



STRATEGIC BUSINESS PLAN HIGHLIGHTS

AN EVOLVING MIHIA: TRIPLE AIM TO QUADRUPLE AIM

Providing resources on evidence based practices and strategies to improve the work life of health care providers, clinicians and staff. MiHIA's programs produce happier, healthier workers positioned to deliver higher quality care, with better patient satisfaction.

MACRO-METRICS

Utilizing data to measure progress toward a thriving community of health excellence focusing on population health, patient experience, care at a lower cost, and provider well-being.

MiHIA DASHBOARD 4.0

MiHIA provides a shared dashboard to high-quality community health assessment data, improved health indicator tracking, best practice sharing and community development tools.

REGIONAL COMMUNITY HEALTH NEEDS ASSESSMENT

Using the MiHIA Dashboard 4.0 to build a regional model for Community Health Needs Assessments (CHNA) and Community Health Improvement Plans (CHIP).

CONSUMERISM

Creating consumer engagement to inform systems change, promote broader health and wellness while focusing on quality patient experience including patient safety and patient/provider relationships.

HEALTH & ECONOMIC INITIATIVE IN THE GREAT LAKES BAY REGION

Delivering improved health and sustained economic growth by having a broad understanding of the entire health ecosystem and the interdependence of health and economic success.



STRATEGIC BUSINESS PLAN 2018-2020

ORGANIZATIONAL CONCEPT

The Michigan Health Improvement Alliance, Inc. (MiHIA) is a formal, multi-stakeholder, community collaboration working to achieve a community of health excellence for the 14-county region it serves. This initiative is based on a core belief that solutions to our health and health care problems can be found and designed at a regional level, accelerating regional competitive advantage and sustainability.

MiHIA's work varies, but it all falls under what is known as "The Quadruple Aim", which targets health and systems broadly at the regional level. The Quadruple Aim focuses on four elements of health which must all be achieved for success – population health, quality of care and patient experience, cost of care, and provider well-being. At the individual level, this translates to good or better health, high quality care, and good value.

The intent of MiHIA is to address the Quadruple Aim within our region. Originally, 11-counties (Arenac, Bay, Clare, Gladwin, Gratiot, Huron, Isabella, Midland, Saginaw, Sanilac, and Tuscola) composed MiHIA's region, as a natural cluster had been created by the state and reflected the medical trading area. Later, 3 additional counties (Roscommon, Ogemaw, and Iosco) requested to join the MiHIA service region, thus resulting in a total of 14 counties. The full geographic area represents the broader space of our interest, not the mandatory implementation scope for each effort. Not all initiatives or projects include all counties, but the intent is to consider the overall needs, the integration synergy that we can achieve and the potential to serve all 14 counties. The total population contained in our region is important in enabling effective measurement – large enough to matter and have statistical significance in many aspects and yet small enough to be very practical for action and implementation.

Functionally and operationally, MiHIA works in a variety of different facets within our communities. In some situations, MiHIA acts as the convener for multiple parties, establishing shared goals and objectives, setting collective targets, or aligning business plans. In others, MiHIA is an assessor, conducting environmental scans, evaluating processes and offerings solutions to reduce redundancies. This includes providing health and well-being related data at both the regional and county level. MiHIA also seeks funding to bring resources to our area, and facilitates or supports projects or initiatives that will impact better health and health care in our region.

VISION:

Collectively Impacting Health in our region to become the healthiest community with the best quality and value in health care.

MISSION:

Establishing our region as a thriving community of health excellence through the use of information and collaboration focusing on: population health, quality of care and patient experience, cost of care, and provider well-being.

STRATEGIC PLANNING OVERVIEW:

The strategic planning process is dynamic. In June 2017, the Board of Directors held its annual strategic planning meeting, which began the process of developing key priorities to focus on for the next three years, 2018-2020. These priorities are intended to facilitate organizational achievement of the mission.

During the first phase of the planning process, the Board of Directors completed an environmental scan for the organization and developed a list of strengths, weakness, opportunities and threats, also known as a SWOT Analysis. MiHIA additionally utilized Dashboard 4.0 to assemble key data indicators for deeper analysis of the state of health in the region. Based on the analysis, the board was able to determine which strategic initiatives and key priorities the organization should address to achieve our mission.

The relationships between the components of the Strategic Plan are depicted in the graphic below:



MiHIA has many strong assets, one of which is the ability to convene key leaders who have the power and influence for effecting change. The ability to convene and view progress on a regional level, across all stakeholders and across “the system” recognizing its diverse components and interdependencies is unique and demonstrates value to funders.

As with any similar collaboration, our greatest challenge at times can be navigating the dynamics of how competitors collaborate around shared goals. We have grown tremendously in creating trust among all stakeholders to enable progress and true systematic positive changes; however it is still important to recognize this unique element of our organizational model.

While balancing our assets and challenges, MiHIA’s 2018-2020 Business and Organizational Objective is related to Quadruple Aim priorities. Each of the Key Priorities determined by the Board relate back to this objective.

STATE OF MIHIA:

HISTORICAL VIEWPOINT

Key priorities that MiHIA focused on from 2015–2017 were: on-going grant projects such as, Choosing Wisely, Centering Pregnancy, Million Hearts Learning Collaborative and Saginaw Pathways to Better Health. MiHIA advances population health through a regional Population Health Strategy Team actively participating in the State Innovation Model implementation led by the Michigan Department of Health and Human Services, diabetes prevention and the implementation of a sustainable regional diabetes prevention program (DPP), and increased consumer voice and engagement. Throughout the last three years, MiHIA was able to implement a three-county DPP program touching over 400 lives, increase the number of DPP Lifestyle Coaches, lead and coordinate five community gardens, improve outcomes for newborns, grow the number of Choosing Wisely partners, improve the identification of and treatment for those diagnosed with or experiencing symptoms of hypertension and host it's first consumer focused event.

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The board recommended and approved a modification to the mission and vision, incorporating a fourth facet in our aim, revising the MiHIA focus to include the Quadruple Aim. The three focus areas within the Triple Aim are: improved population health, improved patient experience, and providing care at a lower cost. When incorporating the fourth aim we add focus on improving the work life of health care providers, clinicians and staff. We have incorporated this fourth aim with the understanding and belief that organizations who take better care of their people will develop a massive competitive advantage; happier, healthier providers deliver higher quality care, with better patient satisfaction and are more engaged in their organizations..

NATIONAL AND LOCAL RECOGNITION

MiHIA is recognized by the national Department of Health and Human Services as a Charter Value Exchange (CVE), is recognized by the Institute for Healthcare Improvement as a Triple Aim Region, and also was awarded the John J. Mahoney Award for Community Health Value.

MiHIA is recognized as an effective convener and neutral facilitator for a variety of health and health related needs. MiHIA was sought out by the State of Michigan to host the regional state engagement efforts to review the State Innovation Model, and also by the Michigan Primary Care Association to help coordinate a behavioral health summit for patient centered medical home practices. MiHIA has also been chosen by the Georgia Health Policy Institute to participate in Bridging for Health, an effort to promote health equity, improve collaboration and collective impact, and support sustainability and innovation in financing of multi-stakeholder health collaboratives.

USING EMPIRICAL DATA

The nature of the current environment is shifting towards collaboration, building consolidated health improvement plans, and having a shared perspective through common data sources. MiHIA's newly enhanced Dashboard 4.0 will meet those demands by providing MiHIA and the region with a deeper and clearer look at the data allowing for a better visual of regional trends and comparisons.

MiHIA in 2010 established the first comprehensive health data dashboard in the region and developed a baseline and follow up Regional Cost of Care measure data analysis reports. We used leveraging our empirical data and convening power to improve decisions being made that were aimed at improving the health and well-being of the region.

MiHIA's Health Dashboard has been updated and enhanced to bring community health-related statistical data, local resources, and a wealth of information into one, accessible and user-friendly location. The Dashboard will provide faster and more visual tools to compare demographic and secondary data on health factors and quality of life to local, state, and national goals and prior values, side-by-side.

The goal of MiHIA's Health Dashboard has always remained the same - to create a common place for data to be obtained, allowing individuals within the region quick access to information that could help advance the mission and vision of improving the Quadruple Aim. A key priority of MiHIA's is to be responsive to its partners' needs and uses of selected health data. Additionally, the Dashboard seeks to provide information that will motivate change and behaviors, promote healthier lifestyle choices, and improve overall health outcomes in the region.

As such, the primary objective of the Dashboard is to provide selected health data and information that is of major interest and impact to regional health providers, employers, community health partners, payers, and the public for timely decision making and monitoring performance to improve health status and the quality of life for the region.

CONVENING POWER

MiHIA co-hosted a regional Annual Health Conferences where over 200 health and health care leaders convene to share best practices related to health care in the region. The conference emphasis is on enhancing the quality, effectiveness, and accountability of care across the continuum to improve the health of the population in the region.

MiHIA also initiated a Fall Symposium as another educational event for local health professionals, employers and key stakeholders improving health for our region. This event excellent keynote speakers who are experts in their field with topics centered around frameworks for cultural transformation and enhanced capabilities required to achieve improved population health outcomes, advancing the patient centered medical home, performance-driven approach to implementing changes to health care service delivery and payment models, provider well-being - building resilience and combating burnout.

MiHIA additionally developed an event for patients/consumers. The Live Your Life on Purpose events focused on providing education on purposeful and healthy lifestyles and the importance of engaging in health and well-being for oneself. The events feature dynamic keynote speakers and interactive educational opportunities for participants.

Recognizing the incredible value of the consumer voice and engagement in health and healthcare decision-making, MiHIA has prioritized seeking opportunities to engage consumers in current and future work groups/initiatives. The goal is to increase engagement with the consumer to inform systems change efforts and promote broader health and wellness while improving all aspects of the patient experience across the MiHIA region. This may include areas of patient safety, advance care planning, improved patient/provider relationship and advocacy for improved delivery of care.

PROVEN ABILITY TO DRAW FUNDING TO OUR REGION

MiHIA has secured nearly 20 grants totaling over \$3 million, directly or in-partnership, to support key projects in the region. Via grant funding MiHIA has collaborated with partner organizations to bring the CDC approved Diabetes Prevention Program to the region, where the average participant has lost 10.28% of their body-weight, and initiate CenteringPregnancy an evidence-based program to decrease infant mortality rates, reducing spontaneous pre-term births, improving health outcomes for babies, and improving birth weight. Through our partnership with the Georgia Health Policy Institute and participation with Bridging for Health we will continue to leverage innovative funding strategies for improving health in the MiHIA region.

ACHIEVING SUCCESS

MiHIA is positioned to be the architect of our region's future, shaping the health of our people, and promoting systems that efficiently and effectively advance health for our community through alignment, collaboration and coordination. We bring the collective impact model to life, and research shows time and time again that this model is the single most important factor in achieving large scale changes. A key piece in this structure is what termed "the integrator" organization is; an entity who acts as the quarterback in coordinating efforts toward change: offering an avenue for building relationships, shared learning, reducing duplication of efforts and creating regional efficiencies. We leverage our ability to be responsive, learning where we can have impact and implementing for positive change. As a neutral convener, we can translate what works and what doesn't work for our region and can equip our partners with strategic direction. We are regularly in contact with over 80 regional and statewide partners and participate in over 25 state or national organizations.

SUSTAINABILITY

MiHIA seeks sustainability in the design of our initiatives. Care is taken to carefully develop a value proposition for all involved stakeholders. Sustainability requires action on the part of many stakeholders. MiHIA builds the longstanding commitments from our regional stakeholders and has designed strategies that build upon a solid foundation and philosophy for the organization's fund developing efforts. Throughout our tenure, work has been done to develop materials to be distributed throughout the region that explain our value to our communities, outlines compelling reasons to give to MiHIA, and the improvements that we can be made within our region. It is the goal to increase and diversify our funding over the next three years and increase our annual contributions by five percent by 2020. MiHIA as an organization that improves health and health systems within our region; we are the change agents and the organizations that can meet and impact regional needs. An investment to MiHIA is an investment through MiHIA into the region we represent. To maintain our viability we will continue to meet the industry best practice guidelines of retaining six month of total operating budget as cash reserved.

ENGAGING REGIONAL LEADERSHIP

MiHIA's Board of Directors has a strong alignment to its mission and vision, utilizes board policies and procedures that effectively guides their practices, and implements the strategic plan to guide organizational work. Great strides have been made in establishing trust, communication and collaboration. The partners around our table are the people who can make change happen. We are all passionate about the end goal – a thriving, healthy community where the people we love have access to good, affordable care and experience good personal health. MiHIA will continue to maintain the excellence of our current board, assess board engagement and effectiveness, and review progress towards our charters.

To achieve the goals of MiHIA it is imperative that we continue to expand our range of stakeholder involvement and effectively engage regional leaders beyond the Board of Directors. Strong participation and partnership from sectors such as hospitals, the social services, religious institutions, advocacy groups, etc., should be evaluated for mission alignment and ability to help achieve regional priorities. This will include identifying leaders that MiHIA will actively seek to engage and communicate the value proposition of MiHIA as well as the benefit of future collaborations for our region.

HEALTH & ECONOMIC INITIATIVE

In early 2017, MiHIA entered into a partnership with Great Lakes Bay Regional Alliance with the mission of delivering improved health and sustained economic growth in our communities. With insight from community stakeholders region-wide, the initiative includes thorough analysis and thoughtful design driven by dialogue and collaboration to develop an opportunity map and a strategic multi-year master plan of priorities built on a broad understanding of the entire health ecosystem and the interdependence of health and economic success. MiHIA's longstanding and thoughtful commitments to regional health and its established network and relationships with national leaders throughout the health industry makes us uniquely qualified in the region to lead this effort in partnership with Great Lakes Bay Regional Alliance contributing significantly, leveraging their mission of regional economic growth and vitality.

The Health and Economic Initiative engaged ReThink Health, an initiative of The Rippel Foundation, to guide the exploration, alignment, action and impact as we work across boundaries, test data and models and create long-term strategies that leverage our collective assets for maximum impact. ReThink Health will provide guidance and support as we build a cohesive integrated plan leveraging multiple resources and guided by analysis and strategic regional planning – a plan that spans organizations and county boundaries. MiHIA has allocated significant resources to this project with MiHIA CEO Beth Roszatycki serving as the Project Director for the Health & Economic Initiative while retaining her role as MiHIA CEO. Additionally, MiHIA Board of Directors members serve in various capacities on the launch team for the Health and Economic Initiative. The Health and Economic Initiative is a key component of the MiHIA portfolio, and the organization recognizes that because this initiative is in progress there will be new data, information, and opportunities that will help to lead and guide health improvement in the region. MiHIA will remain nimble in order to respond to data and opportunities as well as continue to be resolutely committed to supporting regional innovation and health improvement through the broader MiHIA portfolio.

ACCOMPLISHING OUR MISSION

MiHIA achieves its mission by focusing on the Quadruple Aim. The Quadruple Aim is the guidepost for MiHIA initiatives and community programs. The MiHIA Portfolio of initiatives and community programs all support a thriving healthy community by addressing the Quadruple Aim. The following logic model illustrates the connection between MiHIA's mission, priorities and portfolio.

As appropriate, each priority or implementation strategy will have an annual work plan that will be reviewed monthly by MiHIA Operations Team and reports provided to the board of directors on a quarterly basis.

