



Strategic Plan

2020/22



Intro



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The National Home Infusion Association (NHIA) 2020 - 2022 Strategic Plan was developed collaboratively with the Board of Directors, after soliciting input from the membership about the association's current performance and the future direction of the home and specialty infusion industry. As a result, five primary strategic categories were identified as being most critical for the association to pursue to ensure that all patients have access to high quality infusion services. The following plan is designed to establish and prioritize the activities of the association over the next three years in order to fulfill the mission and vision of NHIA.

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Member Survey Results for Future Strategic Priorities:

Most Important:

- Strengthen alliances with other associations
- Provide additional resources for specialty infusion and infusion suites

Least Important:

- Expand membership to providers that do not offer home infusion services (E.g. physicians)
- Remove “home” from the association name

01.

Our Mission & Values

Our Mission

To provide advocacy, education, and resources to the home and specialty infusion community so the patients they serve can lead healthy, independent lives.

Our Vision

For high-quality infusion services to be valued and accessible to all.

02.

Our Values

Collaboration

We draw strength from a diverse community of stakeholders working together.

Excellence

We hold ourselves to the highest standards in everything we do.

Innovation

Ingenuity is the cornerstone of our industry.

Integrity

We lead with strong ethical principles and values.

Passion

We are driven to continually learn, grow, and effect change.

03.



Advocacy

2020/22

The National Home Infusion Association is the voice of the home and specialty infusion community.

NHIA advocates on behalf of members (both provider and supplier) to expand access to high quality infusion services. Advocacy activities include proposing new legislation, interpreting and commenting on regulations, and publishing reports and papers that support our positions on a wide range of issues impacting operations and patient care.

.03 Advocacy Objectives

Objective 1:

Secure sustainable reimbursement for home infusion professional services provided to beneficiaries under the Medicare program.

Why?

To ensure Medicare beneficiary access to home infusion services to by creating sustainable reimbursement for non-covered items and professional services.

Measure(s):

- Passage of legislation
- Implementation of new benefits

Tactics:

- Identify new/additional champions for home infusion legislation.
- Hold meetings with committee staff to build support for legislative efforts.
- Secure co-sponsors for legislative initiatives.
- Build coalitions to amplify our message.
- Collect data to quantify the access gaps under the Medicare program.
- Work with the GAC and NHIA Board to develop policy for home infusion coverage under Part D.
- Secure meetings with CMS leadership and staff to ensure proper implementation of the benefit.

Objective 2:

Develop a comprehensive grassroots network and plan

Why?

- Participation in grassroots advocacy campaigns

Measure(s):

- Passage of legislation
- Implementation of new benefits

Tactics:

- Update and build upon online resources to facilitate grassroots advocacy, including action alerts, fact sheets, toolkits, and other resources.
- Review the member database to identify NHIA members in key states/Congressional Districts and Do outreach to key members to engage in advocacy activities.
- Develop schedule of policy-oriented social media content.
- Initiate and conduct a campaign to solicit patient accounts of their experience with home infusion.
- Integrate the grassroots resources into the new website/member database to capture participation.
- Develop an advocacy podcast.

Objective 3:

Proactively identify, monitor, and engage on policy issues relevant to the home infusion community.

Why?

Proactively identify, monitor, and engage on policy issues relevant to the home infusion community.

Measure(s):

- Issues identified
- Comment letters submitted
- Corrective actions implemented as a result of advocacy efforts

Tactics:

- Monitor the Federal Register, Congressional Record, the media, etc., to identify relevant issues; and encourage members to bring issues to the attention of NHIA.
- Create tracking tool for relevant legislation, regulatory actions, and other policy issues.
- Share the tracking report with the Government Affairs Committee to solicit feedback and determine action steps as needed.

.03 Advocacy Objectives

Objective 4:

Cultivate productive working relationships with federal agencies that directly impact home infusion organizations.

Why?

Maintain ongoing relationships with key policymakers to influence home and specialty infusion policies and ensure questions can be answered and addressed in a timely fashion.

Measure(s):

- Meetings held with federal agencies
- Favorable changes in policy

Tactics:

- Maintain a presence in the DME Advisory Council meetings.
- Participate in the A/B MAC Advisory Council meetings.
- Schedule bi-annual meetings with CMS.
- Continue to participate in FDA listening sessions and meetings.
- Submit comment letters and respond timely to policy changes.

Objective 5:

Establish a commercial payer advisory board (PAB) to engage with home infusion leaders on emerging topics in private sector reimbursement policy.

Why?

Establish a commercial payer advisory board (PAB) to engage with home infusion leaders on emerging topics in private sector reimbursement policy.

Measure(s):

- Meetings held
- Favorable changes in policy

Tactics:

- Work with the Executive Committee to determine the charter for the PAB.
- Recruit participants from the commercial payer community.
- Work with the existing NHIA committees to develop a priority list of issues on which to engage.

04.



Education

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Providing education is central to achieving our mission and vision for the home and speciality infusion community.

NHIA seeks to expand the reach of our education and technical assistance programs to better connect with all employees of NHIA members because continuous learning is imperative to fostering innovation, improving quality and promoting business success.

.04 Education Objectives

Objective 1:

Develop and maintain a comprehensive home and specialty infusion education series that offers a certificate program for clinicians, sales professionals, reimbursement professionals, and managers.

Why?

To establish NHIA as the authority on home and specialty infusion education and provide individual members with resources for professional development.

Measure(s):

- Program utilization through CE credits and/or certifications issued
- Program sales
- Program sponsorships

Tactics:

- Identify subject matter experts to contribute to the creation, revision, and review of education modules.
- Hire an education program manager to coordinate the content and funding.
- Secure grant and/or sponsorship funding to sustain the program.
- Provide additional education for infusion suites and specialty pharmacy services.

Objective 2:

Maintain the annual conference as the signature event for home and specialty infusion community.

Why?

The NHIA annual conference is the best opportunity for the home and specialty infusion community to gather allowing providers and suppliers to network, learn, and introduce new products and services.

Measure(s):

- Conference participation
- Conference evaluations

Tactics:

- Engage with a consultant to develop long term goals for the conference, and to evaluate potential improvements and modifications to the current format.
- Expand the promotional campaigns to broaden the attendee audience.
- Secure conference dates and locations that avoid conflicts with other major events and holidays.
- Expand offerings related to infusion suites and specialty pharmacy services.

05.



Member Services

2020/22

The National Home Infusion Association is dedicated to providing members with the tools and resources needed to thrive in a dynamic healthcare environment.

Ensuring education, and tools and resources are up-to-date and readily available will contribute to achieving the mission and vision of NHIA. Engagement with individual home and specialty infusion professionals through committee participation is key to ensuring NHIA incorporates member input into advocacy positions and work products, and also provides a path for individual leadership development.

.05 Member Services Objectives

Objective 1:

Assess and revise (as necessary) the NHIA member committees.

Why?

NHIA's volunteer committees provide opportunities for member participation and compliment staff expertise to meet the evolving needs of the infusion community. Committee members support the association's ability to meet or exceed strategic objectives.

Measure(s):

- Participation in NHIA committees

Tactics:

- Develop individual committee charters which includes the committee purpose, composition, term, and participation qualifications.
- Work with the Executive Committee to assess and revise the active committees.
- Create committee portal within the membership database to facilitate organization and communication.
- Develop on-boarding process for new members.
- Recognize the work of committees and their members in NHIA communications.

Objective 2:

Create a searchable library of NHIA and NHIF publications, tools, and resources (e.g. INFUSION articles, research abstracts, white papers) for members to access as reference materials.

Why?

To promote the utilization of NHIA resources and enhancement of member value.

Measure(s):

- Searches/visits to site.

Tactics:

- Investigate various systems and cost to support searchable database.
- Compile a summary of the resources to be included in the library.
- Complete the implementation according to plan.

Objective3:

Establish a commercial payer advisory board (PAB) to engage with home infusion leaders on emerging topics in private sector reimbursement policy.

Why?

To summarize member and association activities to quantify and demonstrate the value of NHIA membership.

Measure(s):

- Reports distributed
- Member retention rates

Tactics:

- Determine key elements to be included in the report.
- Identify data sources for the reports.
- Assess resources needed for implementation.
- Develop and design a report template.
- Develop procedures to distribute reports/dashboards.

06.



The National Home Infusion Foundation (NHIF)

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The National Home Infusion Foundation (NHIF) is a non-profit extension of NHIA and will complement NHIA's advocacy and education initiatives through data, research, and leadership development programs.

The Foundation aims to provide evidence supporting the value of home infusion professional services, collect and publish research to support advocacy efforts, and to improve quality by identifying best practices and inspiring innovation.

.06 NHIF Objectives

Objective 1:

NHIF will be financially sustained through contributions, grants and sponsorships, and product revenue.

Why?

To ensure the Foundation has the resources to continue the mission and goals.

Measure(s):

- Member contributions
- Program revenue growth

Tactics:

- Maintain and/or grow the level of participation in the annual conference fundraising event.
- Grow individual member tax deductible contributions by:
- Allowing members to make online contributions.
- Suggesting members make contributions with the annual membership renewal.
- Increase program revenues through publication sales, grants and sponsorships, and participation fees.
- Publish an annual report to highlight the mission and accomplishments of the foundation.

Objective 2:

NHIF research initiatives will describe and quantify the value of home infusion professional services and identify best practices.

Why?

Data from research initiatives will prove the value of home infusion, provide data-driven evidence for advocacy efforts, and inspire innovation. Patients benefit from identifying best practices that improve the quality of care.

Measure(s):

- Participation in benchmarking initiatives
- Benchmarks published
- Research abstracts submitted to the annual conference poster program

Tactics:

- Work with the Outcomes Task Force to develop and launch benchmarking programs for that demonstrate the value of home infusion services.
- Incorporate infusion suite data into the benchmarking program.
- Improve the number and quality of abstract submissions by providing additional training and planning for pharmacy residents.
- Recruit volunteers to mentor and coordinate the pharmacy resident program related to the annual conference.

Objective3:

A home infusion fellow program will be developed and implemented.

Why?

To recognize highly accomplished professionals, create opportunities for mentoring, and cultivate future leaders.

Measure(s):

- Participation in the fellow program

Tactics:

- Work with the NHIF Board to develop the fellow program qualification criteria.
- Integrate the fellow application process into the new NHIA website.
- Develop a communications plan to launch and promote the program.
- Transition the review of applicants to a fellow sub-committee once the program is operational.

07.

Systems

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Establishing strong, consistent operational practices and oversight is key to improving the resilience, efficiency, and effectiveness of NHIA.

A continuous and transparent process for assessing and improving fiscal performance, Board oversight, and communication strategies will increase member confidence in the association.

.07 System Objectives

Objective 1:

Develop and implement key indicator metrics for trending performance, evaluating progress toward association goals, and facilitating communication to the Board of Directors. Metrics will be developed for the following areas: Financial, Human Resources, Compliance, and Membership.

Why?

To improve the resilience, efficiency, and effectiveness of NHIA; and to provide board members with the necessary information to support decision-making.

Measure(s):

- Metrics reported to the Executive Committee (EC) and Board of Directors (BoD).

Tactics:

- Work with the Executive Committee to identify and define key indicator metrics to measure and report.
- Determine the data source for each metric.
- Collect baseline data.
- Incorporate metric reporting into meetings with the Treasurer, EC, and BoD.
- Evaluate the metrics annually with the budget process.

Objective 2:

Assess and revise the membership categories and dues structure.

Why?

To ensure the association has a sustainable source of revenue to support the mission and activities.

Measure(s):

- Revenue generation from membership dues

Tactics:

- Establish and maintain an accurate list of members and their corresponding dues schedule.
- Research alternate methods of categorizing members based on their size, type, and estimated utilization of NHIA resources.
- Work with the Executive Committee to evaluate modifications to the NHIA provider and supplier dues schedules.
- Pro forma the various options for each proposed modification of the dues schedule.
- Based on recommendations and feedback from the E.C. and NHIA Board of Directors, adopt a new member dues schedule and benefits package.
- Implement revised provider and supplier dues schedules.
- Assess the impact of schedule changes on membership and revenue.

Objective 3:

Implement procedures for ensuring NHIA engages members and communicates in a relevant, timely, and effective manner.

Why?

To cement NHIA's position as the voice of the home and specialty infusion industry; and to better serve our members by providing timely information and resources in an easy to use format.

Measure(s):

- Engagements such as click through rates, open rates, and subscription rates

Tactics:

- Amplify external media presence with op-eds, press releases, media statements, and external article placements.
- Complete design and migration of the NHIA and NHIF websites.
- Complete style guide/branding kit for NHIA and NHIF, including new logo and color palette.
- Conduct annual regular reader survey for INFUSION Magazine.
- Establish an editorial board for INFUSION Magazine.
- Create a thought leadership series via blog or external placement that solidifies NHIA as an industry leader.
- Establish and standardized campaign processes to support NHIA programs, membership growth, and government affairs initiatives.

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