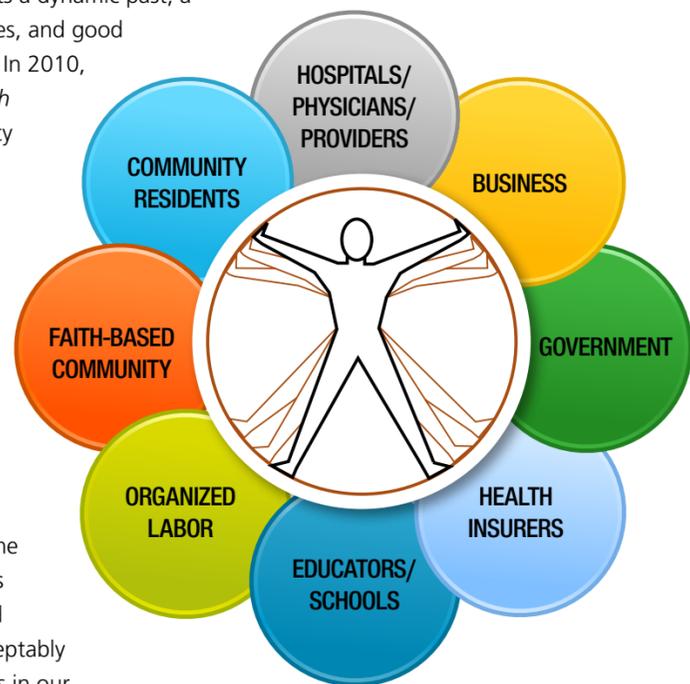


The power of partnership lies at the heart of the Greater Flint Health Coalition — a broad cross-sector collaboration between Genesee County's leadership in public health, physicians, hospitals, health insurers, safety-net providers, business, education, community-based organizations, government, policymakers, foundations, labor, media, and committed citizens.

With over 15 years as the community's neutral convener and backbone support organization of all community, public health, and health care stakeholders, the GFHC works together to achieve true collective impact to improve the health status of Genesee County / Flint residents by establishing a common health agenda, shared measurement systems, mutually reinforcing health activities, and continuous communication amongst all who are concerned about the well-being of our community and its residents.

Although Genesee County / Flint boasts a dynamic past, a dedicated workforce, plentiful resources, and good people, today health problems persist. In 2010, the first-ever nationwide *County Health Rankings* study ranked Genesee County 78th of 82 ranked Michigan counties in health outcomes (morbidity and mortality), and 81st of 82 counties in overall health factors, which included a Michigan ranking of 82nd of 82 in health behaviors such as physical activity, nutrition, and smoking. Many still lack access to quality health care, struggle with unhealthy habits and lifestyles, or are impacted by inequities in the multi-factor social determinants of health. The incidence of preventable chronic illness — obesity, diabetes, hypertension, and heart disease, for example — is unacceptably high. And pronounced racial disparities in our community's health statistics continue to cause concern.

A truly strategic, collaborative approach across sectors will be the only path to health status improvement in our community, and together the GFHC, its member organizations, and a diverse collective of community-based partners has aligned and committed to build the roadmap to address the community's health challenges. With vision, leadership, wisdom, a cooperative spirit, and a firm belief in the future of Genesee County / Flint, the Greater Flint Health Coalition is building a better, healthier community.



# Greater Flint Health Coalition 2020 Strategic Business Plan

## "COLLECTIVE IMPACT ROAD MAP TO IMPROVED HEALTH STATUS IN GENESEE COUNTY/FLINT"

FOCUS AREAS	HEALTH IMPROVEMENT	ACCESS & ENVIRONMENT	QUALITY & INNOVATION	COST & RESOURCE PLANNING
<b>GOALS &amp; STRATEGIES</b>	<ul style="list-style-type: none"> <li>Promote and advocate for policies and practices at multiple levels of society that engage our community's residents in healthy behaviors</li> <li>Encourage and support the adoption of healthy lifestyles by all residents</li> <li>Emphasize the utilization of shared prevention strategies that promote healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Promote and advocate for policies and practices that positively affect universal access to health care for residents</li> <li>Support a culture of practices and use of community services that reduces barriers to care for county residents</li> <li>Encourage the creation of social and physical environments that promote good health for all</li> </ul>	<ul style="list-style-type: none"> <li>Promote shared policies and practices that continuously improve the quality of health care delivery and the patient's experience</li> <li>Encourage and support the adoption of safe, evidence-based, best-practice guidelines for treatments in all areas, with an emphasis on the ten major chronic disease areas in the community</li> <li>Promote collaboration and innovation in health care</li> </ul>	<ul style="list-style-type: none"> <li>Promote policies and practices that result in our community's total healthcare resources being used effectively and efficiently</li> <li>Encourage the alignment of preventive health services</li> <li>Improve system and service level costs so that they compare favorably with benchmark costs in comparison communities</li> <li>Ensure collaborative financial and personnel resources are directed in a manner that maximizes efficiency and reduces duplication</li> </ul>
<b>MEASURABLE COLLECTIVE IMPACT</b>	<ul style="list-style-type: none"> <li>% of residents reporting the practice of a sedentary lifestyle</li> <li>% of residents practicing recommended levels of physical activity per week</li> <li>% of adults who are either obese or overweight</li> <li>% of children who are either obese or overweight</li> <li>% of residents who report tobacco use</li> <li># of residents, businesses, schools, and churches annually participating in <i>Commit to Fit!</i> programming</li> </ul>	<ul style="list-style-type: none"> <li>% of residents with health care coverage of a basic and essential nature</li> <li>% of insured individuals who report having unmet medical needs in the last 12 months</li> <li>% of children covered by insurance receiving covered preventive services</li> <li># emergency department visits annually for ambulatory sensitive indicators</li> <li>% of adults with unmet mental health needs</li> </ul>	<ul style="list-style-type: none"> <li>Rate of mortality from diabetes</li> <li>Rate of mortality from cardiovascular disease</li> <li>Rate of infant mortality in the community with a focus on the persistent racial disparity</li> <li>% of residents reporting depression</li> <li># of residents with documented advance care directives available in their patient medical record</li> <li>% of child immunization rate</li> </ul>	<ul style="list-style-type: none"> <li>% avoidable emergency department visits and readmissions annually</li> <li># of providers achieving meaningful use of electronic health records annually</li> <li>Annual survey measures of shared use of preventive health service strategies such as <i>Commit to Fit!</i></li> <li>Annual survey measures of levels of collaborative alignment in the areas of health improvement, access to care, and quality of care</li> </ul>

**We will collectively measure and report our progress using the following metrics:**

Learn More: [www.gfhc.org](http://www.gfhc.org) • [www.commit-2-fit.org](http://www.commit-2-fit.org)



# 2020 STRATEGIC BUSINESS PLAN

## Collaborative Programs, Committees, and Task Forces



CUSTOMER: RESIDENTS OF GENESEE COUNTY

VISION: A HEALTHY GENESEE COUNTY COMMUNITY PRACTICING HEALTHY LIFESTYLES WITH ACCESS TO THE BEST AND MOST COST EFFECTIVE HEALTH AND MEDICAL CARE

RACIAL DISPARITIES & HEALTH EQUITY

To assist a broad base of community leaders and stakeholders in all areas of health and health care in understanding and addressing the multifaceted social, racial, environmental, and economic factors that impact the health of individual community members. To keep front and center the issues of ethnic & racial disparities and health equity in all work of the Coalition.

### Mission:

Improve the health status of our residents. Improve the quality and cost effectiveness of the health care system in our community.

### Core Values:

Consensus, Collaboration, Fairness, Integrity, Continuous Improvement, Innovation, Public Participation

### Partnerships:

Career Alliance Workforce Investment Act Service Provider, Clio Area Healthy Community, Flint Area Reinvestment Office, Genesee Early College, Genesee Great Start Collaborative, Genesee Health Plan, Michigan State University Public Health Research Advisory Committee, MSU Extension, Prevention Research Center (PRC) of Michigan, PRC Youth Violence Prevention Center

### HEALTH IMPROVEMENT

#### Health Improvement Steering Committee

- Oversee the strategic implementation of the GFHC's County Health Rankings Action Plan through 2020.
- Establish and promote community programs that increase the practice of healthy behaviors, reduce sedentary lifestyles, and prevent and treat obesity while increasing physical activity and healthy eating habits among Genesee County citizens and families.
- Promote and support the adoption of non-smoking environments, as well as improvements in the physical environment and community safety that will support the practice of healthy behaviors.

#### Commit to Fit!

- Commit to Fit!* is a community-wide campaign focused on increasing the practice of healthy behaviors (especially among those with sedentary lifestyles) while improving physical activity and nutrition habits among citizens by mobilizing all community sectors to support and utilize a common message and strategy via established communication channels.

#### Workplace Wellness Subcommittee

- Coordinate and assist with the implementation of workplace wellness programs across all community employment sectors, while facilitating an annual schedule of community and employer-based wellness activities and challenges.

#### Healthy Weight Collaborative

- Develop and implement sustainable strategies to improve health behaviors and maintain healthy weight among low-income, disadvantage populations in Genesee County by utilizing multi-sector partnerships that bring together primary care, public health, and community partners to promote healthy weight and reduce obesity.

#### School Health Subcommittee

- Coordinate and assist with the implementation of health behavior improvement policies, practices, and programs within all Genesee County schools.

### ACCESS & ENVIRONMENT

#### Access Committee

- Advocate universal access to health care as an overriding goal of the Coalition, based on the following principles for health care coverage: (a) universal; (b) continuous; (c) affordable to individuals and families; (d) affordable and sustainable for society; and (e) high quality – effective, efficient, safe, timely, patient centered, and equitable.
- Support the coordination of safety net providers to reduce current barriers to care for low-income persons, the uninsured, and the underinsured.

#### Children's Oral Health Task Force

- Focus on the elimination of the barriers to dental services via strategies to improve the dental health of children ages 0 through 5 with a special emphasis placed on children at high risk for developing dental caries/tooth decay, including those with Medicaid insurance coverage, the uninsured, and/or underinsured.
- Provide outreach and education to: (a) increase the percentage of parents and caregivers recognizing the importance of oral health; (b) reduce the severity and number of dental problems identified by community screening programs; and (c) increase provider awareness of children's oral health issues.

#### Children's Healthcare Access Program (CHAP)

- Plan, design, implement, and operate Genesee County CHAP to improve health outcomes of children on Medicaid while making better use of existing resources and decreasing costs via a collaborative, pediatric medical home model in the community.

### QUALITY & INNOVATION

#### Quality & Innovation Task Force

- Collaboratively develop and implement evidence-based quality improvement initiatives across health systems, payers, public health, providers, and the community at-large to: (a) improve the health of the population; (b) enhance the patient experience of care; and (c) reduce, or at least control, the per capita cost of care.
- Create, address, and respond to opportunities for innovative, collaborative quality improvement efforts, especially those focused on Genesee County's major mortality, morbidity, and care experience challenges with an emphasis on the top ten major chronic disease areas in the region.

#### Group Visit Project

- Develop strategies to expand the utilization of clinical group visits (also known as "shared medical appointments") throughout Genesee County physician practices and provider organizations in order to reduce chronic disease morbidity, improve quality of life of individuals, increase patient education, and improve disease self-management.
- The primary disease focus of the Group Visit Project is diabetes, however other major chronic conditions such as heart failure, asthma, and obesity will also be addressed based on population need and provider interest.

#### Advance Care Planning Task Force

- Develop a shared, community-wide *process* of advance care planning that emphasizes the creation of comprehensive, effective methods that result in honoring informed healthcare decisions of patients that respect each patient's rights, while: (a) providing comfort and dignity during end-of-life care; (b) increasing the patient's participation in decisions regarding the patient's care, treatment, or services before and at the end of life; and (c) ensuring a complete patient record reflecting the patient's care, treatment, or service is available when needed across Genesee County health systems and provider sites.

#### Mental Health & Substance Use Task Force

- Improve the health of Genesee County by integrating mental health and addiction medicine into the vision and activities of the Coalition with a focus in the areas of education, stigma reduction, increased access, improved screening, and improved treatment for mental health and addiction medicine issues in all areas of physical health.

#### Regional Health Information Exchange (HIE) Planning Committee

- Develop a coordinated, multi-health system plan for the implementation of a sustainable regional health information exchange (HIE) that allows healthcare providers in the Genesee Medical Trading Area to electronically exchange and utilize patient health information in a timely, secure manner to improve patient care.

### COST & RESOURCE PLANNING

#### Cost & Resource Planning Committee

- Continuously monitor and evaluate the status of the measurable health outcomes, objectives, and goals established in the GFHC's 2020 Strategic Business Plan, including the measurable health outcomes for each GFHC Committee and Task Force. The status of these measurable health outcomes will be regularly reported to the GFHC Board of Directors & Executive Committee.
- Benchmark total community health care costs (both unit cost and utilization); demographically adjusted overall (age, race, gender, and income); and within specific disease categories by provider type/site of service.
- Implement and continue to refine an ongoing benchmarking process for Genesee County health care and prevention service delivery with support of the Data Review Subcommittee, reviewing community resource allocation accordingly.

#### Data Review Subcommittee

- Collaborate to collect and assess the validity and usefulness of data/information collected annually in the GFHC Community Data Scorecard Project in order to provide recommendations to the Cost & Resource Planning Committee on areas of opportunity for the Coalition to pursue, as well as validate its current activities.

#### Community Health Needs Assessment Project

- Facilitate an annual community health needs assessment (and associated implementation plan development) for the Genesee County region, using the GFHC Community Data Scorecard and collaboration from the area's three health systems, public health, government, and community residents, among others.

#### Regional Perinatal System Planning Committee

- Develop a consensus-based, comprehensive concept and plan for a regional perinatal system including structure, design, and organizational/physician commitment to establish standards of care, levels of care, and standards of practice for transfer and return of patients initially among the three labor and delivery units in Genesee County.

IMPROVED HEALTH STATUS