

## Section 1.1 Assess

# Steering Committee for CCC

This tool describes the purpose of the steering committee for a community-based care coordination (CCC) program, provides strategies for establishing and managing the steering committee, and provides a sample meeting agenda and minutes.

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**Time needed:** 2 hours to review

**Suggested other tools:** CCC Governance; CCC Program Project Plan; Setting and Monitoring Goals for CCC; Communication Plan; Meeting Agenda and Minutes Template

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## How to Use

1. **Review** the purpose of the steering committee to become familiar with how the steering committee is used within a community-based care coordination (CCC) program.
2. **Review** and consider how to implement strategies for managing the CCC steering committee, who should be on the steering committee, and tips for effective meetings.
3. **Become familiar** with the sample meeting agenda and minutes, and begin using the template provided.

## **Introduction to Steering Committees**

Steering committees are formed to provide executive level leadership for various projects, programs or strategic initiatives. As the name indicates, steering committees are formed to “steer,” not to “manage,” the project or program. Depending on what is being steered, the committee typically will be called upon to make decisions about the general direction or priorities of a program, and to manage the general course of operations.

For projects, the duration of time the steering committee is in place is generally until project completion or until specific milestones are achieved. For a program, which generally does not have a completion point, the steering committee may operate intensely during the program creation, and then much less frequently as it sustains itself.

## **Purpose of the Steering Committee for CCC**

For a CCC program, the steering committee primarily serves as a communication mechanism across disparate organizations participating in the CCC program, including the structured healthcare community of providers, the accountable care organization or other mechanism organizing the CCC program, community resources, and the care coordinator.

The goals of such communication mechanisms are to:

- Improve resource utilization
- Reduce resource waste
- Help coordinate support for patients among different provider and community service organizations
- Aid in transitioning patients from a structured healthcare environment to the home environment
- Support the CC in understanding available services in order to help patients navigate them
- Respond to CC needs for new, different, or additional services
- Serve as a forum to arbitrate disputes or dilemmas among stakeholders as may be applicable

## Steering Committee Membership

The following is a guide to the types of people who should be included on a CCC steering committee.

CCC Steering Committee Members	Purpose
Chair of steering committee	The individual serving as chair should be able to lead the committee with an unbiased approach and be able to devote time to planning and attending meetings and performing follow-up activities.
Provider representatives	A provider representative from the coordinating hospital, the tertiary care referral hospital, a major primary care clinic, key specialties for the population served by the CCC program (e.g., geriatrics, behavioral health, cardiology, oncology), local pharmacist, and others as may be applicable should be active participants.
Representatives from community service organizations	Representatives from community services, including the local public health department, social workers (including those based in a hospital/clinic and in the community), and other key service organizations should be active participants (see <i>Community Resource Directory</i> ).
Representatives from administration of key healthcare delivery organizations as well as from the convening organization for the CCC program (e.g. ACO or ACH)	An administration representation may include a chief financial officer, director of nursing, IT leadership managing a centralized database, registry, or health information exchange service, and others as appropriate.
Care coordinator	Depending on the size of the CCC program, the community-based care coordinator or lead care coordinator should be an active participant, along with others who may be involved in case management, external disease management and social work.
Other individuals may support the steering committee in an ad hoc manner at different points within the CCC program	Participation from a patient and/or a community representative is highly desirable.

## **Strategies for Managing the CCC Steering Committee**

The number of representatives on the CCC steering committee may be significant (8 to 15). It is recognized that not all members will be able to attend all meetings or always be able to be engaged. However, there are strategies such as those listed below that can be deployed to make all participants on the steering committee as productive as possible.

### ***Steering committee members:***

- Must be given authority commensurate with their responsibilities on the committee.
- Must be educated about CCC, with education a part of the formative stages of the committee's work. It is not necessary or even desirable to seek only members who come to the committee with such knowledge.
- Are expected to either attend every meeting or attend a specified number of meetings, with advance input provided for topics on the meeting agenda if not able to attend. While delegates are acceptable, they must be afforded the same authority and responsibility as their delegator.
- Must represent their constituents, and hence must also have the obligation to educate them and learn of their requirements
- Are expected to work as a team with other committee members, demonstrating willingness to reach consensus in decision-making

Regular meetings are considered an essential part of operating a steering committee, but are notorious for taking up valuable time. Find ways to work more effectively both within and outside of meetings.

### ***Consider these tips:***

- Establish a purpose and process for meetings to start off on the right track. Verbally review these tips and establish ground rules. Think about how to facilitate meetings, draw people out, communicate effectively, etc. Many organizations have dysfunctional meetings because they have never taken the time to study their processes and correct them.
- Always adopt an agenda and adhere to it for all formal meetings. The agenda should be action oriented with specific, assigned responsibilities for each member. Keep track of all items on the agenda and ensure each one gets accomplished, even if deferral is a necessary action.
- Meetings should only be held to make decisions, take action, or obtain information that cannot be learned independently. A meeting to listen to a report is wasteful. Set the expectation that reports will be read in advance of meetings. Circulate them in time for advanced review, but not so far in advance that they become out of date or people forget what they read by the time of the meeting.
- Assign sub-groups specific tasks and the authority to accomplish those tasks outside of the steering committee, potentially without formal meetings. These groups may choose to work by a nominal group process for structured problem solving or informally over lunch.

- ❑ Meetings must start on time, even if only one person is present. Except in a true emergency, arriving late to a meeting shows disrespect for fellow members and disrupts everyone’s schedules. Meetings must also end on time for the same reasons.
- ❑ Always identify follow-up activities and assign lead individuals and deadlines. The chair of the meeting should follow up with these individuals immediately after assignment to ensure they understand the task and have the tools to complete it. Also, the meeting chair should follow up throughout and immediately prior to the assignment deadline to ensure it gets done.
- ❑ Use a “sergeant-at-arms” if necessary to put distracting conversations into a “parking lot” and to halt discussion if someone is being obstructive, unprepared, or off course. Rotate the sergeant-at-arms for each meeting so no one person is viewed as always the “bad cop.”
- ❑ Have fun and celebrate accomplishments. CCC is hard work and may be among the most challenging programs a group of organizations will undertake. Teams that recognize the need to “work hard and play hard” and to negotiate compromises are generally the most balanced, effective, and efficient.

### Sample Agenda and Minutes

Agendas and minutes are important elements to ensure that meetings are run smoothly. A sample **agenda** using a standard form to capture key elements for creating the minutes, an example of the resulting **minutes**, and a **blank template** follow.

<b>[Sample] CCC Steering Committee Agenda</b>		
<b>Date:</b> Oct. 14	<b>Time:</b> 1:00 – 2:00 PM	<b>Location:</b> Conf Rm B
<b>Invitees:</b> Ms. Adams (leader), Dr. Brown, Ms. Jones, Mr. Madison, Dr. Smith, Mr. Underwood		
<b>Time</b>	<b>Topic</b>	<b>Outcome / Action Plan</b>
1:00 PM	Determine if anyone has any questions or corrections to minutes or progress report (sent Oct. 10)	
1:05 PM	Discuss need to recruit a behavioral health specialist into the community	
	Ms. Adams to present options, such as therapist vs psychiatrist; in loco vs via telehealth; part time vs full time	
1:20 PM	Discussion	
1:40 PM	Vote on next steps	
1:45 PM	Assign subcommittee to explore options	
1:50 PM	Identify improvements to meeting process	
1:55 PM	Identify topic(s) for next meeting	
2:00 PM	Adjourn	

**[Sample] CCC Steering Committee Minutes**

**Date:** Oct. 14

**Time:** 1:00 – 2:00 PM

**Location:** Conf Rm B

**Attendees:** Ms. Adams (leader), Dr. Brown, Ms. Jones, Mr. Madison, Dr. Smith, Mr. Underwood

<b>Time</b>	<b>Topic</b>	<b>Outcome / Action Plan</b>
1:00 PM	Determine if anyone has any questions or corrections to minutes and progress report (sent Oct. 10)	Minutes approved. No questions on progress report.
1:05 PM	Discuss need to recruit a behavioral health specialist into the community	Agreement that behavioral health is an essential service offering for the community that will contribute to shared savings. Agreed that:
	Ms. Adams present options, such as therapist vs psychiatrist; in loco vs via telehealth; part time vs full time	1. Telehealth with major university in metropolitan community should be explored. 2. Part time local therapist should be recruited.
1:20 PM	Discussion	
1:40 PM	Vote on next steps	
1:45 PM	Assign subcommittee to explore options	1. Ms. Jones and Dr. Smith will determine requirements to engage with university telehealth program for next month's meeting. 2. Ms. Adams and Mr. Carson (who volunteered prior to the meeting) will draft a solicitation and create a subcommittee for recruitment.
1:50 PM	Identify improvements to meeting process	Kudos to Mrs. Washington for arranging for coffee and cookies.
1:55 PM	Identify topic(s) for next meeting	1. A mock telehealth encounter will be presented 2. Subcommittee on behavioral health therapist recruitment will present options for bringing a therapist to the community. 3. Dialogue on patient engagement surrounding transportation services between remote patients and community primary care providers will be held.
2:00 PM	Adjourn	

<i>[Template] &lt;Name of team or project&gt; Agenda [Minutes]</i>		
<b>Date:</b>	<b>Time:</b>	<b>Location:</b>
<b>Invitees [Attendees]:</b>		
<b>Time</b>	<b>Topic</b>	<b>Outcome / Action Plan</b>

(See *Meeting Agenda and Minutes Template* for a fillable form.)

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**For support using the toolkit**

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