

# NHIA'S 2012-2014

## —PROVING THE VALUE AND RELEVANCY THE SHIFTING HEALTH CARE DELIVERY

By Steve Jurich

Just three short years ago, did you envision the rapidly accelerating need for alternate-site infusion providers to demonstrate their value in order to maintain relevancy as new models of patient care are being tested and implemented across the full care continuum? When the previous 2009-2011 NHIA Strategic Plan was approved in June of 2009, the *Patient Protection and Affordable Care Act* (PPACA) was not yet clearly visible on the horizon, and “health care reform” seemed unlikely to pass anytime soon, as fierce partisan debates derailed almost every proposal put before the 111<sup>th</sup> Congress. Now, fast forward three years to June of 2012: not only has the PPACA been enacted into law, but the Supreme Court has recently upheld its constitutionality—and the pace of health care delivery reform continues to rapidly accelerate. Accountable care organizations (ACOs) are now an uncertain, emerging part of our lexicon, and represent but one possible vision of a future built on patient-centered health care. Yes, change is clearly happening—fast; and right alongside of that change is uncertainty. **And that is where we find ourselves doing our collaborative strategic planning efforts, right at the crossroad of change and uncertainty!**

### WE'VE CONSTRUCTED A SOLID FOUNDATION—UPON WHICH TO FURTHER STRATEGICALLY BUILD

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Throughout all this time of unprecedented change, the previous 2009-2011 NHIA Strategic Plan provided an outcome-oriented road-map for our association and our industry, bringing alternate-site leaders and stakeholders together to advance the field through a common voice. Our transformation from an individual member-based professional society to a company-based trade association, governed by a Board of Directors who represents the deep diversity in our industry, has created a strong foundation upon which we will continue to build. The establishment of the NHIA Future of Infusion Advisory Council (FIAC) brought distinguished manufacturing and service company leaders to our strategic planning process, producing collaborations with NHIA's Board of Directors today in a way few of us could have predicted just five short years ago when the FIAC was initiated (see Box on p. 34 for more on the FIAC). Without question, the key milestones we've achieved, including the successful launch of the NHIA Industry-Wide Data Initiative that has already yielded its first comprehensive data report, **would not have been possible without the culture of collaboration we've crafted among the NHIA Staff,**

# STRATEGIC PLAN

*OF ALTERNATE-SITE INFUSION AMIDST  
LANDSCAPE*



2012-2014 NHIA  
STRATEGIC PLAN  
“GUIDING PRINCIPLES”

- ✓ “Proof”
- ✓ “Awareness”
- ✓ “Economics”

## NHIA FUTURE OF INFUSION ADVISORY COMMITTEE (FIAC)

The FIAC brings together outstanding manufacturing and service companies who have pledged leadership, policy, and financial support to NHIA—for more information about the FIAC, visit: [www.nhia.org/about/fiac.cfm](http://www.nhia.org/about/fiac.cfm)

**Baxter Healthcare Corporation**  
**B. Braun Medical, Inc.**  
**Cubist Pharmaceuticals, Inc.**  
**Hospira Worldwide, Inc.**  
**Innovatix, LLC**  
**Managed Health Care Associates, Inc.**  
**Medical Specialties Distributors, LLC**  
**Moog Medical Devices**  
**Octapharma USA**  
**Smiths Medical**

**Board and FIAC—or without the active engagement of NHIA member organizations.** Much has been achieved, including an invaluable foundation for strategically taking our next steps forward.

### OUR CURRENT, COLLABORATIVE STRATEGIC PLANNING PROCESS

Leveraging the solid foundation that the previous NHIA Strategic Plan has enabled us to assemble, we have once again partnered to effectively develop our newest three-year plan. As a fresh, comprehensive and on-target strategic plan is always essential to keeping the focus of all alternate-site infusion stakeholders on the best course for industry success and growth, the NHIA staff once again met with the NHIA Board of Directors and FIAC representatives in a wide-ranging series of brainstorming sessions, beginning with a facilitated multi-day meeting in September of 2011. Our focus was on building off of previous achievements, accentuating commonalities, specifying challenges and opportunities, and ultimately defining the best steps for advancing the field and positioning all stakeholders for success.

As a result of this thorough, time-intensive brainstorming, we identified three “Guiding Principles” that we determined should be incorporated into every objective in our new 2012-2014 NHIA Strategic Plan:

- **“Proof”**—Gathering the quantitative and qualitative data required to demonstrate the value of home infusion therapy to all key stakeholders.
- **“Awareness”**—Utilizing such “proof”/data to better communicate the significant value that home infusion therapy has to offer all key stakeholders.
- **“Economics”**—Leveraging “proof” and “awareness” activities to strategically create an economic environment for our industry, amid the larger health care continuum, that will ultimately promote successful outcomes for NHIA Member companies and the patients they serve—maximizing home infusion therapy as the most cost-effective, safest and desirable site-of-care.

The thoughts, opinions and wisdom gleaned from these facilitated meetings were then further distilled in various conference calls, and in person once again with the NHIA Board and FIAC in April 2012—resulting in a final plan that articulates five core strategic objectives, built on the needed action steps required for attaining them (see **Exhibit 1** for an overview; go to [www.nhia.org/strategicplan](http://www.nhia.org/strategicplan) to read the entire strategic plan document, with all the individual activities specified). These well-targeted strategic objectives

# PROOF

are all exciting—and include a diverse combination of previous key methods that should be further implemented, novel approaches for some traditional areas of

focus and brand new objectives (such as unique and highly energized initiatives around private payer outreach). With all the above work yielding a solid plan to best address—and maximize—the rapid change before us, the NHIA Board formally approved the 2012-2014 NHIA Strategic Plan in June of this year.

### STRATEGICALLY CRAFTING OUR PREFERRED FUTURE

As always, the primary purpose of our strategic plan is to amplify the ability of NHIA and its members to

# AWARENESS

## EXHIBIT 1

### 2012-2014 NHIA STRATEGIC PLAN OBJECTIVES OVERVIEW

Strategic Objective	Overview
<b>1. Private payer outreach</b>	<ul style="list-style-type: none"> <li>• Design/implement an outreach program to educate the new generation of key private payer decision makers on the full range and value of home infusion pharmacy services—demonstrating the cost savings, quality care, reduced hospitalizations and other benefits of home infusion therapy that impact their own cost containment programs, while offering benefits to their clients (employers) and their customers (patients).</li> <li>• Develop and communicate the common theme of “quality care and patient satisfaction, at lower cost.”</li> <li>• Give payers the opportunity to have input into NHIA’s continuing data development process—ultimately providing value-affirming data back to the payers as a service.</li> </ul>
<b>2. CMS and Congressional advocacy</b>	<ul style="list-style-type: none"> <li>• Exert increased advocacy effort and focus on the Centers for Medicare &amp; Medicaid Services (CMS), the Administration and Congress through highly energized NHIA Membership grassroots activities to re-evaluate and attain a meaningful Home Infusion Medicare benefit.</li> <li>• Actively respond, on behalf of NHIA Members, to critical regulatory developments.</li> </ul>
<b>3. Grow referrals by building visibility, understanding, and value among referral sources</b>	<ul style="list-style-type: none"> <li>• Help NHIA Members sustain and grow their business by ensuring referral sources in their service areas are aware of and fully utilize capabilities and benefits of home infusion therapy.</li> </ul>
<b>4. Standardize key, field-specific definitions to enable expansion of data collection in the industry</b>	<ul style="list-style-type: none"> <li>• Educate and engage the NHIA Membership around how the future success of the home infusion field (and their related businesses) requires their active involvement in the development of key industry-specific standardized definitions and the collection of field-specific demographic, operational, financial and clinical outcomes data.</li> <li>• Advance the future success of the home infusion field by calling upon NHIA Members to expand their collective commitment to execute an ongoing program of data collection to include not only demographic data, but clinical outcomes, operational and financial data.</li> </ul>
<b>5. Sustain and grow NHIA financial strength &amp; membership services</b>	<ul style="list-style-type: none"> <li>• Achieve a successful implementation of the updated 2012 provider dues schedule.</li> <li>• Maintain the excellent interaction and partnership between the NHIA Board and the NHIA Future of Infusion Advisory Council (FIAC) to further strengthen the Association and its ability to serve the home infusion field.</li> <li>• Fully engage current NHIA Members and identify potential new NHIA Members to help assure that NHIA has sustainable financial strength and resources and that NHIA encompasses all appropriate constituents.</li> </ul>

positively effect change in this uncertain and evolving health care system. Even as the landscape before us continues to unfold, by partnering together and focusing on our core strategic objectives, we can persist in moving productively towards a preferred industry future—one that we will play a key role in creating. While there has been a great deal of uncertainty surrounding health care, we believe there are also multiple opportunities for the alternate-site infusion field—and members of this association have a long history of transforming uncertainty into success! This strategic plan is a critical tool for seizing upon those opportunities and creating some new ones where they may not have existed before.

We stand ready to implement and modify the strategic plan to ensure that it is responsive to member needs in light of the ever-changing dynamics in which you do business. However, none of the identified goals can be accomplished without the authentic engagement of NHIA member organizations—especially given the nature of these specific objectives. No one can do a better job than you of articulating how you care for patients, or why that’s valuable in the big picture of health care delivery, and the many challenges you see in assuring all patients have access to quality, cost-effective care. I urge each and every NHIA Member organization to go online and review the 2012-2014 NHIA Strategic Plan; give us your feedback and suggestions—and let us know how you and your company would like to get involved in achieving any of the identified strategic goals.

Yes, we will utilize the new NHIA Strategic Plan to help proactively and purposefully drive industry change for the betterment of all stakeholders, but we need the support and involvement of members at every level. ***Like everything that this industry does well, implementing this plan must be a collaborative group effort among all stakeholders!*** ❏

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# ECONOMICS