**For Leaders**

For organizations to effectively improve care and outcomes, you need systems that support an evidence-based approach. EBM principles and methods must be infused into leadership roles, structures such as committees and work groups, processes, staff roles, skills and tools.

This Committee Tips checklist can help you think through the necessary and needed elements for operating your evidence-based committees such as Pharmacy & Therapeutics, technology assessment, utilization management and coverage committees.

**Strong advice is to ensure training in evidence-based medicine, especially critical appraisal concepts.**

| Topic | Leadership Tips |
|---|---|
| **Charter** | Create a clear charge<br>▪ Strong advice is to consider establishing a separate committee for triangulating other considerations in determining coverage (e.g., medical directors' group).<br>▪ Create clarity about consequence of actions<br>**Notes**: |
| **Membership** | Ideal committee size is no more than 10 members.<br>**Notes:** |
| **Membership** | Physician members should be chosen from primary care plus specialty areas that are high utilizers of drugs and new technologies (e.g., radiology, surgery, GYN, oncology, ophthalmology).<br>**Notes:** |
| **Membership** | Include epidemiological expertise.<br>**Notes:** |
| **Membership** | If you wish to have a patient perspective, consider someone with broad involvement in your organization, such as a board member.<br>**Notes:** |
| **Membership** | Be sure some committee members have the skills and competencies to do critical appraisal and draw conclusions on the basis of the strength of the evidence.<br>**Notes:** |
| **Membership** | Have someone with skills to conduct meetings and facilitate group dynamics.<br>**Notes:** |
| **Staffing** | Committees should have adequate staffing capable to prepare the needed pre- and post-meeting documents and analysis.<br>**Notes:** |
| **Documentation** | In advance of the meeting, ensure that you've done the first three "A"s of EBM ("Ask, Acquire, Appraise). Prepare written documents for the committee members prior to the meeting including background, evidence summary and evidence analysis. Depending on your culture, you might want to position evidence-based recommendations at the beginning of your meeting documents.<br>**Notes:** |
| **Documentation** | Prepare to summarize the results of the meeting.<br>**Notes:** |
| **Deliberations** | Request disclosure of conflicts of interest.<br>**Notes:** |

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|---|---|
| **Deliberations** | Separate the evidence evaluation from the implications/triangulations done from the evidence considering such things as legal marketing, PR, organizational conditions.<br>**Notes:** |
| **Deliberations** | It is helpful to have pre-established approval/failure criteria.<br>**Notes:** |
| **Deliberations** | It is often beneficial to invite the requesters to the meetings.  While there are pros- and cons- to having them there during the determination, it is probably better overall to have the process be open.<br>**Notes:** |
| **Deliberations** | It is frequently necessary to explain to requesters – and remind members – of the difference between evidence evaluation and coverage decisions.<br>**Notes:** |
| **Deliberations** | Evidence governs:<br>    ▪ Evidence trumps opinion<br>    ▪ Evidence trumps variation data<br>    ▪ Evidence trumps benchmarks<br><br>Frequently people will describe their opinions as "evidence."  A tip is to ask to go directly to the evidence together either before the meeting or just-in-time at the meetings.<br><br>**Notes:** |
| **Deliberations** | Evidence alone is not sufficient – most decisions require judgment.<br>**Notes:** |
| **Deliberations** | Our advice is to avoid any concept of voting.  You are making a determination.  Advice is to use majority rules.  Consider keeping individual decisions secret to help avoid biasing the group.<br>**Notes:** |
| **Deliberations** | Stick to agreed upon time frame.<br>**Notes:** |
| **Deliberations** | Leave adjacent topics for another time.<br>**Notes:** |
| **Other** | Additional information as needed: |

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