

## Proposed Mission Statement

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*Advance whole-person care and health equity in North Central Washington by unifying stakeholders, supporting collaboration, and catalyzing systemic change, with particular attention to the social determinants of health.*

## Poll Questions

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1. Should the initial phrase be replaced with the more layman-friendly phrase, “Help the residents of North Central Washington achieve their full health potential by . . .”
  - Yes, replace the current phrase with the layman-friendly phrase
  - No, leave it written as-is
2. Should we omit the social determinants of health from the end of the mission statement?
  - Yes, cut the last phrase and have the mission statement end, “. . . systemic change.”
  - No, leave it written as-is
3. Should we replace “collaboration” with “collaborative efforts”?
  - Yes, the text should read, “. . . supporting collaborative efforts. . .”
  - No, leave it written as-is
4. Should we replace “catalyzing” with “driving”?
  - Yes, the text should read, “. . . and driving systemic change . . .”
  - No, leave it written as-is
5. Should we delete “in North Central Washington”?
  - Yes, the geographic reference is unnecessary
  - No, leave it written as-is

## Comments

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### Question 1

The first question is tied to audience. Who are we primarily addressing with the mission statement and what job do we want it to perform?

- If our primary objective is to speak to the broad community, we should avoid special-use terms like “whole-person care” and employ language that is familiar to a lay audience.
- If your primary objective is to speak to partners, stakeholders, potential funders, and to guide our own strategic thinking, we should employ language that is more targeted and specific.

## Question 2

*Argument for including the social determinants of health . . .*

The Board previously identified the social determinants of health (SDoH) as a primary point of focus. The mission statement should reflect that earlier decision and make specific reference to SDoH.

*Argument for omitting the social determinants of health . . .*

NCACH's guiding principles name the social determinants of health, so they will continue to play a role. But progress on SDoH should be understood solely within the context of progress on whole-person care and health equity. Therefore there is no reason to separately specify SDoH in the mission statement.

## Board Decision Form

<b>TOPIC:</b> Formation of NCACH Strategy Workgroup
<b>PURPOSE:</b> Development of NCACH strategies and business models
<b>BOARD ACTION:</b> <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Board Motion to approve/disapprove
<b>BACKGROUND:</b> <p>In the fall of 2019, the NCACH Governing Board evaluated developing a Strategy Workgroup to move the strategic planning process along in a timely manner. During those discussions, board members agreed that NCACH needed to better define a mission and vision of the organization prior to proceeding forward with a more dedicated workgroup.</p> <p>At the July 13<sup>th</sup> NCACH Board meeting, the Board approved the guiding principles and value proposition. The Board is finalizing the mission statement at today's September 14<sup>th</sup> 2020 meeting with the goal of bringing a final mission statement to a vote in October.</p> <p>The mission statement and guiding principles represent major milestones the Board wanted to complete prior to developing a specific strategy workgroup. The recommended next step is to move forward with a small workgroup of board and staff to build out a more robust strategy based on those guiding documents. This will move NCACH into a position to operationalize the new mission, guiding principles, and value proposition of NCACH after the Medicaid Transformation Project.</p> <p>This workgroup will meet outside of board meetings to ensure strategic planning and strategy development moves forward in a timely manner, and will provide regular updates and gather input from the full board throughout its process.</p>
<b>PROPOSAL:</b> <p>Approval of the NCACH Strategy Workgroup and guidelines for the committee as outlined in the attached charter.</p>
<b>IMPACT/TIMELINE:</b> <p>Approval will allow NCACH to form a Strategy Workgroup to make steady and focused progress on the development of NCACH's future-state strategies and associated business models.</p>
<b>RECOMMENDATION:</b> <p>It is recommended that the Strategy Workgroup consists of the following:</p> <ul style="list-style-type: none"> <li>• The Board chair</li> </ul>



# North Central Accountable Community of Health

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- 2 NCACH Staff Members (Including the Deputy Director)
- 4 NCACH Board Members who (apart from the chair) do not sit on the Executive Committee

Submitted By:	NCACH Executive Committee
Submitted Date:	9.11.2020
Staff Sponsor:	John Schapman

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## NCACH Strategy Workgroup Charter

### Charge

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The Strategy Workgroup is charged with developing NCACH's post-MTP strategies and producing a well-integrated business plan. The Workgroup will identify new activities that will be necessary for fulfilling the organization's post-MTP goals and will also identify current activities that might be carried forward. This will lead to the development of clearly articulated strategies that are subjected to rigorous testing for business viability. The Workgroup will obtain input from community stakeholders, staff, partners, and prospective customers.

### Membership Composition & Operating Principles

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**Members** > Chair of the Board / four Board members / NCACH Deputy Director and a one additional NCACH staff member.

Members are expected to attend 75% of meetings. The Strategy Committee will receive facilitation support through a contract with an NCACH Consultant.

#### Workgroup Operating Principles:

- Meets twice a month, 90 minutes per meeting
- The Workgroup is expected to achieve its goals and sunset by Quarter 4 of 2021.
- Operates by simple majority (one vote per member, including staff)
- The Board Chair breaks any tie
- Consultant prepares agendas, with sign-off from Deputy Director and Board Chair
- Consultant tracks action items and coordinates work and communication
- To tackle detailed questions between meetings, the Committee may divide into two teams
  - Teams could concentrate on the development/evaluation of a particular strategy
  - Teams could hold separate meetings and have tightly focused communications

#### Reporting

- The Strategy Workgroup will keep regular minutes of its meetings and will provide such minutes to the other committees or sub-committees from time-to-time or as requested by the Board of Directors.

## Workgroup Responsibilities and Timeline

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The Strategy Workgroup will complete the following tasks within the timeframes provided below

### **SCHEDULE: September – December 2020**

#### **1. Define Operating Principles**

- Establish meeting schedule and work plan
  - Create sub-teams for targeted work
- Agree on evaluation techniques and decision rules
- Set expectations about pace, communications, and workflow
  - Determine when and how to obtain Board input

#### **2. Plan for Gathering Community Input**

- Establish one or more mechanisms to collect input from a group that is broadly representative of the groups/sectors that NCACH aims to serve (i.e. a sample of future customers)
  - Obtain brutally honest feedback about the value of proposed activities
  - Gain insight into price tolerance
  - Cultivate ambassadors and early adopters

#### **3. Evaluate Current MTP Activities**

- Assess the alignment of current activities with value streams, vision, and mission
  - *Not aligned* – discontinue post-MTP
  - *Partially aligned* – elements could be carried over to the post-MTP period
  - *Mostly aligned* – only small modifications would be necessary post-MTP
- Evaluate the difficulty/cost of modifying partially aligned activities for post-MTP viability

#### **4. Design New Activities**

- Identify new activities that would help to realize the value streams
  - Gather initial feedback on proposed activities
- Estimate the difficulty and cost of implementing each new activity

#### **5. Feedback and Assessment**

- Gather community input
- Assess the strength of proposed “carryover” activities + proposed new activities
  - Ability to deliver on a value stream
  - Cost-to-benefit ratio
  - Degree to which it leverages a unique strength
  - Likelihood of achieving fiscal stability
  - Alignment between activities – potential for them to reinforce one another
- Prune the combined activities list based on feedback and assessments

**SCHEDULE > Q1/Q2 of 2021****1. Develop Strategies**

- Work out strategies for each selected activity
  - Clearly define the problem it's solving
  - Describe how it transforms the organization's unique strengths into value
  - Define what success looks like and identify potential causes of failure
  - Assess philosophical and practical alignment with other strategies
  - Assess the strength and stability of demand, market size, and financial viability

**2. Test and Prune Strategies**

- Use the Board, community advisors, and others to test all assumptions in the strategies
- Prune/refine strategies based on feedback and assumptions-testing

**SCHEDULE > Q2/Q3/Q4 of 2021****1. Model the Business Logic for Each Strategy**

- Work out a business model for each selected strategy
- Pressure-test all key assumptions with end "customers"
- Eliminate any strategy that doesn't have a convincing business logic

**2. Integrate Models into a Cohesive Business Plan**

- Ensure that strategies work together to form a cohesive whole
- Evaluate the prospects for overall fiscal stability, with an articulation of risks
- Adjust the business plan, eliminating or modifying strategies as necessary

**3. Plan for Implementation**

- Put everything in place for implementation beginning in Q4