

### Member Role

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- Success:
  - Disruptor that brings knowledge to health care transformation
  - Balance of formal and informal power (i.e., influencer, ambassador)
  - Collegial and professional
- Recommended changes:
  - Increased input from public, non-urban, non-Puget Sound organizations through Bree membership, workgroups, and public comment process as membership is heavy with Puget-sound area representatives and from clinicians
  - Define relationship between individual member and their organization especially around implementation

### Topics

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- Most successful topics: bundled payment models, behavioral health, and opioid prescribing especially the metrics. We work best when we are aligned with community interest.
- Least successful topics: cardiac care, oncology care, and palliative care. We tend to have poorer outcomes when recommendations lack measures, are overly broad, are preaching to the choir, or scope too large
- Tension between recommendations that are concrete/implementable vs. value of being an aspirational beacon
- Recommended changes:
  - Need upfront engagement from stakeholders
  - Consider availability of resources for implementation at the beginning.
  - Driver Diagram → Process → Structure → Outcomes (concrete, measures and actions that lead to long-term vision)

### Developing Recommendations

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- Recommended changes:
  - More input from Bree members into the scope of work via the charter including input from HCA (e.g., minimum requirements)
  - Need “red flags” to come to light before public comment
  - Understand downstream barriers to implementation and address
  - Better understanding of how to pull organizational levers
  - Better inclusion of social determinants of health
  - All recommendations need metrics (e.g. “measure impact of strategies”)

### Implementation

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- Success:
  - Implementation through payment and contracting by HCA and others following
  - Behavioral health integration implementation work (pilot and summit)
  - Creating reference documents that are widely used – opioids, bundled payment models, LGBTQ recommendations
  - Success is both long-term population health impact and short-term adoption
- Recommended changes:
  - Information and data back to Bree about adoption (i.e., dashboard, partnership with WHA) to be central quality shop for the State