

Aligned Innovation

Aligned Innovation is a multistakeholder initiative designed to accelerate progress toward the next generation of outcome measures and methods needed to support value-based payment, population health & advancing health equity.

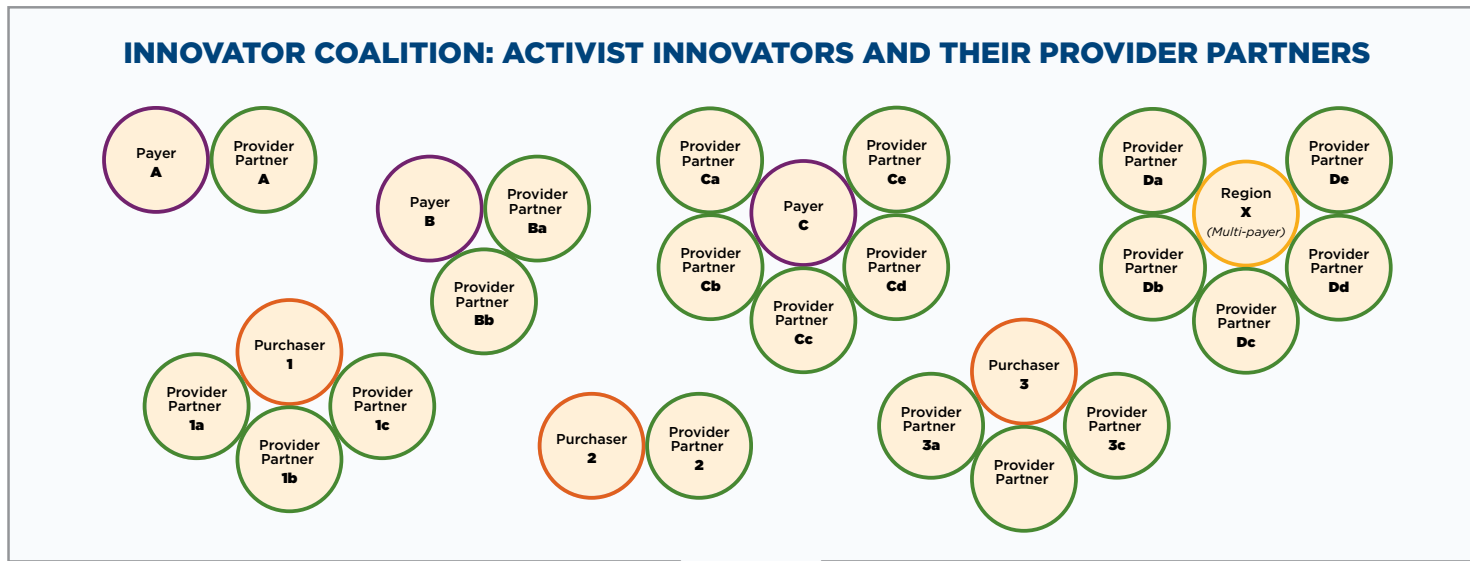
Despite a decade of consensus that value-based payment demands more outcome-oriented measures, current measure sets remain predominantly “process” focused. Some payers and purchasers have attempted to develop outcome measures independently, but these measures typically face challenges that limit their broad adoption and use. Aligned Innovation is conceived as a multistakeholder coalition model that can accomplish rapid-cycle, meaningful progress towards outcome-oriented measures that support value-based payment, population health, and health equity. The initial cycle of measure development is designed to be completed in no more than 24 months – relative to the current norm of 6+ years for measure development (from “concept” to “broad use”). Likely targets for new measure development in this round will draw from 5 broad clinical areas that represent more than 50 percent of medical spend and for which few, if any, outcomes measures are available for broad use: mental health, obstetrics, musculoskeletal care, oncology, cardiovascular care. Across any/all areas selected, Aligned Innovation will also address health equity measurement and data requirements.

Key differentiators of Aligned Innovation relative to traditional measure development are:

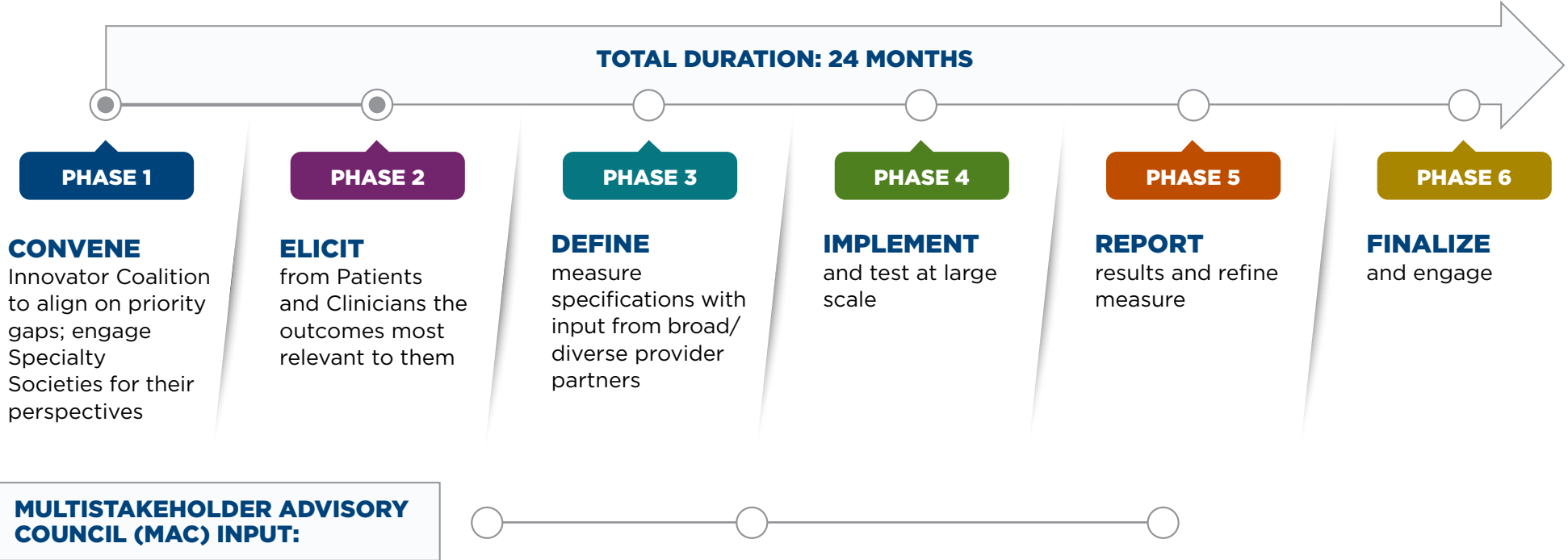
- Its inclusion of patients and the clinicians who care for them in defining the outcomes that matter for measurement;
- Its use of a consensus process to gain alignment among a diverse set of public and private sector stakeholders on the highest priority measure gaps to be filled;
- Its convening of a broad and diverse set of provider partners who participate in both the process of developing measure specifications and in testing their use in clinical practice;
- Its purposeful front-loading of the discovery of clinical objections and operational barriers to measures during the development process so that measures that emerge are known to be both clinically acceptable and operationally feasible;
- More robust psychometric testing and experiential data made possible by the purposeful inclusion of a broad and diverse set of provider partners who implement the draft measures, share the resulting data and share their experiences with using the measures in clinical practice;
- Its engagement with important end-users and enablers of the measures throughout the process to ensure the measures that emerge are broadly viewed as important and well-conceived, particularly by organizations whose perspectives will be relevant to the measures' ultimate acceptance and use;
- A timeline designed to be completed over approximately 24 months (rather than traditional measure development timeframes, which often take 6+ years).

The Figure below summarizes the Aligned Innovation Approach. First, the Aligned Innovation Coalition members (“Coalition”) align on the highest priority gaps to be filled during the first cycle of work. Next, relevant specialty societies are engaged to share their insights on the priority gap areas identified by the Coalition and to support engagement of clinicians for the next phase of work. Then, patients with the relevant conditions and/or care experiences and clinicians who care for these patient populations are convened to elicit the outcomes that matter most. These become the outcome measure concepts for measure development. To facilitate measure development, Coalition members bring their provider partners to the table to participate in 2 important ways: (i) working directly with the measure developer to identify and address any operational barriers to implementing the draft measure and to identify and address any clinical nuances that the draft measure has not accounted for (e.g., population subgroups that should be excluded, variables needed in the risk adjustment model) and (ii) to implement the measure in practice and share the resulting data for use in testing the measure’s psychometric and statistical properties. Measures will be refined and retested, if necessary, based on both technical and experiential data, and will be finalized once the measure is deemed operationally feasible, clinically sound and valuable, and psychometrically/statistically reliable and valid. Throughout the process, the Coalition will engage with a Multistakeholder Advisory Council (MAC), comprised of organizations that are important end-users and enablers of the measures, to ensure that the measures that ultimately emerge from Aligned Innovation are broadly viewed as important, well-conceived, and desirable for use. The full end-to-end process is designed to be completed in a period of no more than 24 months.

Figure 1.1 Aligned Innovation Approach



TOTAL DURATION: 24 MONTHS



Key Stakeholder Groups:

KEY STAKEHOLDER GROUP	ROLE
Innovator Coalition (Coalition)	Public and private sector organizations that are the principal customers and drivers of Aligned Innovation.
Specialty Societies	For each topic the Coalition selects for new measure development, relevant Specialty Societies are engaged for relevant expertise and participation of clinical experts.
Patients and Clinical Experts	For each topic the Coalition selects for new measure development, Patients and Clinicians with experience in that clinical area are engaged to elicit the outcomes that matter most. These become the “outcome measure concepts” for Aligned Innovation measure development.
Multistakeholder Advisory Council (MAC)	Broad and diverse set of organizations that represent important end-users and enablers of measures to be developed, and whose input, advice, and involvement are sought throughout the process.
Provider Partners	Convened by Coalition members, a nationally representative set of provider organizations are at the table informing the measure developer to ensure upfront identification of clinical and operational factors critical to the measures’ ultimate acceptance and feasibility and to participate in scaled implementation and testing.
Measure Developer	Contracted by the Coalition to develop measure(s) with the desired characteristics in collaboration with the Coalition, its Provider Partners and other key stakeholders of the Aligned Innovation process.