

# Organization and Operations

---

## *Organization and Operational Structure for the Innovation and Value Initiative*

**November 2017**



## Table of Contents

1.	IVI Mission .....	3
2.	Organization Structure.....	3
	2.1. Legal Status .....	3
	2.2. Executive Leadership .....	3
	2.3. Strategic Advisory Panel .....	3
3.	Funding .....	3
4.	IVI Research Projects .....	3
	4.1. Research Agenda .....	4
	4.2. Staffing for Research .....	4
	4.3. Research Oversight and Review.....	4



## **1. IVI Mission**

IVI's mission is to improve the way value is measured and rewarded in the healthcare system. Our goal is to promote the development and use of high value interventions that advance health.

## **2. Organization Structure**

### **2.1. Legal Status**

IVI is an initiative hosted by Precision Health Economics (PHE), a for-profit company that conducts research on healthcare, health economics, and health policy. IVI is not an incorporated legal entity. Therefore, PHE acts as a central contractual counterparty on behalf of IVI, when IVI enters into funding agreements, purchasing agreements, and other legal obligations.

### **2.2. Executive Leadership**

The Executive Director of the initiative, assisted by various initiative staff comprising the Leadership Team, will oversee the key activities of the initiative and ensure the initiative meets its objectives. Specifically, the IVI Leadership Team is responsible for: day-to-day operations and budgeting, research oversight and guidance; strategic planning; development; communications activities; and any other tasks related to execution of IVI activities.

### **2.3. Strategic Advisory Panel**

IVI's Strategic Advisory Panel provides advice and guidance to IVI's Leadership Team on agenda-setting, quality assurance, and outreach to further IVI's mission.

## **3. Funding**

Funding for IVI is provided in part through sustaining contributions from organizations committed to the IVI mission. IVI aims to have a broad funding base across a diverse set of stakeholders. A broader array of funding sources – including grant funding from private philanthropic foundations or public agencies – may be considered as IVI evolves over time.

All funds provided to IVI are for the express purpose of supporting the IVI mission, goals, and research portfolio as prioritized by the Strategic Advisory Panel in collaboration with the Leadership Team. The Chair and Vice-Chair of the Strategic Advisory Panel may invite funders to serve terms on the Panel. Provision of funding does not guarantee a seat on the Panel, and Panel membership does not require the contribution of funds for IVI.

## **4. IVI Research Projects**

IVI's research projects are motivated by two key objectives: (1) fulfilling IVI's mission, and (2) ensuring a balance of stakeholder perspectives.



The research agenda aims to fulfill the IVI mission by:

- Developing open-source platforms for modeling value;
- Building tools to support decision-making;
- Improving the science of value measurement; and
- Identifying and promoting better health policy.

To ensure a balance of multiple stakeholder interests, IVI works to build consensus around a broad research agenda benefitting all stakeholders.

#### **4.1. Research Agenda**

The IVI research agenda is set through a review process involving both the IVI Leadership Team and the Strategic Advisory Panel.

Prior to the IVI Strategic Advisory Panel meetings, the IVI Leadership Team and scientific advisors develop and refine research ideas and present those ideas to the Strategic Advisory Panel. Using an online survey, the Panel will then rank the projects based on their level of interest and the study topic. The Director of Research will analyze the results of the online survey and share these findings to the Panel.

During the IVI Strategic Advisory Panel meeting, the Director of Research will present the favored topics of study and work with the Panel to agree upon project priorities for the upcoming year.

Following the IVI Strategic Advisory Panel meeting, and as funding goals are met, IVI will begin projects based on priorities set at the meeting. Interim Strategic Advisory Panel meetings provide an opportunity for considering new project ideas and revisiting the overall project priority list as needed.

#### **4.2. Staffing for Research**

Precision Health Economics (PHE), the for-profit research consulting company that hosts IVI, organizes and makes teams available to conduct the research projects chosen by the Leadership Team in collaboration with the Strategic Advisory Panel. In cases where additional expertise outside of PHE is needed, the Leadership Group may contract with other research organizations to conduct parts of or entire research projects.

To maintain the independence of IVI's research, PHE clients are not allowed to mandate changes to IVI research questions, methods, results or messaging. PHE personnel are not allowed to mandate changes to IVI research questions, methods, results or messaging, unless this is in the normal course of their duties serving on IVI's Leadership Group or on an IVI project research team.

#### **4.3. Research Oversight and Review**

Oversight of individual research projects is provided by IVI's Executive Director, Director of Research, and other members of the IVI Leadership Team. In addition, every research project includes a suitably qualified external reviewer, who provides critical review at multiple stages of the research. IVI's Executive Director and Director of Research are responsible for identifying and retaining qualified, independent experts to serve as reviewers on IVI projects.

Additionally, the Strategic Advisory Panel may be asked to provide feedback on project direction, findings, and research communications.