

NRHI Operating Plan Dashboard

#	Goal/Project	Measure/Tactic #	Measures of Success/Tactic	Target Date	Responsible	Target	Actual	Current Status 10/27/2014	Prior Status (10/1/2014)	High Priority	Resource Capacity	Comment
1.	Growing a Trusted Network									<input type="checkbox"/>		
2		1.1	<input type="checkbox"/> 90% of Members Renew	12/31/14	Elizabeth Mitchell	90%				<input type="checkbox"/>		
3		1.1a	Assign Account Manager to each member	07/07/14	Elizabeth Mitchell	100%				<input type="checkbox"/>	Requires additional staff time	
4		1.1b	<input type="checkbox"/> Develop, define and implement member service levels	03/31/15	Louise Merriman					<input type="checkbox"/>	Requires additional staff time	
5			Develop process for recording and responding to complaints	03/31/15	Louise Merriman					<input type="checkbox"/>	Requires additional staff time	
6		1.1c	<input type="checkbox"/> New Member On-Boarding Procedures	10/31/14	Louise Merriman	1				<input type="checkbox"/>	Requires additional staff time	
7			On-Boarding packet	10/31/14	Louise Merriman	1				<input type="checkbox"/>		
8		1.2	<input type="checkbox"/> Improved Satisfaction - Member Survey	09/15/15	Elizabeth Mitchell	TBD				<input type="checkbox"/>		
9		1.2a	Conduct member survey to establish baseline	08/31/14	Louise Merriman	1				<input type="checkbox"/>		Survey issued
10		1.2b	Develop action plan based on survey results	10/03/14	All					<input type="checkbox"/>		Only 1/3 of members responded, personal outreach underway
11		1.2c	Actions to Improve Satisfaction	03/02/15	All	TBD				<input type="checkbox"/>		Based on survey results
12		1.2d	Conduct follow-up member survey	08/31/15	Louise Merriman	1				<input type="checkbox"/>		
13		1.3	<input type="checkbox"/> Attract New Members (annual)	12/31/14	Elizabeth Mitchell	2				<input type="checkbox"/>		
14		1.3a	Add new member categories	09/05/14	Elizabeth Mitchell					<input type="checkbox"/>		
15		1.3b	Modify member benefits	09/05/14	Elizabeth Mitchell					<input type="checkbox"/>		
16		1.3c	Develop new member applications	10/31/14	Louise Merriman					<input type="checkbox"/>		complete
17		1.3d	Conduct external webinars	12/31/14	Louise Merriman	4	1			<input type="checkbox"/>	Requires additional staff time	1 held - 6/13/2014 -The Triple AIM and Transforming the Healthcare System and a second one in the works, but to do this professionally we need staff and resources. Second to be held on December 10
18		1.3e	Issue external newsletter	01/09/15	Louise Merriman					<input type="checkbox"/>	Requires additional staff time	
19		1.3f	New Member Recruitment Strategy	06/05/15	Louise Merriman					<input type="checkbox"/>		BOD sent to Governance Committee 9/5/2014
20		1.4	<input type="checkbox"/> Membership Engagement	12/31/14	Elizabeth Mitchell	Minimum one activity per Member				<input type="checkbox"/>		Minimum 1 activity/forum/peer support or learning network/NRHI Member)
21		1.4a	Issue monthly NRHI newsletter	12/30/16	Louise Merriman	36	10			<input type="checkbox"/>		On Target
22		1.4b	Issue Board Update (non-Board meeting months)	12/30/16	Elizabeth Mitchell	24	5			<input type="checkbox"/>		
23		1.4c	Measure engagement via Member Satisfaction Survey	08/31/14	Louise Merriman					<input type="checkbox"/>		Only 1/3 of members responded, personal outreach underway. Mylia will outreach to them as of a week ago
24		1.4d	<input type="checkbox"/> Develop alternative engagement forums to support new board structure	12/31/15	Elizabeth Mitchell					<input type="checkbox"/>	Requires staff and funding	Red to yellow- target date changed
25			Annual All Member Meeting	12/31/15	TBD	1/year				<input type="checkbox"/>	Requires staff and funding	
26			CEO Forum	12/31/15	TBD	2/year				<input type="checkbox"/>	Requires staff and funding	
27			All Member Meetings	12/31/15	TBD	2/year				<input type="checkbox"/>	Requires staff and funding	
28			Topical Summits	12/31/15	TBD					<input type="checkbox"/>	Requires staff and funding	
29			NRHI National Meeting	12/31/15	TBD					<input type="checkbox"/>	Requires staff and funding	
30			Regional Meetings	12/31/15	TBD					<input type="checkbox"/>	Requires staff and funding	
31			NRHI Sponsored Community Meetings	12/31/15	TBD					<input type="checkbox"/>	Requires staff and funding	

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32			NRHI Networking and Social Events	12/31/15	TBD					<input type="checkbox"/>	Requires staff and funding	
33		1.4e	Engage NRHI members in the Collaborative Health Network on-line platform	12/31/14						<input type="checkbox"/>		
34			Recruit NRHI members to participate in beta phase of the Collaborative Health Network	12/31/14	Janhavi Kirtane Fritz	150				<input checked="" type="checkbox"/>	Adequate	Depends largely on success of November ALIGN breakfast and NRHI board meeting
35			Recruit NRHI trusted functional experts to support peer to peer learning	12/31/14	Janhavi Kirtane Fritz	5				<input checked="" type="checkbox"/>	Requires funding	Candidate TFE time commitments and CHN budgets may reduce initial TFE slate to 4.
36		1.5	Website Usage by NRHI Members	12/31/14	Elizabeth Mitchell					<input type="checkbox"/>		NRHI Website
37		1.5a	Revise NRHI Website including member portal		Louise Merriman					<input type="checkbox"/>		complete and launched
38		1.5b	Post all committee/project materials on member portal	10/31/14	All					<input type="checkbox"/>		
39		1.5c	Track website analytics	12/01/14	Louise Merriman					<input type="checkbox"/>		have this but have not reported out on this. We should decide to review once a month at staff meeting starting in December
40	2. Advancing Innovation to Reach the Triple Aim									<input type="checkbox"/>		
41		2.1	Platform for Capturing, Identifying, Disseminating Best Practices	12/31/15	Elizabeth Mitchell	100%				<input type="checkbox"/>		TCoC for 2014; CHN for 2015 - Measure engagement level
42		2.1a	Create TCOC project page in member portal	12/31/14	Ellen Gagnon	1	1			<input type="checkbox"/>		
43		2.1b	Conduct TCOC project webinars	04/30/15	Ellen Gagnon	4	3			<input type="checkbox"/>		Offered Standardization Technical Webinar, Stakeholder Engagement Webinar, Phy leadership webinar
44		2.1c	Secure funding for CHN		Elizabeth Mitchell					<input type="checkbox"/>		
45		2.1d	Soft launch of Collaborative Health Network on-line platform	11/14/14	Janhavi Kirtane Fritz					<input checked="" type="checkbox"/>	Adequate	
46			2 moderated discussion forums active on Collaborative Health Network	12/31/14	Janhavi Kirtane Fritz	2				<input type="checkbox"/>	Adequate	Need to determine what types of events make sense.
47			Media library populated with content on NRHI member signature initiatives	12/31/14	Janhavi Kirtane Fritz	TBD				<input type="checkbox"/>	Adequate	Need to agree on approach that will be most valuable to participants; might include deep development of material related to TCoC (vs broad population)
48			Original video content released for 2 signature NRHI member initiatives	12/31/14	Janhavi Kirtane Fritz	2				<input type="checkbox"/>	Adequate	Physician videos and patient experience summit
49		2.2	Develop Sustainable Business Model for Data Infrastructure	12/31/15	Elizabeth Mitchell					<input type="checkbox"/>		CHT
50		2.2a	Secure funding for Center for Healthcare Transparency planning		Elizabeth Mitchell					<input type="checkbox"/>		
51		2.2b	Expand revenue opportunity for Qualified Entities	12/31/15	Elizabeth Mitchell					<input type="checkbox"/>		
52												
53		2.3	Secure Additional Grant to Utilize TCoC Results for Healthcare Cost Reduction	05/01/15	Elizabeth Mitchell					<input type="checkbox"/>		
54		2.3a	Submit renewal proposal to RWJF for TCoC - Phase 2	10/31/14	Louise Marcotte	1				<input type="checkbox"/>		
55		2.3b	Submit partnership grant proposal with Stanford CERC to Peterson Foundation	08/01/14	Elizabeth Mitchell	1				<input type="checkbox"/>		on hold pending Peterson completion of strategic planning
56	3. Advocacy									<input type="checkbox"/>		
57		3.1	Align RHICs with Federal Policy Development		Elizabeth Mitchell					<input type="checkbox"/>		
58		3.1a	Enhance Medicare Data Access and Use	12/31/15	Elizabeth Mitchell					<input type="checkbox"/>		
59		3.1b	Raise Profile of RHICs among Federal Partners		Elizabeth Mitchell					<input type="checkbox"/>		
60		3.1c	Prepare and Position RHICs for Federal Funding Opportunities		Elizabeth Mitchell					<input type="checkbox"/>		AHRQ/Harvard
61		3.1d	Establish Public Policy Committee	03/31/15						<input type="checkbox"/>	Requires additional staff time	
62		3.2	National Organizations Support and Partner with RHICs	12/31/14	Elizabeth Mitchell	1				<input type="checkbox"/>		
63		3.2a	Establish and maintain relationships with key federal agencies	ongoing	Elizabeth Mitchell					<input type="checkbox"/>		
64		3.2b	Lead CMS Advisory Group	ongoing	Elizabeth Mitchell					<input type="checkbox"/>		

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65		3.2c	Establish and maintain relationships with national state associations	ongoing	Dianne Hasselman					<input type="checkbox"/>		e.g., NGA, NAMD, etc.
66		3.3	NRHI & Members Featured Positively in National Media	12/30/16	Elizabeth Mitchell	3				<input type="checkbox"/>		
67		3.4	NRHI Publishes Policy Document for a Broad Audience	12/30/16	Elizabeth Mitchell	1				<input type="checkbox"/>		
68	4. Organizational Capacity, Sustainability and Improvement									<input type="checkbox"/>		
69		4.1	Annual Revenue Increases to \$3M	12/30/16	Elizabeth Mitchell					<input type="checkbox"/>		
70		4.1a	Identify and Pilot New Member Services	12/31/14	Elizabeth Mitchell	1				<input type="checkbox"/>	Requires staff and funding	Need to carve out time in early Sept
71		4.1b	Shared data services survey and meeting	06/30/14	Kristin Majeska	100%				<input type="checkbox"/>		Completed
72		4.1c	Income generating services priorities	09/15/14	Kristin Majeska	100%				<input type="checkbox"/>		
73		4.1d	Income generating services feasibility study completed	12/30/14	Kristin Majeska	75%				<input type="checkbox"/>		Feasibility Study nearly complete on Physician Leadership, less detail will be available for Data Analytics by board meeting but full feasibility study on track for Dec 30
74		4.2	Conduct and Pass Financial Audit	03/31/16	Elizabeth Mitchell					<input type="checkbox"/>		
75		4.2a	Transition accounting function from external vendor to internal function	09/15/14	Michael Wilson					<input type="checkbox"/>		
76		4.3	Secure New Grant Aligned with Strategic Goals		Elizabeth Mitchell					<input type="checkbox"/>		
77		4.3a	Identify potential funders	ongoing	Elizabeth Mitchell					<input type="checkbox"/>		
78		4.3b	Submit AHRQ Grant w/Harvard	10/17/14	Dianne Hasselman					<input type="checkbox"/>		
79		4.3d	Convene meeting for Milbank on effective RHIC-state partnerships	01/31/15	Dianne Hasselman					<input type="checkbox"/>		
80		4.3c	Support member grant submissions for CMS Practice Transformation Network	12/31/14	Dianne Hasselman					<input type="checkbox"/>		FOA was released Oct 23
81		4.4	Increase Cash Reserves	06/30/16	Elizabeth Mitchell	6 Months Operating Expense				<input type="checkbox"/>	Requires staff and funding	
82	5. Total Cost of Care (HRCMT)									<input type="checkbox"/>		
83		5.1	Establish TCOC "National" Benchmarks	12/31/14	Ellen Gagnon	5				<input type="checkbox"/>		Goal is to benchmark 5 regions
84		5.1a	Standardize regional commercial cost informaton	12/31/14	Ellen Gagnon	5	2			<input type="checkbox"/>		
85		5.1b	Use of Common Risk Adjuster	12/31/14	Ellen Gagnon	5	5			<input type="checkbox"/>		Negotiated reasonably priced license
86		5.2	"Public" RHIC Practice Level TCOC Reporting	12/31/14	Ellen Gagnon	5				<input type="checkbox"/>		
87		5.2a	Assure data set and implementation accuracy	12/31/14	Ellen Gagnon	5	2			<input type="checkbox"/>		
88		5.2b	Reports are aligned nationally with local customization	12/31/14	Ellen Gagnon	5	2			<input type="checkbox"/>		Maine & Minnesota completed
89		5.3	Engage Physician Leadership in TCOC Data & Strategies	12/31/14	Ellen Gagnon	1	1			<input type="checkbox"/>		Held August 14 & 15, 2014 at Stanford University
90		5.3a	Develop and prepare national physician seminar curriculum	08/15/14	Ellen Gagnon	1	1			<input type="checkbox"/>		
91		5.3b	Set and Meet Physician Attendance Target	08/15/14	Ellen Gagnon	16	16			<input type="checkbox"/>		All 16 physicians attended
92		5.3c	Improvement in baseline pre-seminar survey results	12/31/14	Ellen Gagnon	Yes	Yes			<input type="checkbox"/>		pre-seminar survey completed; post-survey underway
93		5.4	Conduct Multi-Stakeholder Forums for Engagement	04/30/15	Ellen Gagnon	5				<input type="checkbox"/>		Minimum one session /region
94		5.4a	Data Presentation to multi-stakeholder forums	04/30/15	Ellen Gagnon	5	5			<input type="checkbox"/>		
95		5.4b	Identification of Strategies for Cost Reduction	04/30/15	Ellen Gagnon	5				<input type="checkbox"/>		
96		5.4c	Roadmap—How to identify local cost drivers and create strategies	04/30/15	Ellen Gagnon	5				<input type="checkbox"/>		
97		5.5	Dissemination of Pilot Findings & Results	04/30/15	Ellen Gagnon	1				<input type="checkbox"/>		
98		5.5a	Document and share lessons learned and steps to avoid pitfalls	04/30/15	Ellen Gagnon					<input type="checkbox"/>		Buying Value, QASC, IOM; NQCA, AF4Q planned
99		5.5b	Identify barriers and solutions to obtaining and using cost and resource use data	04/30/15	Ellen Gagnon					<input type="checkbox"/>		

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100		5.5c	Hold National Summit	04/30/15	Ellen Gagnon	1				<input type="checkbox"/>	Adequate	\$35K grant awarded from RWJF
101	6. Center for Healthcare Transparency (CHT)									<input type="checkbox"/>		
102		6.1	<input type="checkbox"/> Five Year Plan Developed	10/30/15	Kristin Majeska	100%				<input type="checkbox"/>		
103		6.1a	Assessment of Current Data Availability by State	12/31/14	Kristin Majeska	Yes	50%			<input type="checkbox"/>		Are dedicating additional resources in Nov.
104		6.1b	Federal and state policy barriers and recommendations for action	09/30/15	Kristin Majeska	Yes	20%			<input type="checkbox"/>		
105		6.1c	<input type="checkbox"/> Getting to 50% of the US population by 2020 - State to State strategy	09/30/15	Kristin Majeska	Yes				<input type="checkbox"/>		
106			Initial Regional Data Utilities identified	03/31/15	Kristin Majeska	Yes				<input type="checkbox"/>		
107			White Space strategies developed	06/30/15	Kristin Majeska	Yes				<input type="checkbox"/>		
108		6.2	<input type="checkbox"/> Recommendations for Meeting User Requirements	09/30/15	Kristin Majeska	100%				<input type="checkbox"/>		
109		6.2a	User Requirements Defined	03/31/15	Kristin Majeska	Yes				<input type="checkbox"/>		
110		6.2b	<input type="checkbox"/> Public reporting recommendations	09/30/15	Kristin Majeska	Yes				<input type="checkbox"/>		
111			Documentation of Current Best Practices for Public Reporting of Cost and Quality	12/15/14	Kristin Majeska	100%	50%			<input type="checkbox"/>		
112		6.2c	Optimal payment and purchasing strategies using performance data	06/30/15	Kristin Majeska	100%	20%			<input type="checkbox"/>		
113		6.2d	Optimal QI and Practice Transformation strategies using performance data	06/30/15	Kristin Majeska	100%	0%			<input type="checkbox"/>		
114		6.2e	Consumer engagement strategies using performance data	06/30/15	Kristin Majeska	100%	10%			<input type="checkbox"/>		
115		6.3	<input type="checkbox"/> Technical Recommendations for National Compatibility for 2020 (with interim stages)	09/30/15		100%				<input type="checkbox"/>		
116		6.3a	Documentation of current common data needs across regions	12/15/14	Kristin Majeska	100%	50%			<input type="checkbox"/>		First cut, high level
117		6.3b	Data required to meet user needs in 2020	04/30/15	Kristin Majeska	90%				<input type="checkbox"/>		
118		6.3c	Technical specifications for claims, clinical and patient experience data	07/30/15	Kristin Majeska	100%				<input type="checkbox"/>		Now have clinical expertise
119		6.4	<input type="checkbox"/> Resource Library of Best Practices	09/30/15	Kristin Majeska	100%				<input type="checkbox"/>		
120		6.4a	Regional Data Center Collaborative functioning	09/30/14	Kristin Majeska	100%	100%			<input type="checkbox"/>		Launched core members August 2014. Now treating White Space candidate separately
121		6.4b	<input type="checkbox"/> Resource Library populated with initial topic resources (target topics)	12/15/14	Kristin Majeska	5	40%			<input type="checkbox"/>		Initial resources will be in basic, not final platform (e.g. dropbox)
122		6.4c	Resources available for all key topics	07/30/15	Kristin Majeska	100%				<input type="checkbox"/>		
123	7. Collaborative Health Network (CHN)									<input type="checkbox"/>		
124												
125												
126												
127												
128												