

**Minutes from the Health Information and Analysis  
Oversight Council Meeting  
September 17, 2024**

**Council members present:** Ms. Fay Donohue; Mr. Niels Puetthoff, designee of Acting-Commissioner Kevin Beagan, Division of Insurance; Mr. Brent Benson; Ms. Martha Kwasnik, designee of Secretary Matthew Gorzkowicz, Executive Office for Administration and Finance; Dr. Adrianna McIntyre; Ms. Karen Tseng, designee of Secretary Kate Walsh, Executive Office of Health and Human Services; Ms. Sandra Wolitzky, Office of the Attorney General; and Ms. Jean Yang.

Ms. Donohue called the meeting to order at 2:03 p.m.

**I. APPROVAL OF PRIOR MEETING MINUTES [VOTE]**

Ms. Donohue opened the meeting and thanked the Council members for joining.

Ms. Donohue next called for a motion to approve the minutes from the June 18, 2024, meeting, which was followed by a formal roll call vote; the minutes were unanimously approved.

**II. STRATEGIC PLANNING: RESOURCE ALLOCATION AND PHASE II**

Executive Director Lauren Peters invited CHIA's Chief Financial Officer, Nick Dantzer, and Andrew Jackmauh, Chief of Staff, to present on a recent resource allocation project and the next phase of the agency's strategic plan. Ms. Peters explained that she wanted to solicit the Council's feedback on potential modifications to the strategic plan. She also noted that, in response to Council member request, CHIA wanted to walk members through an exercise the agency conducted on resource allocation and the effort to quantify the number of staff who are dedicated to statutorily required work versus those working on discretionary projects.

Mr. Dantzer provided the Council with some background on the resource allocation project and explained the difference between statutorily required work and discretionary work, explaining that statutorily required work was mandated by Massachusetts General Laws while discretionary work consisted of efforts aligned with agency policy and/or programmatic priorities. He next shared information on CHIA's projects and workstreams and highlighted that nearly two-thirds of the agency's work is statutorily required. Mr. Dantzer further broke down for the Council the distribution of staff between these project types. There was a brief discussion about how CHIA staff is assigned to the three analytic teams and how transferable staff analytic capabilities are.

Mr. Jackmauh then walked the Council through CHIA's strategic plan efforts to date, reminding members that the initiative started in spring 2023. He outlined for Council members the four goal areas included in the plan: diversity, equity, and inclusion; clear communication; data usability; and data and analytic strategy. Mr. Jackmauh subsequently provided brief updates in each area. He invited the Council to provide feedback on CHIA's next steps to implement the strategic plan. Council members discussed whether CHIA's current discretionary work is phasing out and therefore could be replaced by other initiatives. Ms. Peters noted that CHIA plans to continue the current discretionary work. Council members also discussed how CHIA is gauging success on the goals, including data usability.

Council members had a robust discussion about several new analytic topics for CHIA to consider including: exploring the effect of the aging population on the Massachusetts health care system; health care capacity issues; the impact of new, high-cost prescription drugs and ability to predict the advent of new drugs; analysis of urgent care centers and ambulatory surgery centers, including information on geographic distribution and staffing; quantification of the primary care shortage with an understanding of its causes and steps to remedy it; supply side survey of physicians, specifically primary care physicians; causes of different health care spending figures between CHIA and the federal government sources; health planning to prepare for the next health care emergency; analysis of underinsurance and administrative barriers to care; quantifying "waste" in the health care system and its causes; improving and expanding the communication of CHIA reporting; as well as better ways to monitor and improve data

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usability and visibility. The discussion items listed above include several topics Ms. Peters shared on behalf of Mr. Sager who was unable to attend the meeting.

After summarizing the discussion items, Ms. Donohue introduced the next agenda topic.

**III. NURSING FACILITY TRANSPARENCY**

Next on the agenda was an update on CHIA's Nursing Facility Transparency initiative, which was first shared with the Council in June. Liz Almanzor, Director of Provider Finance, briefly walked through the project and the proposed timeline for rolling it out to the public. The goal is to increase transparency of nursing facilities' financial and quality performance by publishing an interactive Tableau dashboard of individual profiles for each facility by the end of the calendar year. Ms. Almanzor outlined the quality data that will be included and their data sources and solicited feedback on the plan. Council members discussed the value of the various quality metrics, as well as the possibility of members of the public using the dashboard to make personal decisions regarding care, and how best to mitigate those concerns.

**IV. CHIA PRIORITY AREAS**

Erin Bonney, Director of Health Informatics and Reporting, and Haley Farrar-Muir, Associate Director of Strategy and Research, were invited to the table to provide brief updates on CHIA's analytic priority areas. Ms. Bonney first shared highlights from the recently published primary care and behavioral health spending report. She then shared the work CHIA is doing on the next primary care dashboard, as well as the plan to publish the first-ever behavioral health dashboard later this month. Ms. Farrar-Muir next shared a quick update on the Massachusetts Health and Human Services Workforce Survey, noting that the human services sector survey will be closing in a few weeks. She proceeded to briefly update Council members on the agency equity strategy, and the current focus to augment existing data streams with new sociodemographic data.

**V. EXECUTIVE DIRECTOR'S REPORT**

To conclude the meeting's agenda, Ms. Peters gave her Executive Director's Report. She gave a brief budget and legislative update, noting that the formal legislative session ended in July. Next, she shared the status of the eAPCD project, explaining that the project is currently on track. Ms. Peters wrapped up her report by outlining recent CHIA publications and what is forthcoming.

**VI. CLOSING**

With no other business to discuss, Ms. Donohue sought to adjourn the meeting; the meeting concluded at 3:45 p.m.