

Operations Center: Charter – Option Year 1

Agency for Healthcare Research and Quality
5600 Fishers Lane
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www.ahrq.gov

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Prepared by:
NORC at the University of Chicago

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TASK & DELIVERABLE:

Task 1.1 Deliver Final Revised Charter



PRESENTED BY

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

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CDSiC Mission and Vision

Vision Statement: A world where patients, caregivers, and care teams have the right information at the right time to make evidence-informed decisions that improve health and well-being for all individuals.

Mission Statement: CDSiC aims to advance the design, development, dissemination, implementation, use, measurement, and evaluation of evidence-based, shareable, interoperable, and publicly available patient-centered clinical decision support (PC CDS) to improve health outcomes of all patients by creating a proving ground of innovation. To achieve this, CDSiC will:

- Create a learning community to share and advance the knowledge, tools, standards, frameworks, and techniques for designing, developing, implementing, using, measuring, and evaluating high-quality, PC CDS.
- Promote the practice and adoption of PC CDS that facilitates whole-person care and considers the patient, caregivers, and clinician workflows, preferences, and values around shared-decision making.
- Advance standards-based PC CDS that can be shared with patients, caregivers, clinicians, healthcare organizations, and health IT developers across the U.S. and result in measurable improvements in healthcare, patient health, patient care experience, and provider experience.

Reasons for Establishing

The purpose of this project charter is to formally initiate the CDSiC Operations Center. The Operations Center will serve as the backbone of the CDSiC and will provide strategic vision, support, and oversight for the CDSiC. The Operations Center is critical to the success of the CDSiC as it will be the core from which all activities flow and from where the overall strategic direction is determined. Additionally, the Operations Center is responsible for the leadership and governance of the CDSiC, provides dissemination support for all CDSiC centers, and is the administrative home of the project management team (i.e., Project Directorate) and the Steering Committee.

The field of CDS is building momentum. However, the work is siloed, not bound by a unifying strategy, and does not currently engage all stakeholders throughout the design, implementation, and use continuum. The CDSiC, as governed by the Operations Center and with support and strategic vision from the Steering Committee, aims to address these needs by creating a forum for innovation and dissemination of patient centered CDS tools and knowledge. The Operations Center, advised by the Steering Committee, will guide the CDSiC to ensure that a wide variety of stakeholders are included in the development and testing of CDS tools and likewise able to access the work being disseminated by the CDSiC.

The primary audiences of this charter are AHRQ, the Operations Center leadership and the Steering Committee. The charter will be ratified by the Project Directorate and the Steering Committee. The Charter will be publicly available on the CDSiC website.

Purpose

The Steering Committee is comprised of a multidisciplinary group of experts who will draw on their respective experience and deep connections to support CDSiC strategic planning, operations, and dissemination of CDSiC resources and products. The Steering Committee, along with the Project Directorate and Operations Center task leads, will ensure that CDSiC activities are well-coordinated by examining how CDSiC Centers can build upon one another to ensure CDSiC is informed by, and synergistic with, AHRQ and non-AHRQ CDS initiatives. The Steering Committee will advise, support, and provide strategic guidance for the CDSiC.

The Operations Center and specifically the Steering Committee will act as a strategic hub, informing the development of the strategic vision of the CDSiC. This strategic vision will be shared with both the Stakeholder and Community Center and the Innovation Center to guide the identification, assessment, and eventual implementation of opportunities for the development of CDS products that advance the broader field and promote patient-centered, value-based care.

Operations Center activities to support this goal include: 1) maintaining a public website to facilitate collaboration, translation, and dissemination of CDSiC resources; 2) implementing a CDSiC marketing and outreach plan to increase CDSiC visibility, encourage participation of stakeholders, and disseminate CDSiC learnings and products; and 3) establishing a group of stakeholders - including patient advocates to encourage the use and understanding of patient-centered CDS (PC CDS)

Objectives

The objectives of the Operations Center are as follows:

- Effectively govern the CDSiC and ensure multi-stakeholder input for the initiative
- Publicly disseminate activities and outputs of the CDSiC to raise awareness and promote transparency
- Facilitate peer-to-peer exchange and knowledge sharing among CDS stakeholders to reduce siloes, foster collaboration, and advance the field
- Coordinate CDSiC activities to ensure optimal use of resources, collaboration, and productivity

Outputs and Projected Outcomes

The Operations Center will achieve the aforementioned objectives through a variety of operations support and dissemination activities as well as through continued communication and collaboration with Steering Committee members and CDSiC Centers.

The outputs of the Operations Center are outlined below:

- Develop an Operational Framework to describe the Operations Center's structure and activities.
- Establish processes to ensure that the activities of the Steering Committee, Stakeholder Center workgroups, and Innovation Center Cores are properly sequenced and information flows across tasks to inform each other.
- Convene regular meetings with Steering Committee members to discuss, make decisions on, and provide input for CDSiC activities across the three centers.
- Design, launch, and regularly maintain a user-friendly and responsive CDSiC website with a SharePoint workspace to share documents with the CDSiC Steering Committee and Workgroups and foster collaboration..
- With input from patient representatives and other Steering Committee members, develop and execute a marketing and outreach strategy for developing dissemination materials that maximize outreach to a wide variety of stakeholder groups, including patients.
- Plan and carry out annual meetings of the CDSiC, which will allow attendees to exchange ideas, pose important questions, investigate potential solutions to CDS challenges through workshops, and capitalize on real-time communication to build new partnerships.
- Utilize decision-making frameworks within the Steering Committee and wider project teams to reconcile conflicts or differences in opinions related to CDSiC activities.

The projected outcomes of the Operations Center are as follows:

- Clearly defined roles and responsibilities of the Steering Committee related to strategic guidance, and dissemination
- Coordination of activities across CDSiC Centers
- Forum for exploring priorities, identifying challenges, and brainstorming solutions
- Coordinate and foster dialogue between the Stakeholder Community and Outreach Center and Innovation Center regarding how developments in the broader CDS ecosystem should inform CDSiC activities
- Established mechanisms and measures for assessing progress and productivity of the CDSiC and for identifying challenges related to CDSiC operations and dissemination
- Disseminate CDSiC work broadly in a variety of forms that are accessible and understandable to a wide audience
- Foster engagement with members of the CDSiC and other diverse groups of stakeholders

Constraints and Potential Challenges

The projected challenges to the activities of the Operations Center are outlined below:

- Identifying the appropriate combination of dissemination activities and mechanisms to execute, given the variance in their reach and effort required to implement.

- Avoiding oversaturation of CDSiC products to intended audiences if multiple products are released and promoted in quick succession.
- Ensuring that CDSiC work is relevant, impactful, patient centered, innovative, and accessible while also maintaining adequate feasibility.
- Promoting coordination and sharing of learning across the three CDSiC Centers, given the broad scope and amount of CDSiC activities occurring in tandem.
- Sustaining engagement with Steering Committee members as well as other key players/stakeholders (i.e., project team, workgroup members, project sites/developers).
- Maintaining awareness of external CDS projects and groups that have potential to influence CDSiC work.
- Communicating highly technical CDS topics to a broad audience.

Potential constraints to achieving the objectives of the Operations Center are described below:

- Lack of broad awareness in the healthcare community and the general population about the role of CDS in care delivery which may constrain the reach of CDSiC dissemination activities.
- Limitations in the Drupal platform used for the CDSiC website which constrains the features and formats available for presenting CDSiC resources and other information to the public.
- The need to develop CDS tools and projects within the constraints of available time and resources leading to a need to prioritize certain projects over others.

Relevant Stakeholders

Relevant stakeholders include those who are directly involved with the Operations Center, those involved more broadly with the CDSiC across its three centers, and those we intend to reach through dissemination activities.

Stakeholders directly involved with the Operations Center include the Steering Committee, Operations Center task leadership, and leads for the following Operations Center activities: 1) Dissemination and Communications; 2) Meeting Planning; 3) Website/Systems; and 4) Steering Committee Moderator.

Stakeholders involved more broadly with the CDSiC across its three centers include the Project Directorate, task leadership for the Stakeholder Community Outreach Center and Innovation Center, as well as the administrative team. Other stakeholders include project sites and potential users of CDSiC resources, such as electronic health record (EHR) developers and health systems, who will be involved in testing and implementation of CDS tools developed by the Innovation Center.

A broad set of stakeholders will be touched by the Operation Center's dissemination activities. The intended audience for dissemination of learnings, products, and resources of the CDSiC include federal agencies/policymakers, clinicians, medical/academic institutions, patients/patient advocates, CDS content developers, informaticists, standards developers, patient-centered outcomes research (PCOR)/informatics researchers, EHR developers, and health systems.

Decision-Making Frameworks

The Operations Center will come to decisions regarding recommendations for CDSiC using applicable decision-making frameworks depending on the needs of the CDSiC and the type of decision to be made. The Operations Center will utilize the RACI (Responsible, Accountable, Consulted, and Informed) matrix framework as a starting framework to determine the role different parties will play in making a decision, including defining when and how the Steering Committee will be involved. Definitions for the RACI matrix are outlined below:

RACI Definitions¹:

- R – Responsible (“The Doer”)
 - ▶ The “doer” is the individual(s) who actually complete the task. The “doer” is responsible for action/implementation. Responsibility can be shared. The degree of responsibility is determined by the individual with the “A”.
- A – Accountable/sign off (“The Buck Stops Here”)
 - ▶ The accountable person is the individual who is ultimately answerable for the activity or decision. This includes “yes” or “no” authority and veto power. Only one “A” per row.
- C – Consult/two way (“In the Loop”)
 - ▶ The consult role is individual(s) (typically subject matter experts) to be consulted prior to a final decision or action. This is a predetermined need for two-way communication. Input from the designated position is required.
- I – Inform/one way (“Keep in the Picture”)
 - ▶ This is individual (s) who needs to be informed after a decision or action

The Steering Committee’s role in decision-making according to the RACI definitions will align with the ‘Consult’ and ‘Inform’ dimensions of the RACI framework. The Steering Committee will provide high-level direction and input regarding what projects and dissemination activities the CDSiC should undertake as well as inform the Operations Center about related CDS activities occurring outside the CDSiC. These inputs will then be considered by the Project Directorate and AHRQ throughout the decision-making process.

The Project Directorate and AHRQ will execute the ‘Accountable’ and ‘Responsible’ dimensions of the RACI framework. The Project Directorate will inform the Steering Committee of CDSiC activities and ask for their feedback. After considering input from the Steering Committee, the Project Directorate will be responsible and accountable for making final decisions related to CDSiC activities, with AHRQ acting as the final decision-making authority. The Operations Center will subsequently inform the Steering Committee of these decisions.

¹ Smith ML, Erwin J. Role & Responsibility Charting (RACI) [Internet]. Available from: https://pmicie.starchapter.com/images/downloads/raci_r_web3_1.pdf

The Operations Center may use decision-making frameworks to weigh decisions about CDSiC Operations Center activities. Exhibit 1 outlines examples of the types of decisions to be made by the Operations Center with input from the Steering Committee, and the types of decision-making frameworks that could be employed.

Exhibit 1. Utilization of Decision-Making Frameworks by the Operations Center

Decision-Making Framework	Examples
SWOT Analyses	<ul style="list-style-type: none"> ■ Prioritizing marketing and outreach strategies to maximize outreach to different stakeholder groups ■ Decisions on how to package and present products within dissemination activities ■ Decisions on which types of CDSiC products to move forward to the Innovation Center ■ Assessing activities to pursue during the Option Year
Logic Trees, Decision Matrices	<ul style="list-style-type: none"> ■ Determining content to be included on the CDSiC website ■ Determining which audience(s) to prioritize when disseminating CDSiC products ■ Determining the order in which to develop/roll-out certain CDS products to the public ■ Determining scope and format of CDSiC innovation and dissemination activities
Risk/Benefit Analyses & Feasibility/Impact Analyses	<ul style="list-style-type: none"> ■ Weighing positive/negative impacts of CDS products on stakeholder groups ■ Prioritizing CDSiC Workgroup products to explore, develop, or implement