



# Strategic Plan

2023 – 2025

**NHIA**  
National Home Infusion Association

# Introduction



# Strategic Plan

2023/25

The National Home Infusion Association (NHIA) 2023 - 2025 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 alternate site 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.

# Table of Contents

Our Mission & Vision	01
Our Values	02
Advocacy	03
Education	06
Member Services	09
Leadership	11
National Home Infusion Foundation	13

# Our Mission & Vision

## Our Mission

To provide advocacy, education, and resources to the alternate site 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.

# Our Values

## Collaboration

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

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## Excellence

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

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## Innovation

Ingenuity is the cornerstone of our industry.

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## Integrity

We lead with strong ethical principles and values.

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## Passion

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

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# Advocacy

2023/25

**The National Home Infusion Association is the voice of the infusion industry.**

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 association positions on a wide range of issues impacting reimbursement, operations, and patient care.

# Advocacy Objectives

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## Objective 1:

NHIA members receive fair and sustainable reimbursement for services provided to beneficiaries under the Medicare program.

## Why?

Fair and sustainable reimbursement that accounts for the full range of professional contributions ensures broad beneficiary access to Medicare covered services.

## Measure(s):

- Passage of legislation
- Implementation of new benefits
- Policy changes based on NHIA comments

## 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.
- Utilize data to demonstrate the value and savings associated with infusion services.
- Work with the GAC and NHIA Board to develop policy for a Part D home infusion benefit.
- Secure meetings with CMS leadership and staff to ensure proper implementation of new benefits.
- Create a PAC to support NHIA's legislative agenda.

## Objective 2:

NHIA has robust involvement from the membership in grassroots advocacy activities.

## Why?

Member involvement is essential to the success of association advocacy efforts.

## Measure(s):

- Participation in grassroots advocacy campaigns
- Co-sponsors secured on legislation
- Signatories on sign-on letters

## 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 a schedule of policy-oriented social media content.
- Integrate the grassroots resources into the new website/member database to measure participation.
- Initiate a patient ambassador program.

# Advocacy Objectives

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## **Objective 3:**

NHIA initiates, identifies, and engages on federal and state policy issues relevant to the infusion community.

## **Why?**

Infusion provider and supplier interests must be represented on all relevant legislative and regulatory issues.

## **Measure(s):**

- Issues identified
- Comment letters submitted
- Corrective actions implemented as a result of advocacy efforts
- Meetings held with policy makers

## **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.
- Partner with member company lobbyists to monitor state level issues and assist members with talking points for state-level advocacy.

## **Objective 4:**

NHIA will influence commercial payer sponsored benefits and policies to ensure fair and sustainable access to home and alternate site infusion services.

## **Why?**

Advocating for favorable commercial payer policies by establishing a dialogue with third-party payers to provide education and make recommendations supported by data is essential for continued industry growth and resilience.

## **Measure(s):**

- Meetings held
- Favorable changes in policy

## **Tactics:**

- Work with stakeholders to develop commercial payer policy recommendations.
- Hold an annual payer summit to share information, generate discussion, and promote policy recommendations.
- Develop a Payer Advisory Council to solicit input from payers regarding infusion policy recommendations.
- Review and revise as necessary the commercial payer HCPCS coding system.
- Develop payer-focused NHIA resources.



# Education

2023/25

**Providing education is central to achieving our mission and vision for the 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.

# Education Objectives

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## **Objective 1:**

Maintain the annual conference as the signature event for the home and alternate site infusion industry.

### **Why?**

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

### **Measure(s):**

- Conference attendance
- Conference evaluations
- Return rate of conference evaluations

### **Tactics:**

- Expand the promotional campaigns to broaden the attendee audience.
- Increase participation in attendee conference evaluations.
- Solicit additional exhibitor feedback and adjust exhibit hall open hours as needed.
- Evaluate and adjust the conference schedule as needed to ensure attendees' goals are met while also prioritizing their time restrictions.
- Provide attendees with additional networking opportunities.
- Evaluate and adjust the keynote and general sessions as needed.

## **Objective 2:**

NHIA offers a comprehensive series of self-study infusion education courses for clinicians, sales professionals, reimbursement professionals, and managers.

### **Why?**

To provide individual members with resources for learning about the infusion industry and promoting individual professional development.

### **Measure(s):**

- Program utilization through CE credits and/or certifications issued
- Participant program evaluations

### **Tactics:**

- Identify subject matter experts to contribute to the creation, revision, and review of education modules.
- Secure grant and/or sponsorship funding to sustain the program.
- Obtain BPS and PTCB credit for sterile compounding course for educational certification credit.

# Education Objectives

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## **Objective 3:**

NHIA University provides members with an easy-to-use, broad-based learning platform.

### **Why?**

NHIA is the leader in educational resources for the infusion industry and provides a learning management system for all members to advance their knowledge and skills.

### **Measure(s):**

- Program utilization
- Program evaluations

### **Tactics:**

- Work with the NHIA education committees to develop year-round educational programming for all areas related to home and alternate site infusion.
- Engage with industry subject matter experts to develop educational programming based on basic infusion concepts, as well as current trends in operations, patient care, revenue cycle, leadership, nursing, and sales and marketing.

## **Objective 4:**

NHIA offers a continuing education (CE) program accreditation service to members wishing to offer CE programs for pharmacists, technicians, nurses, dietitians, physicians, and other clinicians.

### **Why?**

The ability of members to provide continuing education programs to a wide range of stakeholders promotes awareness and understanding of infusion services.

### **Measure(s):**

- Completion of CE accreditation
- CE programs approved

### **Tactics:**

- Engage a consultant to support NHIA with the accreditation application process.
- Develop internal procedures for approving programs for CE credit.
- Ensure efficient and timely recognition of CE credits with governing bodies.



# Member Services

2023/25

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

Ensuring education, 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 alternate 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.

# Member Services Objectives

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## Objective 1:

The NHIA membership is diverse and growing through support of existing members, as well as outreach to potential new audiences.

### Why?

A growing and diverse membership ensures the association is relevant and represents the interests of stakeholders that are influencing change.

### Measure(s):

- Membership enrollment
- Membership retention

### Tactics:

- Assess and improve non-member communication and reach through internet targeting programs.
- Attend and exhibit at industry-related events and conferences.
- Develop marketing and communication campaign to promote NHIA membership.

## Objective 2:

NHIA members are highly engaged in association programs and activities.

### Why?

An engaged membership is critical to advancing the industry through grass roots advocacy efforts, participation in research initiatives, thought leadership, and continuing education.

### Measure(s):

- Participation in NHIA programming, events, and advocacy efforts
- Marketing analytics
- Annual conference attendance

### Tactics:

- Work with the membership committee to develop effective member engagement strategies.
- Improve membership communication and reach.
- Assess member onboarding process and tools, adjust as indicated.
- Develop membership engagement metrics to measure performance.

## Objective 3:

NHIA has robust participation in volunteer member committees.

### Why?

Committee members complement staff expertise, identify evolving needs of the infusion community, and support the association's ability to accomplish the mission and vision of NHIA.

### Measure(s):

- Participation in NHIA committees
- Committee goals and accomplishments

### Tactics:

- Monitor NHIA committee participation to assess and revise committee purpose, composition, terms, and participation qualifications as indicated.
- Create a committee portal within the NHIA Community to facilitate organization and communication.
- Evaluate the on-boarding process for new committee members and incorporate feedback for improvement.
- Recognize the work of committees and their members in NHIA communications.
- Annually review and revise the committee workplan for strategic plan alignment.



# Leadership

2023/25

**NHIA has a responsibility to create and guide meaningful and positive change**

through communication and collaboration, and by fostering relationships with a diverse audience.

# Leadership Objectives

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## Objective 1:

NHIA works collaboratively and develops productive relationships with other associations, patient groups, and thought leaders to achieve its mission and goals.

### Why?

Developing collaborative relationships among associations improves efficiency, expands issue expertise, promotes problem solving, and broadens influence.

### Measure(s):

- Collaboration opportunities with associations and groups with common interests and goals
- Board seats held
- Speaking engagements

### Tactics:

- Invite leaders from partner associations to speak at NHIA events.
- Offer to attend and speak at conferences and events hosted by partner organizations.
- Encourage data sharing across associations.
- Develop a partner organization communication distribution list for NHIA announcements.
- Consider board/advisory role opportunities.
- Join organizations for opportunities to form new relationships.

## Objective 2:

NHIA provides analysis of current industry trends to support stakeholder strategic decision-making.

### Why?

Industry resilience is improved when members have credible, data-driven information about the industry to support strategic decision-making.

### Measure(s):

- Publications (white papers, reports, articles, etc.)
- Engagement (downloads, sales, references, etc.)

### Tactics:

- Establish metrics and indicators for assessing industry challenges, opportunities, and trends.
- Collect and interpret data sourced from members and industry partners or third parties.
- Publish an annual industry trends resource.
- Publish/share trends on special topics in white papers, articles, or blogs.

## Objective 3:

The infusion industry embraces diversity and inclusion in all areas; including within NHIA, across the infusion workforce, and in patient access to care.

### Why?

Creating a culture where everyone is treated fairly and has an equal opportunity to succeed drives innovation, creativity, and productivity; and is fundamental to expanding access to care in a diverse marketplace.

### Measure(s):

- Member surveys assessing workforce diversity
- Education provided related to diversity, equity, and inclusion

### Tactics:

- Review existing NHIA policies and practices to promote diversity and inclusivity among staff, volunteers, and members.
- Promote patient race and ethnicity data collection to measure the reach of infusion providers into diverse populations.
- Conduct a member survey to measure diversity within the infusion workforce.
- Provide education at the annual conference and in NHIA University related to developing inclusive workplace cultures.



# The National Home Infusion Foundation (NHIF)

2023/25

## Mission

To advance the profession through programs that foster leadership, recognize excellence, and promote evidence-based research to improve patient care in alternate infusion settings.

# NHIF Objectives

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## Objective 1:

NHIF is financially self-sustaining through contributions, grants and sponsorships, and product revenue.

## Why?

To ensure NHIF has the resources to sustain and advance its mission and goals.

## Measure(s):

- Member contributions
- Program revenue growth

## Tactics:

- Evaluate and grow the level of participation in the annual conference fundraising event.
- Grow individual member tax deductible contributions.
- Increase program revenues through publication sales, grants and sponsorships, and event participation fees.
- Publish an annual report to highlight the NHIF mission and accomplishments.

## Objective 2:

NHIF supports research initiatives that improve patient care and outcomes, identify best practices, and advance the profession.

## Why?

High-quality research drives evidence-based decision making, innovation, and quality improvement. Patients benefit from identifying best practices that improve the quality of care.

## Measure(s):

- Participation in benchmarking initiatives
- *Infusion Journal* submissions received
- NHIF-sponsored abstracts and manuscripts accepted for external publication

## Tactics:

- Work with the Quality and Standards Committee to develop and launch additional quality metrics for future benchmarking programs and NHIF-sponsored research studies.
- Increase the number and quality of *Infusion Journal* submissions by providing additional financial and in-kind support and mentoring.
- Promote participation in the Independent Investigator Research Training Certificate Program
- Secure additional grants and sponsorships to support NHIF research activities.
- Develop areas of interest for desired publications/funding.

## Objective 3:

NHIF promotes the development of a robust infusion workforce by inspiring members to strive for and achieve professional excellence.

## Why?

Encouraging professional growth and development in the infusion workforce leads to successful individuals and businesses and improves patient care.

## Measure(s):

- Participation in the FNHIA fellow program
- Nominees submitted for NHIF awards
- Volunteer participation in NHIF programs (e.g. peer reviewers, resident mentorship, etc.)

## Tactics:

- Increase participation in the FNHIA Program.
- Create additional opportunities to recognize professional contributions and excellence at the NHIA Annual Conference.

# Strategic Plan

2023/25



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