



National Health Council (NHC) 2016-2018 Strategic Plan

	Strategies	2018 Outcomes	2018 Metrics
Public Policy Identify and tackle complex health issues by convening and collaborating with multiple stakeholders across the health ecosystem.	Create a process for setting policy goals based on a Board-driven agenda and allow the NHC to quickly respond to emerging issues.	Shift the NHC policy agenda from being set by NHC staff and member staff to being set by the Board.	The NHC Board Policy Committee actively sets and adjusts policy goals based on the 2018 policy agenda, with Board oversight.
	Initiate a new process for developing and implementing operational strategies and engage member organizations across all categories.	Shift operational strategies from being developed by voluntary health agency (VHA) membership to being developed with broad member input.	The Board-driven NHC public policy agenda is developed and implemented by multi-stakeholder members including VHAs, family caregiver organizations, provider groups, medical product and technology companies, and payer groups.
	Advocate for a public policy agenda that includes meaningful access (broadened to include delivery system design, payment models, and quality measures) and innovation.	Shift innovation from a purely clinical focus to one that is responsive to the needs of patients. Shift quality measures, payment models, and delivery system design from being developed without patient input to promoting meaningful access through enhanced patient engagement.	Patient engagement guidances are finalized and 10 drug/device applications include (or plan to include) patient engagement/preference data. Three delivery systems are evaluating specific quality measures and payment models developed with patient input and designed to promote meaningful patient engagement in the delivery of their own care.
	Ensure NHC has the capacity to accomplish its policy agenda.	Grow the NHC policy staff from 2 to 4-5.	The NHC policy staff has doubled in size and has the required technical expertise.
Membership Diversify and grow the NHC 's membership base and increase the value of NHC membership.	Continue to diversify and grow membership base with a focus on accomplishing policy goals.	Shift membership from under-representing the full health ecosystem to stronger member representation from entire health ecosystem.	There is diversity of membership across the health ecosystem, and the NHC membership includes VHAs, family caregiver organizations, provider groups, medical product and technology companies, and payer groups.
	Maintain VHAs as core members and decision makers.	Continue to have NHC governance controlled by VHAs, even with membership growth and diversification.	NHC policy and programmatic initiatives are developed collaboratively with input from all NHC member categories and oversight from the Board of Directors, of which the majority of seats are assigned to VHAs.
	Extend value of member benefits (member networking opportunities) to non-VHA members.	Shift from having collaboration and trust across a narrow set of stakeholders to increased collaboration and trust across a broader set of stakeholders (e.g., generics, payers, providers).	NHC-led specific legislative, regulatory, or administrative efforts are developed by collaborative, multi-stakeholder action teams.
	Strengthen existing resources (Standards of Excellence, Revenue Survey, and Management Compensation Report) for VHAs.	Continue to increase member satisfaction with tools and services through continuous improvement.	Existing resources are updated and score higher on a member satisfaction survey.
Revenue Secure more diverse sources of sustainable revenue beyond membership dues and sponsorship revenue.	Increase the NHC's revenue by expanding access to existing meetings.	Shift from having existing meetings that do not generate net revenue to having meetings that generate net revenue.	Two existing meetings per year generate at least \$400,000 in net revenue.
	Evaluate business cases for new meetings as potential sources of revenue.	Shift from viewing meetings primarily as a member benefit to executing new meetings as a net revenue source.	One additional new meeting generates at least \$100,000 in additional net revenue.
	Explore potential opportunities to engage in select patient data-gathering services.	Shift from opportunistic patient data-gathering that is done to support policy work to patient data-gathering services that generate revenue.	Patient data-gathering services generate sufficient net revenue to support the expansion of NHC policy staff.

Creating Solutions Step by Step National Health Council (NHC) 2017 Work Plan

2017 Metrics

Public Policy

Identify and tackle complex health care challenges by convening and collaborating with multiple stakeholders across the health care ecosystem.

- The NHC Board Policy Committee, with Board oversight, actively sets and adjusts policy goals based on the 2017 policy agenda.
- The Board-driven NHC public-policy agenda is developed and implemented by the multi-stakeholder membership including patient and family caregiver organizations, provider groups, medical product and technology companies, and payer groups.
- Frameworks are developed to evaluate and propose policies related to issues such as Affordable Care Act replacement, health care cost reduction, and the FDA user-fee reauthorizations.
- Proposed language for the Food and Drug Administration’s use in two anticipated guidance documents on patient engagement in drug development are finalized.
- Identify at least two case examples of patient-led or patient-informed approaches to new payment models, quality programs, and healthcare delivery models.

Membership

Diversify and grow the NHC’s membership base and increase the value of NHC membership.

- Recruit at least eight new members in 2017 across the health ecosystem, with broader diversity of membership over 2016.
- Achieve at least a 90% member retention rate in 2017.
- Develop a strategy to incorporate member feedback on existing tools and services, resulting in increased member value.

Revenue

Secure more diverse sources of sustainable revenue beyond membership dues and sponsorship.

- Two existing meetings generate at least \$200,000 in net revenue per year.
- One additional new meeting generates at least \$50,000 in additional net revenue.
- Patient data-gathering services generate sufficient net revenue to support one additional position for the policy staff.

Mission	Vision	Values
Provide a united voice for people with chronic diseases and disabilities and their family caregivers.	A society in which all people have access to quality health care that respects personal goals and aspirations, and is designed around the patient experience to promote their best possible health outcomes.	Integrity, collaboration, and transparency guide all aspects of the National Health Council’s interactions among the diverse sectors of the health community. We are patient-focused and forward-thinking, ever mindful of our mission.