



**NATIONAL
QUALITY FORUM**
Driving measurable health
improvements together

Chief Operating Officer Washington, DC



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National Quality Forum

Mission, Vision, and Values

The National Quality Forum (NQF) is the only consensus-based healthcare organization in the nation as defined by the Office of Management and Budget. This status allows the federal government to rely on NQF-defined measures or healthcare practices as the best, evidence-based approaches to improving care. The federal government, states, and private-sector organizations use NQF's endorsed measures, which must meet rigorous criteria, to evaluate performance and share information with patients and their families.

NQF was created in 1999 by a coalition of public- and private-sector leaders after the President's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry concluded that an organization like NQF was needed to promote and ensure patient protections and healthcare quality through measurement and public reporting.

NQF's Mission: To be the trusted voice driving measurable health improvements.

NQF's Vision: Every person experiences high-value care and optimal health outcomes.

NQF's Values: Collaboration | Leadership | Passion | Excellence | Integrity

NQF's Areas of Work

NQF is committed to helping our nation achieve better and affordable care, and improving the overall health of Americans. Specifically, NQF:

Sets Standards. NQF-endorsed measures are considered the gold standard for healthcare measurement in the United States. Expert committees that are comprised of various stakeholders, including patients, providers, and payers, evaluate measures for NQF endorsement. The federal government and many private sector entities use NQF-endorsed measures above all others because of the rigor and consensus process behind them. Nearly all NQF-endorsed measures are in use.

Recommends measures for use in payment and public reporting programs. Since 2017, 90 percent of all Medicare payments are performance-based. Under legislated authority, the NQF-convened Measure Applications Partnership (MAP) advises the federal government and private sector payers on the optimal measures for use in specific payment and accountability programs. MAP also bridges public and private sector use of measures to help the nation use measures efficiently and reduce burden.

Advances electronic measurement. Care can be safer, more affordable, and better coordinated when electronic health records capture data needed to measure performance and when that data is shared easily between healthcare providers and their patients. NQF's health IT initiatives are designed to support the complex, but important, move toward electronic measurement.

Provides information and tools to help healthcare decision-makers. Healthcare is changing quickly, and performance measurement is changing with it. NQF provides reports, tools, events, and information to help physicians and others on the frontlines of changing healthcare.



How NQF Does It

Consensus

Consensus drives every aspect of NQF work. Expert committee members represent diverse interests from every healthcare sector. Measures are endorsed by NQF only after thoughtful discussion and debate from across the healthcare community. And recommendations for use of measures in federal programs are made with input from public and private stakeholders alike.

NQF is recognized as a voluntary consensus-standards setting organization – as defined by the National Technology Transfer and Advancement Act of 1995 and the Office of Management and Budget (OMB) Circular A-119 – and adheres to the OMB definition of consensus.

Transparency and Engagement

NQF's belief in consensus as a powerful agent for achieving healthcare change is supported by a fully transparent organization that encourages active involvement and sharing of information. All NQF work products – including reports, measures, and meeting materials – are available on their website.

NQF events are where consensus-building and collaboration come to life. Participants are able to join the conversation and work with people they might otherwise not have a chance to connect with to tackle the most pressing issues facing the healthcare system. As part of their commitment to transparency, all events are open to the public.

Public-Private Collaboration

The public and private sectors can successfully work together to achieve better health. NQF is a common thread between these groups, bringing together diverse voices and experiences.

Leaders in the field frequently partner with NQF. Their work – from endorsement projects to the Measure Applications Partnership to the National Priorities Partnership – proves that public-private collaboration is not only possible, but necessary to generate meaningful, sustainable change.



Shantanu Agrawal, President & CEO

Shantanu Agrawal is a board-certified emergency medicine physician who has worked in both academic and community settings. Dr. Agrawal is the former Deputy Administrator for the Centers for Medicare & Medicaid Services (CMS) and Director of one of its largest centers, the Center for Program Integrity (CPI). At CMS, Dr. Agrawal led an effort to improve the physician experience with Medicare. He also was one of the main architects of CMS' strategy and action plan to address the national opioid epidemic. His main focus at CPI was lowering the cost of care through the detection and prevention of waste, abuse, and fraud in the Medicare and Medicaid programs. From 2012 to 2016m CPI's prevention efforts saved the programs \$50 billion. In addition to leading NQF, Dr. Agrawal serves on the Board of the Grameen Foundation, the Presidential Advisory Council of Brown University's School of Public Health, and the editorial board of the journal, Population Health Management.

The Opportunity

The Chief Operating Officer (COO) oversees the day-to-day business and operational aspects of NQF. As a key member of the executive team, the COO will work closely with the President & Chief Executive Officer (CEO) to ensure that NQF has the appropriate strategies and processes in place to make it an effective, efficient, sustainable organization – and a great place to work. The COO is responsible for the oversight of all Finance, People & Culture (HR), Information Technology, Meetings, Communications, and any Office Operations activities of the organization. Ideally, the COO will partner with executive team members on business development and corporate sponsorship initiatives.

- ❖ Advise the CEO and executive team on a range of key strategic, business, and operational issues; collaborates with the CEO and executive team to develop and implement plans for the operational infrastructure of systems, processes, and staff designed to meet the current and emerging objectives of the organization.
- ❖ Lead and develop a team of operational professionals with responsibility for finance, people & culture, information technology, meetings, communications, and office operations.
- ❖ Oversee the process for developing the annual organizational budget, ensuring that the annual budget supports the organization's long-term goals, as well as its internal functions; regularly track financial performance, recommending high-level financial adjustments to the CEO; and develop and distribute timely, accurate, and complete reports relative to the organization's finances and operations.
- ❖ Implement best practices to support efficient and financially responsible operations and accurate, timely, and fully compliant accounting, financial reporting, audits and internal controls; provide information used in the preparation and monitoring of government and non-government contracts and grants.
- ❖ Partner with the CEO and executive team to drive overall organizational effectiveness, including strategic and operational people strategies, organizational culture, and change initiatives throughout departments leading to improved business results, employee satisfaction, and productivity.
- ❖ Partner with the executive team to support the organization's business development, fundraising, and corporate sponsorship efforts.
- ❖ Develop presentations and reports for the CEO, tailored to the Board of Directors, that reflect high-level summary data for finance and operations.
- ❖ Broadly manage risk and ensure legal, tax, and other regulatory compliance in partnership with general counsel.

The Candidate

The National Quality Forum seeks a driven and results-oriented leader to serve as its next Chief Operating Officer. The COO will be able to foster internal and external conversations that build support for and engagement in processes that advance the organization's strategic priorities. As a detail-oriented professional, the COO will also be able to oversee the careful execution of those processes while valuing and striving for operational excellence. The ideal COO's qualifications include:

Background

- ❖ At least 15 years of progressive management experience; at least five years of executive-level experience overseeing finances (accounting, budgeting, control, and reporting) for a complex nonprofit with multiple funding sources and a budget of at least \$20 million.
- ❖ Bachelor's degree is required in related field; MBA preferred.

Experience and Expertise

- ❖ Significant experience in government contracting and accounting.
- ❖ Significant strategic leadership, management, and decision-making experience, with direct accountability for results at the executive level, in an organization of comparable scale and complexity to NQF.
- ❖ Thorough understanding of business operations, business analysis, systems, IT platforms and emerging technologies, human resources, and financial management.

- ❖ Experience successfully leading organizations through periods of growth and change, managing expectations and providing the necessary guidance to leadership and staff.
- ❖ Proven experience interacting with boards and managing board relations.
- ❖ Business development experience strongly preferred.
- ❖ Experience in the operations of a membership organization preferred.

Skills and Abilities

- ❖ High attention to detail; producer of quality work.
- ❖ Exceptional writing, speaking, and presentation skills. Experience making effective presentations to varied audiences including executive team, staff, and the Board.
- ❖ Ability to make timely decisions to ensure the smooth operation of an organization.
- ❖ A successful track record of building, motivating, and mentoring high-performing teams across functional areas, including senior-level professionals, and connecting with staff.
- ❖ Values collaboration and relationship building; possesses solid interpersonal skills.
- ❖ Thrives in a fast-paced, results-driven organizational environment.
- ❖ Excellent analytical and abstract reasoning skills, plus excellent organization skills.



Questions, résumés, and CVs should be sent to search@driconsulting.com

All first-round interviews for this position will take place at Development Resources, *inc.* at 1820 N. Fort Myer Drive, Suite 702, Arlington, VA 22209, (703) 294-6684, or via telephone/video conference.

DRi is an executive search and development consulting firm that recruits senior leaders and works with them to build talented teams, create bold strategic plans, and design powerful fundraising programs.

National Quality Forum is an Equal Opportunity Employer and is seeking a diverse slate of candidates for formal consideration.



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