

Strategic Planning Committee Meeting Notes
February 14, 2014

Members Present

Mary McWilliams (Chair), Washington Health Alliance
Sanne Magnan, Institute for Clinical Systems Improvement
Andy Webber, Maine Health Management Coalition

Absent

Chris Queram, Wisconsin Collaborative for Healthcare Quality

NRHI Staff

Elizabeth Mitchell, President & CEO

Mary McWilliams explained the origin of the group and purpose of the call to expand upon the draft developed for the November Board meeting and recommend changes for consideration for the full Board in June 2014. Chris Queram could not participate but submitted recommendations and edits in advance of the call.

I. Current Status and Key Questions

MM urged the group to build on the strong foundation in the draft plan but to address concerns from the board that the goals better reflect NRHI member aspirations. Members agreed that the direction was correct and reflected prior board discussions but the document required restructuring and greater prioritization. 'Overarching priorities' will be removed and 'strategic goals' will be restated. Documents should also be combined into single document. Terminology was discussed and changes recommended. It was agreed that measures of success should be quantifiable.

AW noted the need for a clear mission and vision statement to drive the work. Members were unsure whether current statements existed and urged EM to review foundational documents and bylaws. Regardless of historical language the group agreed to develop or revise statements based on current organizational goals and purpose. The goal of the work should be to define what differentiates NRHI and makes us uniquely THE network for regional healthcare transformation.

The proposal draft is likely too ambitious given NRHI's capacity. It will be important to identify and select a small number of key, priority projects that we collectively ensure are successful. This will require that members support the priorities and that we are all 'paying attention' to the work being done. NRHI is the 'glue' that holds people together to achieve this. It will also be important that our goals be aspirational but have quantifiable outcomes.

Key Challenges and Priorities of NRHI and Collaboratives

- **Advocacy:**
 - Very important that EM/NRHI is 'at the table' when key policy decisions are made. Effective representation highly valued by members.
 - Priority is to promote role and value of Regional Collaboratives
 - A clear mission/vision statement will make EM's role easier- provides a consistent 'calling card' and avoids concern about position
 - It will be important to avoid 'lobbying' on specific bills
- **Member Services:**
 - Rename to reflect true value- facilitation of relationship and network.
 - Need a member satisfaction survey to provide quantifiable measure of success- should demonstrate not just satisfaction but improvement each year.
 - Need target of 90-100% membership renewal rate
 - Need new membership targets
 - Need a member information database but effective staffing will be critical to ensure its value is achieved
- **Joint R&D**
 - Rename to reflect aspirational impact
 - Highlight work of RHICs and value of working together through NRHI
- **Finance and Governance**
 - Rename to reflect longer term goals of sustainability and effectiveness
 - Reflect need for continuous improvement
 - Reflect need to diversify funding sources

II. Summary and Next Steps

Overall, the strategic plan should be simplified and shortened. It will be important to prioritize and focus efforts around a smaller number of projects where we can demonstrate success and leverage results for future work. It is also important to highlight what makes NRHI unique and 'claim our space'.

The goal of the group will be to submit a revised strategic plan for discussion at the June Board meeting. It will be important to have a face to face conversation regarding strategic priorities. MM will provide a brief update of the work at the March virtual Board meeting. The committee will try to meet at least 2 more times prior to June.