Operations Center: Operational Framework – Option Year 2

Agency for Healthcare Research and Quality
5600 Fishers Lane
Rockville, MD 20857
www.ahrq.gov

Contract No: 75Q80120D00018

Prepared by:
NORC at the University of Chicago

November 2024

FUNDING STATEMENT

This project was funded under contract number 75Q80120D00018 from the Agency for Healthcare Research and Quality (AHRQ), U.S. Department of Health and Human Services (HHS). The opinions expressed in this document are those of the authors and do not reflect the official position of AHRQ or HHS.

PUBLIC DOMAIN NOTICE

This document is in the public domain and may be used and reprinted without permission in the United States unless materials are clearly noted as copyrighted in the document. No one may reproduce copyrighted materials without the permission of the copyright holders. Users outside the United States must get permission from AHRQ to reprint or translate this product. Anyone wanting to reproduce this product for sale must contact AHRQ for permission. Citation of the source is appreciated.

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

Table of Contents

Purpose of Operational Framework....1

Operations Center Structure....1

Steering Committee....4

Roles and Responsibilities....7

Steering Committee Review and Input....8

Operations Center Reporting....8

Synergies, Challenges, and Mitigation Strategies....9

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 the 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 Dhopeshwarkar of NORC at the University of Chicago (NORC) will lead activities related to the maintenance 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 the synergy of all CDSiC activities and 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
- Development of CDSiC Charter and Framework
- Steering Committee formation and engagement

Key Activities
- Maintenance and facilitation SharePoint for project collaboration
- Identification of Workgroup and Planning Committee Members
- Support presence of CDSiC at relevant conferences and meetings

Key Activities
- Website maintenance and refinement
- Development and implementation of CDSiC Marketing and Outreach Plan
- Development and distribution of CDSiC dissemination materials
- 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
- Maintain a website and develop 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 SharePoint 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 input-gathering from 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 SharePoint site, public 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 the 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 SharePoint 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
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
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, External Stakeholders	Annually

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 implications for the work of the CDSiC
- Provide critical input on key CDSiC products that will be broadly disseminated during the product conceptualization and project proposal development phases
- Help to raise awareness of the CDSiC activities and products through dissemination to professional networks

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. New members of the Steering Committee for the Option Year are listed in orange font. This list may expand if the Center determines there are additional perspectives to include.

Exhibit 3. Steering Committee Members

Name, affiliation(s)
▪ James Cimino, MD, University of Alabama-Birmingham School of Medicine
▪ Deborah Collyar, Patient Advocates in Research*
▪ Angela Dobes, MPH, Crohn's & Colitis Foundation*
▪ Robert Greenes, MD, PhD, Arizona State University*
▪ Tonya Hongsermeier, MD, MBA, Elimu Informatics
▪ Kensaku Kawamoto, MD, PhD, MHS, University of Utah*
▪ Gilad Kuperman, MD, PhD, Memorial Sloan Kettering Cancer Center
▪ Brian Levy, MD, Oracle Cerner*
▪ David Little, MD, MS, FAMIA, Epic Systems*
▪ Kistein Monkhouse, MPA, Patient Orator*
▪ J. Marc Overhage, MD, PhD, Elevance Health*
▪ Tiffany Peterson, LupusChat*
▪ Gerasimos Petratos, MD, MS, HITEKS Solutions
▪ Richard Schreiber, MD, FACP, FAMIA, formerly Penn State Health Holy Spirit Medical Center (retired)*
▪ Jonathan Teich, MD, PhD, InterSystems*

Name, affiliation(s)

- Scott Weingarten, MD, MPH, Zync Health, Stanson
- Joel Andress, PhD, CMS (ex-officio)**
- Jordan Everson, PhD, ASTP/ONC (ex-officio)**
- Sonja Fulmer, PhD, FDA (ex-officio)*
- Edwin Lomotan, MD, AHRQ (ex-officio)
- Wesley Sargent, EdD, EdS, MA, CDC (ex--oficio)**
- Patrick Schoen, MSc, HRSA (ex-officio)
- Michael Wittie, MPH, ONC (ex-officio)

* Individuals that will participate in Steering Committee and other Center activities.
** New members of the Steering Committee for the Option Year

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 SharePoint website which will serve as a virtual resource-sharing 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 Dhopeshwarkar 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 Dhopeshwarkar 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 Dhopeshwarkar will ensure minutes are captured at each meeting by NORC 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 SharePoint 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. The Steering Committee will review key components of the revised 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. Steering Committee Dates and Proposed Meeting Topics for Option Year 2

Month and Year	Proposed Meeting Topics
December 3, 2024	▪ Review and input on proposed Workgroup products and Innovation Center projects ▪ Dissemination and outreach activity updates (focusing on Option Year 1 products) and preview of dissemination approach for Option Year products ▪ Presentation from external stakeholder on key PC CDS topic, such as the VA's CDS-focused work
January 23, 2025	▪ Brief update on key CDSiC activities ▪ Discussion of potential external Steering Committee speakers
March 19, 2025	▪ Presentation from external stakeholder on key PC CDS topic ▪ Review of logistics and planned agenda for Annual Meeting
May 6, 2025	▪ Annual Meeting will take the place of a regular Steering Committee meeting. All Steering Committee members will be encouraged to attend in person.
July 23, 2025	▪ Debrief and discussion of Annual Meeting and lessons learned ▪ Potential ideas for additional work emerging from the Annual Meeting ▪ Presentation on projects funded under AHRQ's U18, Implementing and Evaluating PC CDS Strategies in Real-World Settings ▪ Dissemination and outreach activity updates
September 17, 2025	▪ Workgroup and Innovation Core project updates ▪ Strategies for Steering Committee members to promote dissemination of products ▪ Year 4 review and reflection

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 Dhopeshwarkar 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 SharePoint 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 all six (6) virtual meetings annually, including the in-person CDSiC Annual Meeting in May 2025, and to notify Dhopeshwarkar and Dullabh at least 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 Stakeholder Center Workgroup products and Innovation Core projects during the product conceptualization and project proposal development phases. Steering Committee members will provide input at the early development offering ideas and suggestions for product focus and refinement. Steering Committee members will also be consulted to provide input on dissemination activities, including strategies to effectively leverage Steering Committee members' robust networks to ensure CDSiC resources reach the intended audiences. During Steering 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 update presentations by Workgroup Leads and Innovation Core Leads
- Review and provide input on select products as requested by the Operations Center leadership, including product conceptualizations for the Stakeholder Center Workgroups and project proposals for Innovation Core projects. Example products that may require review include:
    - Marketing and Dissemination Plan
    - Companion or "spinoff" products developed from CDSiC Workgroup products
    - Mockups of changes to website webpages
    - Annual Meeting agenda

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 Meeting planning, conference planning, website updates, newsletters) 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 the wider 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.
- 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 Meeting
    - Use of the SharePoint site to foster collaboration across CDSiC
    - Effectiveness of the website and other dissemination mechanisms to engage the broader CDS community