Template: Joint operating committee meetings

A companion piece to *Operationalizing contracts: Methods payers can employ to collaborate with community-based organizations*

Participants

Joint operating committee (JOC) meetings are an opportunity to convene interdisciplinary stakeholders.

As payer and CBO staff are planning JOC meetings, they should think about including individuals who can thoughtfully contribute to conversations and decisions around agenda items. This may look slightly different for each meeting.

Core team participant list
- Administrative leads
- Programmatic leads

Additional participants as needed
- Frontline staff
- Medical leadership
- Executive sponsors
- Community care hub (CCH) staff
- Technology and compliance staff
- Data and analytics

Agenda

JOC meetings provide time for project collaboration about volume, engagement rates, sub-population rates, and continuous improvements. An agenda may include the following information:

- Member story
- Data presentation
- Process improvements and program updates
- Organizational updates

Member story

The goal of the member story is to humanize the work and demonstrate the program's impact on the ground. This story is often presented by the frontline staff member(s) who work closest with the individual; however, this story can also be told by the CBO staff or jointly with the health plan staff. Presenters may want to select a member story of someone who has overcome significant challenges or is facing a challenge due to a programmatic constraint to draw attention to opportunities or areas of improvement.

When sharing a member story, staff should keep the following points in mind:

- Receive consent from the member to share their story at the gathering.
- Keep the member's identity anonymous.
- Use person-first, strengths-based language to describe the member and current situation.
- Take this as an opportunity to demonstrate the member's role in the community and the relationship they have cultivated with their care team.
- Anchor the story in how the program helped facilitate health improvements for the member.

Data presentation

During the JOC meeting, review and discuss programmatic data that measures progress and highlights successes and challenges of the work. Both the health plan and CBO should be prepared to share out relevant data. The information can be useful for answering questions related to critical aspects of the program, including engagement, eligibility, and other programmatic components. The data presented at these meetings may shift over time and should be used to generate conversation about continuous improvement.

Some important points to consider when sharing data:

- Align on standard methods of showcasing data. Data visualization is important for informing executive level attendees about program metrics and future projections.
- The data domains discussed each month can change based on trends.
- Make sure the data demonstrates trends and progress related to the program targets.
- Ensure that individuals presenting data explain the information using language that is accessible to all people attending the meeting.
- Be mindful of the burden that additional data requests have on the CBO.

Data presentation: Sample score card
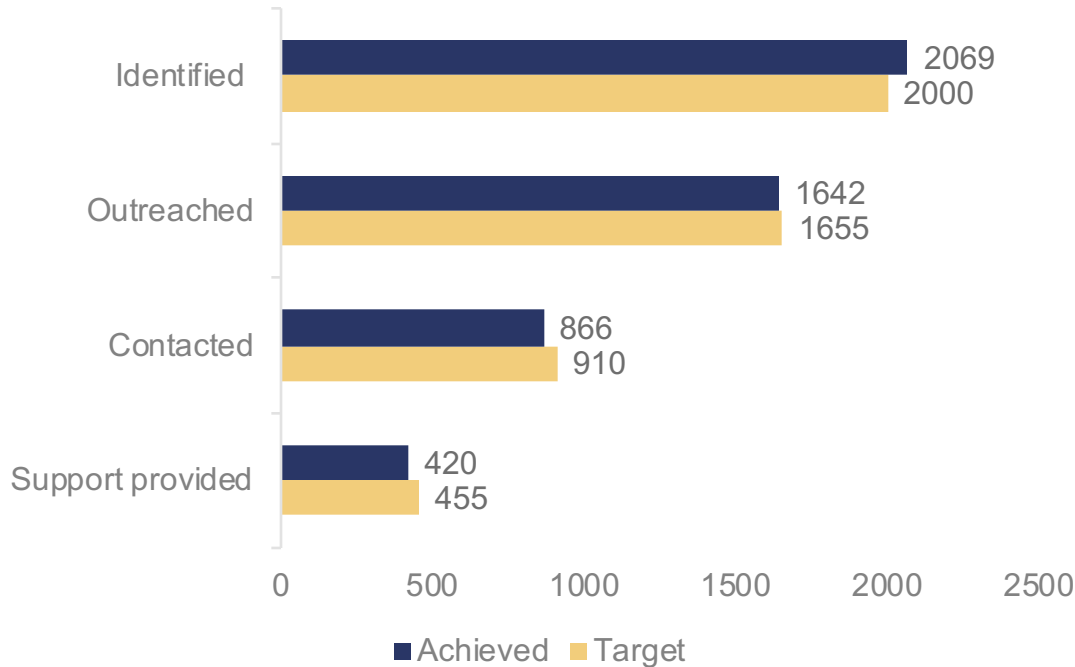
- **Outreach goal was 80%**
  - **Outreach rate was 79%:** Out of **2,069** patients assigned, **1,642** were outreached.
- **Contact goal was 55%**
  - **Contact rate was 53%:** Out of **1,642** patients outreached, **866** were successfully contacted.
- **Support-provided goal was 50%**
  - **Our support-provided rate was 48%:** Out of **866** successfully contacted patients, **420** accepted support.

Process improvements and program updates

Discuss next steps for process improvements and program updates. Topic areas can include:

Member engagement
- Who is identifying and assigning members?
- How are members being engaged in services?
- What are areas of improvement for member communication processes?
- What are areas of improvement or methods for driving higher engagement?
- How can program marketing to members be adapted or improved?

Workflow enhancements
- Where are there bottlenecks in workflows between the CBO and health plan staff?
- What areas of the escalation pathway should be made more effective?

Status updates
- What progress has been made on the program or member concerns discussed in previous meetings?

Emerging opportunities
- What are unexpected outcomes of the program that can be turned into future work?

Organizational updates

JOC meetings are opportunities to think about the current and future work of each organization involved in the partnership. When setting the agenda, close by sharing updates on the CBO and payer's organizational work.

Leaving time to discuss the CBO and payer's current and future work can create space for problem-solving and thought-partnership that extends beyond the contracted program and improves other areas of work.