Quality (AHRQ), the Operations Center leadership, and the Steering Committee. The Framework will be ratified by the Project Directorate and the Steering Committee. The Framework will be publicly available on the CDSiC website.

Operations Center Structure

Task Leadership

Rina Dhopeswarkar of NORC at the University of Chicago (NORC) will lead activities related to the creation of the CDSiC Operations Center with key support on dissemination related activities from Lauren Adams of AcademyHealth. The Steering Committee meetings will be moderated by Principal Investigator Prashila Dullabh with support from Co-Investigators Dean Sittig and David Lobach and other members of the CDSiC project team.

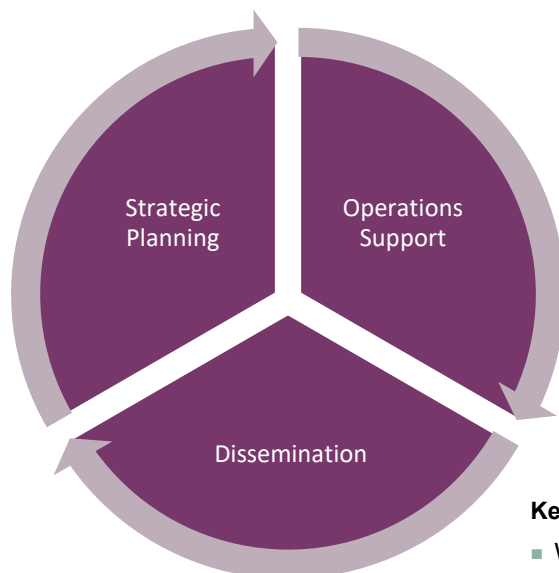
Operations Center Function

The Operations Center is critical to the success of the CDSiC as it will be the Center that will ensure synergy of all CDSiC activities that will provide overall strategic direction for the CDSiC. Additionally, the Operations Center is the administrative home of the project management team (i.e., Project Directorate) and the Steering Committee, which is responsible for providing input on the leadership and governance of the CDSiC as well as dissemination and marketing activities. Exhibit 1 provides an overview of CDSiC Operations Center key activities.

Exhibit 1. CDSiC Operations Center Key Activities

Key Activities

- Governance and management of all CDSiC activities
- CDSiC Charter and Framework
- Steering Committee formation and engagement



Key Activities

- Establish and facilitate Confluence for project collaboration.
- Identification of Workgroup and Planning Committee Members

Key Activities

- Website development and maintenance
- Develop and implement CDSiC Marketing and Outreach Plan
- Convene annual meeting

Operations Center Goals

The CDSiC Operations Center will provide overall strategic vision, governance and oversight of operations, and dissemination for the CDSiC objectives, activities, and products. The goals of the Operations Center are:

- Support effective governance and operations of the CDSiC
- Ensure that CDSiC work is relevant, impactful, and feasible
- Create a website and dissemination and marketing materials to encourage use and understanding of patient centered CDS (PC CDS), and to ensure that CDSiC developed products and resources are reaching relevant audiences
- Support coordination and productivity of the components of the CDSiC including the Operations Center, Stakeholder Community and Outreach Center, and Innovation Center
- Facilitate peer-to-peer exchange of ideas and knowledge sharing among CDS stakeholders through the CDSiC Confluence site, website, and convening of an annual conference

Operations Center Primary Function

The Operations Center will function to:

- Define clear roles and responsibilities of the Steering Committee related to governance, strategic guidance, and dissemination and facilitate effective deliberation by the Steering Committee

- Coordinate activities across CDSiC centers by supporting information flow and establishing clear lines of communication with the Stakeholder Community Outreach Center and Innovation Center
- Develop a collaborative forum, including a Confluence site, website, and meeting opportunities, for exploring priorities, identifying challenges, and brainstorming solutions
- Facilitate dialogue between the Stakeholder Community Outreach Center and Innovation Center regarding how developments in the broader CDS ecosystem should inform and be informed by CDSiC
- Establish mechanisms and measures to track ongoing performance of the CDSiC
- Plan and implement dissemination activities that support outreach to and foster engagement with a diverse group of stakeholders

Operations Center Engagement

As the administrative home of the project management team, the Operations Center will engage on a regular basis throughout the project lifecycle to ensure structured planning and communications across the CDSiC. Task Leadership and the project management team will convene meetings as outlined in Exhibit 2. This exhibit is not exhaustive and may evolve over time to include more opportunities for meeting or modified meeting frequencies. Additionally, the team will establish and collaborate on the project's Confluence site, which will serve as the virtual environment for engaging with members of the Steering Committee, Workgroups, and Innovation Center Planning Committee to exchange ideas and resources.

Exhibit 2. Operations Center Meeting Schedule

Meeting Name	Purpose	Attendees	Meeting Frequency
Project Management Meeting	To discuss project management for the overall project	Project Management and Task Leads	Weekly
Dissemination and Website Planning Meeting	To discuss activities specific to dissemination	Dissemination and Marketing Task Leadership	Weekly
Task Lead Meetings with AHRQ	To discuss the status of each task across the project, upcoming activities, challenges and mitigation strategies, cross-task implications, and project schedule.	AHRQ, Project Management, Task Leads	Bi-weekly
Senior Management Meeting with AHRQ	To discuss project oversight and status, strategic priorities as they arise, significant challenges, staffing and financial updates.	Project Management and AHRQ	Bi-weekly
Monthly All-Partner Meeting	To discuss project activities across tasks.	Project Management, Task Leads, Associate Leads, Support	Monthly
CDSiC Annual Meeting	To discuss CDSiC's strategic direction; workshop potential solutions to CDS challenges; and capitalize on real-time communication to build new partnerships and advance the work of CDSiC	CDSiC	Annual

Steering Committee

Steering Committee Primary Function

The Steering Committee will provide critical inputs to the Operations Center to ensure activities across all Centers of the CDSiC are innovative, coordinated, appropriately sequenced, and synergistic with the current CDS landscape. The Steering Committee functions are to:

- Meet regularly to provide strategic guidance and input on key decisions that relate to the CDSiC
- Provide insight into external CDS and CDS-related activities and initiatives that have implication for the work of the CDSiC
- Provide critical review of key CDSiC products that will be broadly disseminated
- Help to raise awareness of the CDSiC activities and products

Steering Committee Composition

The Steering Committee includes a multidisciplinary group of experts who will draw on their research experiences, practical experiences, lived experiences and deep connections within their respective content areas to support strategic planning and operations of the CDSiC. The Steering Committee represents experts in the field of CDS, patient advocates and representatives, clinicians, electronic health record (EHR) developers, health information technology companies, payors, policymakers, and the federal government. Current Steering Committee members are listed in Exhibit C. This list may expand if the Center determines there are additional perspectives to include.

Exhibit 3. Steering Committee Members

Name, affiliation(s)
■ David Bates, MD, MSc, Brigham and Women's Hospital; Harvard Medical School
■ James Cimino, MD, University of Alabama-Birmingham School of Medicine
■ *Deborah Collyar, MBA, Patient Advocates in Research (PAIR)
■ *Angela Dobes, MPH, IBD Plexus; Crohn's & Colitis Foundation
■ *James Doyle, Epic
■ Patricia Dykes, PhD, MA, RN, FAAN, FACMI, Brigham and Women's Hospital; Harvard Medical School
■ Robert Greenes, MD, PhD, Arizona State University
■ Kensaku Kawamoto, MD, PhD, MHS, University of Utah
■ *Lawrence McKnight, MD, MS, Cerner
■ Genevieve Melton-Meaux, MD, PhD, University of Minnesota; Fairview Health Services
■ *Kistein Monkhouse, Patient Orator
■ Lucila Ohno-Machado, MD, MBA, PhD, University of California, San Diego
■ *Jerome Osheroff, MD, FACP, FACMI, TMIT Consulting, LLC
■ *J. Marc Overhage, MD, PhD, Anthem, Inc.
■ *Tiffany Peterson, LupusChat
■ Randa Perkins, MD, Moffitt Cancer Center
■ Gerasimos Petratos, MD, MS, Hitek Solutions
■ *Richard Schreiber, MD, FACP, FAMIA, Penn State Health Holy Spirit Medical Center

Name, affiliation(s)

- Julia Skapik, MD, MPH, National Association of Community Health Centers
- *Jonathan Teich, MD, PhD, InterSystems
- Scott Weingarten, MD, MPH, Premier; Cedars-Sinai; University of California, Los Angeles David Geffen School of Medicine
- Kenneth Gersing, MD, National Institutes of Health (ex-officio)
- *Sonja Fulmer, PhD, Food and Drug Administration (ex-officio)
- Patrick 'Mac' Schoen, MSc, Health Resources and Services Administration (ex-officio)
- Edwin Lomotan, MD, Agency for Healthcare Research and Quality (ex-officio)
- Maria Michaels, MBA, PMP, Centers for Disease Control and Prevention (ex-officio)
- Michael Wittie, MPH, Office of the National Coordinator for Health IT (ex-officio)

*Individuals that will participate in Steering Committee and other Center activities.

Steering Committee Engagement

The Steering Committee will be engaged through meetings; periodic review of products including meeting materials, literature, and concepts for products; and preparation of updates on external CDS activities and initiatives. The CDSiC will utilize a Confluence website which will serve as a virtual working environment and will be set up under Task 1 leadership, with access made available to the Steering Committee.

Meetings

The Steering Committee will meet at least six times per year (every other month) for approximately 120 minutes virtually.

- Associate PD Rina Dhopeswarkar will ensure that a calendar invitation is disseminated to all Steering Committee members within thirty (30) calendar days of the meeting and that meeting agendas and other meeting materials are shared with the Steering Committee two (2) days in advance of the scheduled meeting.
- Prashila Dullabh and Dean Sittig will either facilitate or designate facilitators for each meeting. A quorum of Steering Committee members at any meeting shall exist when 75% of expected attendees are present at the meeting. Dullabh and Sittig will ensure minutes are captured at each meeting by NORC or AcademyHealth and notes will be disseminated by email to the Steering Committee within two weeks of each meeting.
- The NORC team will ensure email communications to the Steering Committee from the project team are sent from the project email address, CDSiC@norc.org. Between meetings, this inbox will be used to engage via email with the Steering Committee (e.g., sending meeting agendas and notes). In addition to email, all meeting materials, agendas, minutes, and items for the Steering Committee's review will be uploaded to the CDSiC Confluence website.

Preliminary topics for discussion are outlined in Exhibit D. Topic sequencing and schedule will be revised based on input from AHRQ and Steering Committee availability. During the Steering Committee Kick-Off Meeting in December 2021, the Steering Committee will review key components of the Charter and this Operational Framework.

Additionally, there will be standing agenda items covered in each meeting, including:

- Updates on CDSiC activities
- Updates from Steering Committee on relevant activities and initiatives in the broader CDS ecosystem which can inform CDSiC activities

Exhibit 4. Proposed Steering Committee Dates and Meeting Topics for Year 1

Proposed Month and Year	Proposed Meeting Topics
December 2021	<ul style="list-style-type: none"> ■ Introduction to the CDSiC and overall goals and vision ■ Role of the Steering Committee ■ Description of three CDSiC centers and key activities: <ul style="list-style-type: none"> ▶ Operations Center, ▶ Stakeholder and Community Outreach Center, ▶ Innovation Center ■ Preview of upcoming meetings and topics of focus
February 2022	<ul style="list-style-type: none"> ■ Preview of CDSiC website and launch plan/materials ■ Update of Stakeholder and Community Outreach Center Workgroups activities ■ Update of Innovation Center Cores activities ■ Upcoming activities
April 2022	<ul style="list-style-type: none"> ■ Presentation of final Charters and Operations Frameworks for the CDSiC Operations Center, Stakeholder and Community Outreach Center Workgroups, and Innovation Center Cores ■ Presentation of initial project plans of Workgroups and Innovation Center ■ Presentation of CDSiC Dissemination and Marketing Outreach Plan ■ Discussion of website and launch plan/materials ■ Upcoming activities
June 2022	<ul style="list-style-type: none"> ■ Present Workgroup Package B product concepts for Workgroups and Innovation Cores ■ Discussion and feedback on Workgroup Package B product concepts ■ Upcoming activities
September 2022	<ul style="list-style-type: none"> ■ Workgroup and Innovation Core project updates ■ Dissemination and outreach activity updates ■ Discussion and feedback on dissemination and outreach activity updates ■ Upcoming activities
October 2022	<ul style="list-style-type: none"> ■ Year 1 review and reflection ■ Looking ahead to Year 2: Planning Discussion

Reviewing Materials

The Steering Committee will be asked to provide feedback and high-level direction regarding which projects the CDSiC should undertake during and between Steering Committee meetings. Dullabh and Sittig will ensure the feedback from Steering Committee members is captured and summarized to AHRQ for further consideration.

Between Meetings

The Steering Committee will also engage through other mechanisms between meetings, including via the Confluence website, email, individual or small-group consultative meetings, and periodic reviews of CDS project concepts, dissemination products, and annual meeting agendas.

Updates on External CDS Activities

The Steering Committee will also provide updates on external CDS activities and initiatives. These may be prepared and sent between meetings or reported on during meetings. NORC will gather information from Steering Committee members regarding participation in other committees, workgroups, and initiatives related to the CDSiC mission and vision to get a fuller understanding of the connections to the broader CDS ecosystem.

Roles and Responsibilities

This section organizes the roles and responsibilities of the CDSiC team at a high level as it relates to the Operations Center using the RACI (Responsible, Accountable, Consulted, and Informed) matrix framework (Exhibit E). The Operations Center will use the RACI matrix as a decision-making framework for determining the level of involvement. A more in-depth description of the roles and responsibilities of the Steering Committee follows Exhibit E.

Exhibit 5. Roles and Responsibilities of the Operations Center (High-Level)

	Project Directorate	CDSiC Operations Center Leadership	Workgroup and Innovation Core Leads	Steering Committee	AHRQ Project Officer
Governance	A	R	I	C	C
Strategy	A	R	I	C	C
Project Management	A/R	C	I	I	C
Develop Work Products	A	C	R	C	C
Dissemination	C	A/R	I	C	C
Communicate Challenges and Need for Support	R	A	R	R	C

Steering Committee Roles and Responsibilities

This section organizes the roles and responsibilities of the Steering Committee using the RACI matrix framework.

- *Responsible.* Steering Committee members will be responsible for the following:
 - ▶ Steering Committee members will be responsible for attending Committee meetings on time. They are expected to attend at least four (4) of the six (6) virtual meetings annually and to notify Dhopeswarkar, Dullabh and Sittig in 24 hours in advance of an anticipated absence.
 - ▶ For missed meetings, Steering Committee members will have the opportunity to review a recording of the meeting to stay abreast of what they have missed and be invited to provide feedback on meeting topics.
 - ▶ Steering Committee members will be responsible for active engagement during the meeting.
 - ▶ Steering Committee members will be responsible for maintaining communication with task leadership between meetings as necessary, including communicating about scheduling conflicts and any additional points of contact (e.g., administrative assistants) that should be included on communications with Committee members.
 - ▶ Steering Committee members must foster positive communications outside of the Steering Committee regarding the project's progress and outcomes.
- *Accountable.* Steering Committee members are accountable for updates they provide regarding their own or other CDS-related activities that they are aware of.
- *Consult.* Steering Committee members will be consulted to provide input on deliverables, plans, and drafts of other aspects of the Collaborative including the activities of the Stakeholder and Outreach Workgroups and the Innovation Core Leads as well as dissemination activities. During Committee meetings, members will be asked to discuss their input in real-time if this is designated as part of the agenda.
- *Inform.* During Steering Committee meetings, members will be informed about other activities in the Collaborative as well as the broader CDS ecosystem. They will receive interim update presentations by Workgroup Leads and Innovation Core Leads.

Steering Committee Review and Input

An essential function of the Steering Committee is to review and provide input on activities within the Collaborative. As such, Steering Committee members will:

- Receive interim update presentations by Workgroup Leads and Innovation Core Leads
- Review and provide input on select products as requested by the Operations Center leadership, including draft written products from Stakeholder Center Workgroup and Innovation Core projects. Example products that may require review include:
 - ▶ Marketing and Dissemination Plan
 - ▶ Website Mockup

- ▶ Annual Conference Agenda
- ▶ Workgroup and Innovation Core Project Final Reports
- ▶ Other Stakeholder Center and Innovation Center Work Products

Operations Center Reporting

The reporting structure will entail reports from Steering Committee members as well as updates from other committees and workgroups of the Collaborative. These include:

- Updates from the CDSiC Stakeholder Center Planning Committee/Workgroups to the Steering Committee
- Updates from Innovation Core Leads to the Steering Committee
- Updates on dissemination activities (e.g., publications, blogs, editorials, webinars, presentations, annual conference planning) to the Steering Committee
- Updates from the Steering Committee regarding relevant activities external to the CDSiC to the Project Directorate and Task 1 Leadership.

Synergies, Challenges, and Mitigation Strategies

To ensure synergy and proactively address potential challenges, Dhopeshwarkar will ensure mitigation strategies are in place for the Operations Center. These include:

- Regular review and problem-solving discussion of challenges encountered by the Operations Center, Stakeholder Center, and Innovation Center
- Regular agenda items for Steering Committee meetings to review and discuss activities and updates from broader CDS ecosystem including AHRQ's broader PCOR CDS Initiative, CDS stakeholder-led initiatives (federal and non-federal), standards initiatives, and other implications of policy changes for the CDS ecosystem.
- Regular agenda items at every Steering Committee meeting to present challenges, present initial thinking on mitigation strategies/solutions, and opportunities for the Steering Committee to weigh in
- Use of decision-making frameworks as noted in the Operations Center Charter Exhibit
- Building in opportunities to measure the effectiveness of the Operations Center and the Steering Committee, including measuring:
 - ▶ Engagement with Steering Committee throughout the project lifecycle
 - ▶ Attendance of the annual meetings
 - ▶ Use of the Confluence site to foster collaboration across CDSiC
 - ▶ Effectiveness of the website and other dissemination mechanisms to engage the broader CDS community