

SOUTHWEST HEALTH COLLABORATIVE STRATEGIC PLAN



A MESSAGE FROM THE COLLABORATIVE

August 2016

In response to a request from the State of Idaho Department of Health and Welfare as a part of the State Healthcare Innovation Plan, all 7 regional collaboratives across the state were charged with the development of strategic plans.

The strategic planning process was started by the PH-SWDH SHIP Team and a few key members of RC3. The strategic planning process included the identification of key stakeholders to provide input to the plan and an update of the RC3 Mission, Goals, and Objectives.

There are many forces of change that are influencing the current and future practice of the RC3. These factors are beyond the control of the RC3 and impact ability to fulfill mission and goals.

- Availability of timely, valid regional data.
- Interest from relevant organizations.
- Time constraints of participants.
- Lack of funding for proposed actions.
- Support from local, state, and national lawmakers.

The PH-SWDH SHIP Team initiated a strategic planning process in May of 2016. This resulting plan, pending approval and adoption by the Southwest Health Collaborative, is our roadmap to the future.

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PURPOSE

The purpose of this strategic plan is to define the roles, responsibilities, priorities, and direction of the RC3 for the duration of SHIP funding. Our Strategic Map is a one-page graphic that depicts the key elements of the strategic plan to strengthen the RC3.

The Strategic Map is framed around the Mission statement of the RC3. The starburst at the top of the map represents the CENTRAL SHIP GOAL. It is the focus of our Strategic Plan and the key element we must work toward over the next three years.

The central goal is supported by five STRATEGIC GOALS represented by the rectangles. These strategic goals define the critical tasks we must accomplish to meet our central goal. Each goal represents significant planning, activity, and consequent effort over the duration of the SHIP funding period.

The boxes under each strategic goal are STRATEGIC OBJECTIVES. Objectives are actionable next steps in the pursuit of the strategic goals. They outline more specifically what must be accomplished in order to achieve each strategic goal.

Mission: To organize healthcare stakeholders by providing a structured forum for sharing valuable knowledge, finding common solutions, and identifying resources to improve health outcomes, improve quality and patient experience of care, and to lower costs of care in Adams, Canyon, Gem, Owyhee, Payette, and Washington Counties.

Convene and organize regional healthcare stakeholders to:

**A.
Sustainable
Regional
Collaborative**

Identify stakeholders from the PCMHs and MHN to convene the RC3.

Connect community partners for ongoing regional continuous quality improvement.

Seek recommendations from members, the IHC, & other RCs in the development of the regional sustainability plan.

Compile data on ROI; engagement from PCMHs, the patient community, & the medical-health neighborhood; & future applications of the pilot structure & support within Idaho

**B.
PCMH
Transformation
Support**

Identify unmet health, behavioral health, wellness, & social needs in clinic populations.

Provide coordination opportunities & integration solutions to PCMHs.

Encourage practices to participate in the PCMH model test program.

Develop a standard method/platform for PCMH practices to communicate successes, challenges, improvement strategies, etc.

**C.
Communication
Plan**

The RC3 will provide regular status updates to the RCs & IHC detailing best-practices, challenges, & successes in transformation of PCMH & integration of medical health

PH-SWDH SHIP staff will participate in IHC workgroup meetings and report back to the RC3.

Maintain awareness of clinic activities, status, and needs.

RC3 workgroup members will provide updates about RC3 work to the RC3 and stakeholders.

**D.
Medical-Health
Neighborhood
Development**

Identify medical-health neighborhoods in PH-SWDH boundaries & support active representation from all neighborhoods.

Encourage case management and care coordination from PCMHs with other secondary providers.

Link stakeholders for alignment in community support activities.

**E.
Support Regional
Population Health
Initiatives**

Utilize regional clinical quality measure data for population health initiative development and monitoring.

Provide recommendations to the Population Health Workgroup.

Produce a Region 3 Community Health Assessment and Regional Health Improvement Plan.

Strategic Goal A: Sustainable Regional Collaborative						
Objective 1: Identify stakeholders from the PCMHs and Medical Health Neighborhoods to convene the RC3.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Leverage existing and new partnerships and networks to identify healthcare transformation champions and innovative community partners.	11/2015 4/2016	Complete RC3 Membership (roster >10 individuals from various sectors).	☑			PH-SWDH SHIP Staff, RC3 Leadership
Yearly review and as needed to ensure appropriate representation.	1/2017 1/2018	Consistent positive feedback and internal partnerships among RC3 members.	○			RC3 Leadership
Objective 2: Connect community partners for ongoing regional continuous quality improvement.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Develop affinity groups for ongoing partnerships between agencies and organization.	3/2016- 1/2017	5-7 workgroups identified and established.	☑			PH-SWDH SHIP Staff, RC3
Identify areas for collaboration based on community need and resources/assets (within Regional Health Improvement Plan).	11/2016	1 complete Regional Health Improvement Plan.	○			PH-SWDH SHIP Staff
Objective 3: Seek recommendations from members, the IHC, and other RCs in the development of the regional sustainability plan.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Complete draft sustainability proposal/assessment.	8/2017	1 completed draft.	○			PHD SHIP Staff, RC3, RC3 Leadership
Seek review on draft sustainability plan from major payers and hospitals.	12/2017	Outreach to three major health systems and three payers.	○			RC3
Objective 4: Compile data on ROI, engagement, and future applications of the pilot structure and support.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Ongoing collection of success stories and demonstrable impact of project.	1/2019	Business case OR white paper as appropriate.	○			PH-SWDH SHIP Staff
Annual review of value with key partners.	1/2017 1/2018 1/2019	Annual report to RC3 on stakeholder feedback.	○			RC3 Leadership
Report to IHC on value assessment/feedback from key partners.	3/2017 3/2018 3/2019	Annual report to IHC on stakeholder feedback.	○			RC3 Leadership

○ Not Started ⌚ Deferred ☑ On Target ⚠ Off Target ⏳ Waiting on Someone ❗ Critical ☑ Achieved

Strategic Goal B: PCMH transformation support						
Objective 1: Identify unmet health, behavioral health, wellness, and social needs in clinic populations.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Utilize data reports from state vendor to identify target populations for intervention.	1/2017-1/2019	Quarterly reports on CQMs with resultant strategies for intervention/prevention.	○			PH-SWDH SHIP Staff, RC3
Collect qualitative data from clinic leads on primary population needs/challenges.	1/2016-1/2019	Baseline and midway report from clinics to RC3 on population needs.	⊕			PH-SWDH SHIP Staff, RC3
Objective 2: Provide coordination opportunities and integration solutions to PCMHs.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Connect PCMHs with existing SME resources and peers in the region and across the state.	Ongoing	Monthly PCMH workgroup review and report out to other regions	⊕			PH-SWDH SHIP Staff, RC3
Identify opportunities to leverage SHIP contractor and other agency support to enhance capacity for coordination and integration.	Ongoing	One training opportunity for coordination or integration per year.	⊕			PH-SWDH SHIP Staff
Objective 3: Encourage practices to participate in the PCMH model test program.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Respond to interested party questions and extend invitation to non-SHIP clinics for RC3 and PCMH workgroup meetings.	4/2016-1/2019	Initiative participation by at least 2 non-SHIP clinics every cohort.	⊕			PH-SWDH SHIP Staff, RC3
Objective 4: Develop a standard method for PCMH practices to communicate successes, challenges, improvement strategies, etc.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Facilitate and support regional PCMH workgroup (for both SHIP and non-SHIP clinics).	4/2016-1/2019	At least six PCMH workgroup meetings per year.	⊕			PH-SWDH SHIP Staff
Quarterly report from QI specialist to RC3 with feedback and improvement strategies for clinics.	6/2016-1-2019	Quarterly report to RC3.	⊕			PH-SWDH SHIP Staff, RC3

○ Not Started ⊖ Deferred ⊕ On Target ⊖ Off Target ⏸ Waiting on Someone ❗ Critical ⊕ Achieved

Strategic Goal C: Communication Plan						
Objective 1: Provide regular status updates to the RCs and IHC.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Monthly reports to contract monitor to be communicated to RC.	8/2016-1/2019	Monthly updates to contract monitor	⊕			PH-SWDH SHIP Manager
Quarterly reports to IHC by RC3 leadership.	8/2016-1/2019	Four oral reports to IHC per year	⊕			RC3 Leadership
Monthly updates to other SHIP Managers on RC3 activities	8/2016-1/2019	Twelve SHIP manager workgroup updates per year.	⊕			PH-SWDH SHIP Manager
Objective 2: PH-SWDH SHIP staff will participate in IHC workgroup meetings.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
SHIP Manager will participate in regular IHC workgroups (on behalf of RC).	8/2016-1/2019	Two active workgroup memberships.	⊕			PH-SWDH SHIP Manager
PH-SWDH SHIP staff will report back to RC on IHC workgroup activities as needed.	8/2016-1/2019	Quarterly review of workgroup activities for presentation to RC.	⊕			PH-SWDH SHIP Staff
Objective 3: Maintain awareness of clinic activities, status, and needs.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Receive bimonthly reports from QI specialist on clinic activities and requests for support.	4/2016-1/2019	Six status updates per year from QI specialist to RC.	⊕			PH-SWDH SHIP Staff
Receive direct feedback from clinic leads on successes and barriers.	4/2016-1/2019	Twice annually SHIP manager will contact clinic lead directly for feedback for RC.	⊕			PH-SWDH SHIP Manager
Objective 4: RC3 workgroup members will provide updates about RC3 work to the RC3 and stakeholders.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
RC3 workgroup leads will provide proposals, work plans, and status updates to RC3.	8/2016-1/2019	All active workgroups will submit work plan to RC3 within three months of initial meeting with quarterly status updates (100% completion).	○			RC3 Workgroup Leads, RC3 Leadership (monitoring)
RC3 workgroups will include membership from RC3 and external stakeholders.	8/2016-1/2019	Active workgroups will maintain membership rosters with a minimum of three external stakeholders per workgroup.	○			RC3 Workgroup leads, RC3 Leadership (monitoring)

Strategic Goal D: Medical-health neighborhood development						
Objective 1: Identify medical-health neighborhoods in RC3 boundaries & support active representation from all neighborhoods.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
With input from RC3 members and external stakeholders, map care communities and review membership for representation.	10/2016-1/2019	All workgroups will maintain representation from at least four professional sectors (administration, clinical, public health, outreach, etc).	○			PH-SWDH SHIP Staff, RC3 Workgroup Leads, RC3 Leadership, RC3
Engage all MHNs in development of CHA and RHIP.	4/2016-12/2016	Six MHNs contribute to feedback and review.	⊕			PH-SWDH SHIP Staff, RC3 Leadership
Objective 2: Encourage case management and care coordination from PCMHs with other secondary providers with a collaborative approach.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Support care coordination directory and network.	6/2016-1/2019	Connect minimum of 10 agencies via network.	⊕			PH-SWDH SHIP Staff, RC3 Workgroup Leads
Engage PCMH representatives in identification and organization of community resource tools.	10/2016-2/2017	Develop public resource guide based on feedback from PCMHs.	○			PH-SWDH SHIP Staff
Support training opportunities for case managers and care coordinators.	6/2016-1/2019	One locally available resource per job classification per year.	⊕			RC3
Objective 3: Link stakeholders for alignment in community support activities.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Maintain diverse workgroup representation.	8/2016-1/2019	All workgroups will maintain representation from at least four professional sectors (administration, clinical, public health, outreach, etc).	○			RC3 Workgroup Leads
Identify opportunities to leverage existing programming for alignment with workgroup activities.	8/2016-1/2019	Annual review of workgroup membership for opportunities to bring new partners representing new initiatives to the team.	○			RC3 Workgroup Leads

○ Not Started ⊖ Deferred ⊕ On Target ⊖ Off Target ⏸ Waiting on Someone ⚠ Critical ✔ Achieved

Strategic Goal E: Support regional population health initiatives.						
Objective 1: Utilize regional clinical quality measure data for population health initiative development and monitoring.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Quarterly review and continuous quality improvement recommendation.	1/2017-1/2019	Quarterly report for RC3 with recommendations based on findings.	○			RC3, PH-SWDH SHIP Staff
Objective 2: Provide recommendations to the Population Health Workgroup.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
RC3 representatives will report out quarterly recommendations to PHWG.	1/2017-1/2019	Quarterly reports delivered to PHWG chair (100%).	○			PH-SWDH SHIP Manager
Present CHA and RHIP to PHWG representatives.	12/2016	Annual report to PHWG on progress.	○			PH-SWDH SHIP Manager
Objective 3: Produce a Region 3 Community Health Assessment and Regional Health Improvement Plan.						
Strategy	Start Date, End Date	Target Measure	Status			Responsible Party
			YR 1	YR 2	YR 3	
Review and report established data sources for RC3.	4/2016-8/2016	One draft CHA with appropriate quantitative report.	⊕			PH-SWDH SHIP Staff
Conduct stakeholder outreach for CHA and RHIP.	6/2016-9/2016	Ten stakeholder events for feedback.	⊕			PH-SWDH SHIP Staff, RC3
Include clinical and prevention activities in all RHIP focus areas.	6/2016-9/2016	All focus areas will include a clinical and prevention recommendation (100%)	⊕			PH-SWDH SHIP Staff, RC3

○ Not Started ⊕ Deferred ⊕ On Target ⊕ Off Target ⊕ Waiting on Someone ⊕ Critical ⊕ Achieved

Project Risks, Constraints, and Dependencies

Risk Identification	Event	H – M – L	Potential Mitigation	Potential Contingency
	Lack of interest by local providers for participation in RC	H-M	<ul style="list-style-type: none"> Clinical champions. Monthly meetings. 	<ul style="list-style-type: none"> Communication directly to clinics.
	Inability to schedule meeting times with appropriate provider groups	L	<ul style="list-style-type: none"> Convene live meetings with conference calling capability. 	<ul style="list-style-type: none"> Dedicated SHIP staff at local level.
	Lack of field expertise in assisting PCMH transformation	M	<ul style="list-style-type: none"> Communication assistance resources from Brilljent. 	<ul style="list-style-type: none"> Expertise in other regions to use as a resource for education and development.
	Competing agendas/ priorities	M	<ul style="list-style-type: none"> Consistent reflection on SWHC mission and goals. Disclosure statement. 	<ul style="list-style-type: none"> Separate workgroups from active work on distinct agendas, filtered up to SWHC.
	Non-affiliated clinics/practices being left behind	H-M	<ul style="list-style-type: none"> Be cognizant of the risk and actively communicate with practices. 	<ul style="list-style-type: none"> Select resources/support for inter-regional support
	Political will at local/state/national levels	M	<ul style="list-style-type: none"> Continued education. ROI data collection and dissemination. 	<ul style="list-style-type: none"> Ongoing grant support
	Not meeting goals	H	<ul style="list-style-type: none"> Continued reassessment of feasibility. 	<ul style="list-style-type: none"> Regular sharing of successes.
Assumptions	<ul style="list-style-type: none"> Each Regional Collaborative may be structured differently in its membership. Effective communication between the Regional Collaborative, IHC, and IDHW when appropriate. The members of the Collaborative may expand and change over time as PCMH transformation needs changes. 			
Dependencies and Constraints	<ul style="list-style-type: none"> RC members are volunteering their time and have other jobs. Dependent on the Idaho Health Data Exchange and the data analytics contractor to support appropriate data collection. 			