

## Steering Committee Meeting Agenda

**REMINDER:** please print your own hard copies of meeting materials

**Meeting Date:** Wednesday January 9, 2008  
**Time:** 2:00 pm to 4:00 pm  
**Location:** EMS Conference Room, 415 Placerville Drive

**Committee Members:** Greg Bergner, MD, John Bachman PhD, Dick Derby, Gayle Erb-Hamlin MPA, Jon Lehrman MD, Shannon Truesdell MPA RN, Chuck Wiesen

**Invited Guests:** Sandra Dunn, Dana Davies, Maria Chaves, Rob Quadri

<u>Time</u>	<u>Topic</u>	<u>Outcome</u>	<u>Reference</u>
2:00 - 2:15	I. Changes or additions to minutes from 12-10-07	<ul style="list-style-type: none"> <li>• <b>Vote</b> to approve, modify or reject</li> </ul>	Sandra's email 12-17-07
2:15 - 2:40	II. Staff Report - <i>Sandra</i> Announcements - <i>All</i>	<ul style="list-style-type: none"> <li>• Update</li> </ul>	Pg 2
2:40 - 2:55	III. Steering Committee Self Evaluation- <i>Dana</i> <ul style="list-style-type: none"> <li>• Governance outcomes</li> <li>• Survey results</li> <li>• Alliance effectiveness practices</li> </ul>	<ul style="list-style-type: none"> <li>• Summarize accomplishments, learnings</li> <li>• <b>Vote</b> to approve, modify or reject additional alliance metrics</li> </ul>	Pgs 3-6 Pg 7-8
2:55 - 3:15	IV. 2008 Committee Work Plans <ul style="list-style-type: none"> <li>• Workgroups</li> <li>• 2008 Meeting Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Brainstorm workgroups for 2008</li> <li>• <b>Vote</b> to approve, modify or reject 2008 meeting plan</li> </ul>	Pgs 9-10 Pg 11
3:15 - 3:30	V. UHC/PacifiCare grant proposals - <i>All</i>	<ul style="list-style-type: none"> <li>• Update</li> </ul>	
3:30 - 3:55	VI. Program Manual content - <i>Maria</i> <ul style="list-style-type: none"> <li>• Governance Agreement</li> <li>• Amended schedule for approval</li> <li>• Review of Technology</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vote</b> to approve, modify or reject</li> </ul>	Attachment sent w/mtg agenda & mat'ls
3:55- 4:00	VII. Wrap up	<ul style="list-style-type: none"> <li>• Confirm follow up items and accountabilities</li> </ul>	

**Facilitator:** Dana Davies  
**Action items from last meeting:** Governance Agreement  
**Next meeting:** Wednesday, January 9, 2008, 2:00 - 4:00 PM

## Staff Report (January 2008)

### California HealthCare Foundation Specialty Care Grant Awarded

- Planning grant – \$50,000; January – August 2008
- With successful implementation plan, opportunity to apply for Two year Implementation grant - \$250,000/year
- Public Health Department is the grant applicant lead agency on behalf of ACCEL
- ACCEL grant objectives:
  - Conduct countywide specialty care needs assessment
  - Engage broader participation among county providers to review & evaluate alternative approaches that will increase cost effective access to specialty care throughout EDC
  - Develop implementation plan to pursue alternative approaches to increase specialty care for at least 2 conditions or services

### Blue Shield CA Foundation

- Progress report submitted
- Grant extension approved through April 30<sup>th</sup> – expectation is EMPI pilot will be in place by that date!

### AHRQ

- Carry Over Fund request submitted. Awaiting outcome.

### ACCEL website

- With web master. Anticipate late January launch.

### Privacy & Security (P & S) Workgroup

- Final NPP packet for Participant use (English & Spanish) was given to all Participant representatives.
- Several issues surfaced pre-holiday that could well delay Care Pathways Go-Live.
  - County employee union has to review confidentiality (user) form.
  - Barton forms committee won't be meeting until January 17<sup>th</sup> & assuming favorable approval will then have to print & distribute materials.
  - Privacy & Security workgroup meets 1/10 and hopefully a solid G0-live date (for NPP & technology) can be fixed.
- Workgroup is continuing review of technical support policies & procedures

### iREACH operations review & training material development

- Vender representative walked key managers and technical folks through the iREACH system. From that effort application configuration changes were identified and are in the process of being made.
- iREACH is being tested – for security, functionality etc.
- Training case studies and content has and is being developed
- End-User Training is scheduled for 1/10 on Western Slope and 1/11 in South Lake Tahoe

**ACCEL Steering Committee  
Governance Review: July – December 2007**

**Green**      On target  
**Orange**     Slightly off target  
**Red**         Substantially off target

Dimension	Process Measure	Outcome Measure
<b>Business Impact</b>	<ul style="list-style-type: none"> <li>• Appropriate board-level topics on agendas (strategy, financing, technology, resource allocation or program oversight)</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan approved and used for planning and decision-making</li> <li>• ACCEL programs advance according to project plans</li> <li>• Participant agreements approved</li> <li>• Management of limited resources through creative problem-solving, adjustment of timelines or deliverables.</li> <li>• Viable financial plan in place.</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• Number of decisions made that support ACCEL programs</li> <li>• Average time to make decisions (target: 2 mtgs or less)</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions made at critical junctures to advance programs</li> <li>• Decision effectiveness (number of revisited decisions) (target: 0)</li> </ul>
<b>Administrative Structure</b>	<ul style="list-style-type: none"> <li>• Members come to meetings and are prepared for discussion</li> <li>• Number of agenda slippages (target: 0)</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes reflect culture of engagement: respect, trust, candor</li> <li>• Appropriate policies &amp; procedures in place</li> </ul>
<b>Individual Self-Evals</b>	<ul style="list-style-type: none"> <li>• Brief form completed as requested</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects understanding of governance best practices</li> <li>• Confidence in Advisory Team and Workgroup recommendations</li> </ul>

### Steering Committee 2007 Decision Summary

June	<ul style="list-style-type: none"> <li>• Approved SC charter, responsibilities and decision-making process with a minimum quorum of five members</li> <li>• Approved HIE Business Case as presented</li> </ul>
July	<ul style="list-style-type: none"> <li>• Approved governance success measures and self-evaluation with the following questions added: Am I adding value to this meeting? Does the ACCEL effort add value to the community? Motion: John Bachman. Second: Chuck Wiesen. Vote: unanimous</li> <li>• The Steering Committee will evaluate their processes and outcomes every 6 months.</li> <li>• Approved hiring of 1.5 – 2.0 FTE of incremental staff during the implementation and evaluation phases for business process/analysis and management.</li> </ul>
August	<ul style="list-style-type: none"> <li>• Committee approved the 2008 Strategic Plan with amended language for the objectives and evaluation. See attached statement ("2008 Approved Objectives").</li> <li>• The guiding principles for the approach to Privacy and Security were approved along with the implementation plans for inclusive consent and participant memorandum of understanding.</li> </ul>
September	<ul style="list-style-type: none"> <li>• Committee approved the Memorandum of Understanding with recommended changes noted.</li> </ul>
October	<ul style="list-style-type: none"> <li>• Committee approved the Notification of Patient Privacy, Opt Out Request, and ACCEL Fact Sheet with changes as reflected in attachment A. Voting occurred in person &amp; by phone/e-mail.</li> </ul>
November	<ul style="list-style-type: none"> <li>• No action items scheduled</li> </ul>
December	<ul style="list-style-type: none"> <li>• The Governance Monitoring self evaluation tool and timeline were approved as presented.</li> <li>• Proposed Review and Approval Methods were approved as amended The following Policies and Procedures were approved:</li> <li>• Definitions: with Data Custodian Job Description to be developed and appended</li> <li>• Insurance: with changes noted</li> <li>• User Set Up with changes as noted in the Discussion Summary</li> <li>• User Access with changes as noted in the Discussion Summary</li> <li>• Audit and Reporting with changes as noted in the Discussion Summary</li> </ul>

## ACCEL Steering Committee Member Self Evaluation Summary

		<i>yes</i>	<i>no</i>
Role	1. The role of the Steering Committee was defined during a kick-off meeting and respected during monthly meetings.	100%	
Organization	2. An annual calendar of meetings was presented.	100%	
	3. Subject matter was appropriately related to strategy, finances, resource allocation, technology or program oversight.	100%	
Meeting Structure	4. Meetings had written agendas and materials were given to the committee in advance of the meetings	100%	
Culture of Engagement	5. I attended at least 5 of the 6 meetings planned in 2007.	75%	25%
	6. I have confidence in the work of the Advisory Teams.		
Discussion Process	7. I believe that the Steering Committee discussions were characterized by openness, trust and candor	100%	
Decision Making	8. Decisions were effective	100%	
	9. Defined process was followed	100%	
	10. Decisions were timely and occurred at critical junctures for programs	100%	
Community trust	11. I arranged for and/or made at least 1 presentation about ACCEL to the organization I'm affiliated with or to a community group.	100%	

### 12. What information (eg, about ACCEL, the individual programs, technology or health care field, committee management, etc.) would you like to help you be a better committee member?

Information/Discussion about the duration protected health information remains available in the Health Information Exchange database. Specifically, for how long would an individual's data generated via use of the pediatric/mental health pathway remain available to participants?

Would like an update on grant funding and plans for future funding set up in a one page spread sheet for future reference.

I cannot think of any additional info. The materials are submitted in advance of the meetings and always very well planned and scheduled.

I feel I am more than adequately kept abreast of issues thru the committee process and discussions with Sandra.

**13. When you joined the steering committee, did you have ideas on how you would help ACCEL that haven't happened? If so, what ideas?**

I remain interested in developing a care pathway to facilitate integrated, dual-diagnosis treatment for people with co-occurring mental illness and substance dependence. Perhaps the CMSP grant recently awarded to the CHC et al. will jump start this innovation.

Can't think of any. I find participation to be a continued learning experience and appreciate the organization of the meetings and the planning that goes into them to keep the projects on track.

I have learned a lot about the project and programs. I think the staff is doing an excellent job.

No, my expectations have been met.

**14. Do you feel your participation adds value to ACCEL?**

Yes; to the extent mental illnesses adversely impact general health and well being, I represent the voice which reminds the ACCEL project of that reality.

Yes, as a representative of one of the two hospital safety net providers in the county. Also I tend to ask lots of questions & gather questions and concerns from others in my organization which I realize may be challenging, but represents a diverse perspective.

Yes. I believe in the project and also represent Barton Healthcare System

I believe I have been able to add value to the over all discussions and help move process along.

**15. What suggestions/questions do you have for program staff and consultants?**

Just want to acknowledge the exceedingly effective job Sandra and Dana are doing in organizing the project's forward motion. Thank you.

None, as mentioned previously, I really appreciate the planning that goes into the Steering Committee meetings which helps us spend time well and accomplish a great deal in our meetings. I also appreciate the reminders when you need information as I, as well as other committee members are juggling many priorities.

None. I believe the staff is doing a great job.

Continue doing what you are doing – it is working.

**16. Other comments - none**

**Vote** to approve, modify or reject addition of alliance practices in governance monitoring

**Alliance Practices**

- Develop the right working relationship
- Peg metrics to progress
- Leverage differences
- Encourage collaboration
- Manage internal stakeholders

From HBR Article

“Simple Rules for Making Alliances Work” by Jonathan Hughes and Jeff Weiss

Place <b>LESS</b> emphasis on...	and <b>MORE</b> emphasis on...
defining the right <i>business arrangement</i>	Developing the right <i>working relationship</i>
creating <i>ends</i> metrics	creating <i>means</i> metrics
<i>Eliminating</i> differences	<i>Embracing</i> differences
establishing formal alliance management <i>systems and structures</i>	Enabling collaborative <i>behavior</i>
managing the <i>external</i> relationship with partners	managing your own <i>internal</i> stakeholders

*Summary*

The number of corporate alliances soars 25% a year. And those partnerships account for nearly 33% of many companies’ revenue and value. Yet the failure rate for alliances hovers at 60%–70%. According to Hughes and Weiss, that’s because too many firms rely too much on conventional advice for managing alliances—such as “Focus on defining a business plan” or “Minimize conflict.” Alliances pose special challenges that make traditional management practices irrelevant. Consider: These partnerships require two companies to cooperate with one another while simultaneously competing in the same market. And the participants must navigate often-maddening differences in operating styles. To bolster their alliance success rates, companies need to apply five counterintuitive practices. These include focusing less on the business plan and more on the partnership’s working relationship and, rather than suppressing disagreements, exploring conflicts to find sources of value in partner companies’ differences.

Hughes and Weiss recommend these practices for managing your alliances:

**Develop the right working relationship.**

Define exactly how you’ll work together. For example, clarify what “mutual trust and respect” mean to each of you. Articulate how you’ll make decisions, allocate resources, and share information.

**Peg metrics to progress.**

Alliances require time to pay off financially. So, augment “ends” metrics (financial performance indicators) with “means” metrics assessing factors that will affect the alliance’s ultimate performance (such as information sharing and new-idea development).

**Leverage differences.**

Companies ally to take advantage of partners’ different know-how, markets, customers, and suppliers. Yet other types of differences (such as contrasting cultures) can lead to uncomfortable conflict. Instead of driving conflict underground, surface it and find ways to use your differences to create value.

**Encourage collaboration.**

When a problem arises (such as a missed milestone), replace finger-pointing with dispassionate analysis of how both parties contributed to it and what each can do to improve it.

**Manage internal stakeholders.**

Most external alliances depend on cooperation from internal units in each partner company. Ensure that all internal players involved in supporting the alliance are committed to its success.

## Steering Committee Overview of Workgroups

### Workgroup Accountabilities

#### **Provider Capacity**

Development, planning, and implementation focusing on clinical areas of primary and specialty care including dental, mental health, substance abuse, and access to specialty care

- Ongoing assessment of provider capacity
- Network development to increase pool of providers willing to see publicly insured individuals
- Identifying and pursuing opportunities to increase access to clinical care through grants, voluntary programs, etc.
- Assessing systems barriers, identifying and implementing solutions to improve access and quality of care.

#### **CarePathways iREACH Implementation**

Converting all pathways documentation into system specifications by defining:

- Major work process milestones & data fields
- Reporting needs
- Installing/configuring infrastructure & equipment
- Vendor configuration specs & sign off
- Training users
- Quality assurance activities

#### **Privacy & Security**

**Project lifespan:** Aug - Dec 2007

(Recharter in 2Q 2008)

Provide Steering Committee with recommended

- agreements,
- contracts, and
- policies/procedures

that ensure appropriate standards of privacy and security for ACCEL participant organizations and their patients.

#### **EMPI Pilot Design and Implementation**

**Project lifespan** Aug - March 2008

- Clarify pilot objectives
- Identify high level business requirements and conduct feasibility assessment
- Develop and recommend pilot design and implementation plan to Steering Committee
- Execute implementation plan by Q1 2008 with EMPI operational by April 30, 2008
- Develop evaluation plan; execute by TBD.

#### **Financial Advisory Team**

**Project lifespan**

The role of this team is to provide guidance and information to craft the financial plan and ongoing financial needs of the HIE. This includes

- identifying and prioritizing revenue and savings opportunities for the HIE,
- supporting the development of the financial model, and
- continuing to monitor revenues, costs, savings, and further financial opportunities over time.

Brainstorm and discuss workgroups for 2008

<b>Objectives (adopted Aug 2007)</b>	<b>Workgroup Accountability</b>
Implement patient <u>clinical</u> data exchange with Eastern Slope by 12/30/08 (assumes 2-way data demo. in '07)  Refine common registration and authorization to include standard language across settings	??
Train all CHW in new electronic Care Pathway processes by 3/1/08	<b>Care Pathways iREACH Implementation Workgroup</b>
Develop QA program with inter-agency participation for Care Pathways by 6/30/08	<b>Privacy and Security Workgroup (rechartered in 2nd quarter?)</b>
Plan and conduct at least 2 community education and feedback meetings and provide a summary of the feedback to the SC by 10/1/08	<b>New workgroup? Manage through SC?</b>
<b>Activities</b>	
Update ACCEL financial model and business plan	<b>Reconvene Financial Advisory Team?</b>
Conduct specialty care planning and develop an implementation plan	<b>Expanded Provider Capacity Workgroup</b>

## 2008 ACCEL Steering Committee Meeting Plan

When	Topics	Desired Outcomes
Jan	<ul style="list-style-type: none"> <li>• Steering Committee governance performance review</li> <li>• Program Manual</li> <li>• Specialty Care Initiative update</li> <li>• Funding coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Decision to keep/change SC structure and decision making process</li> <li>• Agreement to 2008 Committee meeting plan</li> <li>• Decision to accept, modify, reject recommended additions to the Program Manual</li> <li>• Determine approach to manage competing funding proposals</li> </ul>
Feb	<ul style="list-style-type: none"> <li>• 2009 ACCEL draft strategic plan and funding approach discussion</li> <li>• Care Pathways check-in: overall plan and progress</li> <li>• EMPI progress review</li> <li>• Communications Update #1</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of 2009 strategic plan and funding approach</li> <li>• Program course correction, if needed</li> <li>• Summary of member communications re ACCEL</li> </ul>
Mar	<ul style="list-style-type: none"> <li>• Care Pathways check-in: evaluation</li> <li>• Care pathways QA plan review</li> <li>• Specialty Care Initiative update</li> <li>• SPHERE eval for AHRQ</li> <li>• Member update #1</li> </ul>	<ul style="list-style-type: none"> <li>• Program course correction, if needed</li> <li>• Review and comment on agenda &amp; program plan for Specialty Care forum</li> <li>• Shared understanding of member organizations' activities</li> </ul>
Apr	<ul style="list-style-type: none"> <li>• Recommendations from Provider Group for prioritizing clinical data elements</li> <li>• Technology vendor contract review/expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Approve prioritized data elements</li> <li>• Approve expansion of technical contract</li> </ul>
May	<ul style="list-style-type: none"> <li>• HIE business case refinement</li> <li>• Discussion of revenue recommendations</li> <li>• Community Engagement plan</li> <li>• Communications Update #2</li> </ul>	<ul style="list-style-type: none"> <li>• Decide revenue generation for HIE/refine funding plan</li> <li>• Decision to accept, modify, reject recommended community engagement plan</li> <li>• Summary of member communications re ACCEL</li> </ul>
Jun	<ul style="list-style-type: none"> <li>• Outstanding partner agreement issues</li> <li>• Specialty Care Initiative update</li> <li>• Member update #2</li> </ul>	<ul style="list-style-type: none"> <li>• Resolution of partner agreement issues</li> <li>• Review and guidance for Specialty Care implementation planning</li> <li>• Shared understanding of member organizations' activities</li> </ul>
Jul	<ul style="list-style-type: none"> <li>• HIE pilot design and approval for lab exchange</li> <li>• Governance monitoring check in</li> </ul>	<ul style="list-style-type: none"> <li>• Approve HIE pilot design</li> <li>• Review governance performance &amp; determine course corrections if needed</li> </ul>
Aug	<ul style="list-style-type: none"> <li>• Specialty Care Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Decision to approve, modify or reject Specialty Care Implementation plan and funding proposal to CHCF</li> </ul>
Sep	<ul style="list-style-type: none"> <li>• HIE pilot check in</li> <li>• Communications Update #3</li> </ul>	<ul style="list-style-type: none"> <li>• Summary of member communications re ACCEL</li> </ul>
Oct	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	
Nov	<ul style="list-style-type: none"> <li>• TBD</li> <li>• Member update #3</li> </ul>	<ul style="list-style-type: none"> <li>• Shared understanding of member organizations' activities</li> </ul>
Dec	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	