



STRATEGIC PLANNING COMMITTEE

Thursday, August 21, 2014

Members Present:

Sanne Magnan, Institute for Clinical Systems Improvement
Chris Queram, Wisconsin Collaborative for Healthcare Quality
Andy Webber, Maine Health Management Coalition
Louise Probst, Midwest Health Initiative*
Tom Evans, Iowa Healthcare Collaborative*

NRHI Staff

Elizabeth Mitchell, President and CEO
Ellen Gagnon, Senior Project Director

Meeting Minutes

I. Welcome New Members

Elizabeth extended a welcome to Louise Probst and Tom Evans and thanked them for agreeing to join this committee.

II. Committee Background

Mary McWilliams had served as chair of this committee and with her retirement we'll be appointing a new chair, however will wait until after the NRHI Board Executive Committee elections are held.

Per the direction of the NRHI Board in November 2013, this committee developed and presented a three year Strategic Plan that was approved by the Board at the June 20, 2014 meeting. The next phase is to develop an Operating Plan. It is possible we could have a draft for the September meeting, if not will target the November Board meeting.

Committee members provided some contextual background and shared previous discussions related to the strategic planning process, including the importance of prioritizing strategies, ability to have actual measures of success and assurance that this visionary plan translates into action. The Strategic Plan will be used by this committee to review and assess new activities or environmental factors that might cause NRHI to modify the plan.

III. Draft Operating Plan

The purpose of the Operating Plan is to translate the NRHI vision, goals and strategies into action. The plan should be something that the NRHI staff can use to direct their activities in order to achieve the

goals. The tool is designed to roll up or expand on measures and strategies so one document can be used by multiple audiences (e.g. NRHI staff, Strategic Planning committee, Board)

The committee provided the following feedback on the draft operating plan:

- Overall liked the format and agreed we can revise as we go along
- Should be a useful tool for the NRHI staff who is responsible for carrying out NRHI strategy as well as a mechanism for monitoring progress against the strategic plan
- Noting priority items may be helpful
- Develop a way to track progress toward goals over time
- The operating plan is really a management tool for NRHI to own with the Board and Strategic Planning Committee focused on broad oversight
- Clear definition of status indicator, agreed red, yellow, green works
- Discussed the importance of identifying and articulating critical success factors

Ideas for Critical Success factors included:

- How to bring the topic of cost of care into the community at the same level as we have accomplished with quality
- Maintain engaging of all members so they all receive value from their NRHI membership.
- Maintain the balance between our funders' needs and member priorities.
- Determining, supporting and providing the right level of measurement in our communities to enable transformation.

The group discussed the possibility of creating a value statement that can concisely summarize NRHI's role. Possibly consider, "we equip our members to bring vision and leadership to bring about transformation in their local communities".

Next Steps:

1. NRHI will revise the Operating Plan based on the feedback and present at the upcoming NRHI Board meeting on 9/5.
2. NRHI will draft some critical success factors and consider adding a value statement.

IV. External Environmental Development

Elizabeth invited discussion from the committee about how best to share and get feedback/guidance on emerging external environmental developments that could present both opportunities and threats to NRHI's ability to achieve the goals of the strategic plan. A recent example is the recent RFP from CMS on Practice Transformation as well as a request for more active role in supporting legislation that will benefit the Qualified Entities. The committee acknowledged Elizabeth's talent and track record in appropriately assessing environmental factors against our plan and endorsed her to assign staff if it aligns. If not, she should tease out any relevant strategic questions and bring to the appropriate NRHI committee. The group proposed that anything that would fundamentally change our strategic plan or would have a long term impact on NRHI should be brought to this committee, otherwise the Executive Committee is a more appropriate forum to assess and advise on short term developments and then assign to the Strategic Planning Committee as appropriate. This

committee requested clarification of roles, committee charters and hand-offs among the Board, Executive and Strategic Planning Committees.

Next Step:

1. NRHI will draft committee charters to clarify roles and hand-offs among the various committees.

V. Opportunities for Organizational Sustainability

Elizabeth sought feedback on some specific opportunities to help NRHI become more sustainable. The committee discussed the areas noted below and concluded that we should evaluate and consider opportunities where NRHI can differentiate themselves. We need to play to our strengths as well as make sure any partnerships are not in name only, but provide us with adequate revenue to support the necessary resources and commitment to be successful.

a. Physician Leadership Institute

The TCOC National Physician Leadership seminar was very successful and different than other leadership trainings since it specifically related to our production and dissemination of practice level total cost of care reporting in their communities. We've received great feedback and Elizabeth thinks we can conceivably take to scale as a new business line. She has already been asked to do one in a particular state. This could be a fee generating conference arm to meet our strategic aim of diversifying our revenue and reserves. The committee discussed the need to proceed cautiously in this space since it is a crowded space. Although all of our members are faced with the challenges of engaging physicians, we should explore if there is a distinct niche that leverages work NRHI members are already doing to be of value to NRHI and its members.

b. Academic Partnerships

Elizabeth has been approached by both Harvard and Penn State to consider partnering with them, separately, in response to an AHRQ grant RFP. Something like this could possibly raise our visibility and credibility. Dartmouth Institute is also interested in partnering with RHICs to test and implement measures. Some committee members shared their experience with research oriented partnerships and it hasn't worked out as well as hoped. We should exercise caution when evaluating these opportunities and make sure it is work that the members are already doing, be very clear about the role NRHI and RHICs would play and secure enough funding.

Next Step:

1. NRHI will build out a physician leadership proposal.

Meeting Adjourned

Respectfully submitted: E. Gagnon, 8/25/2014