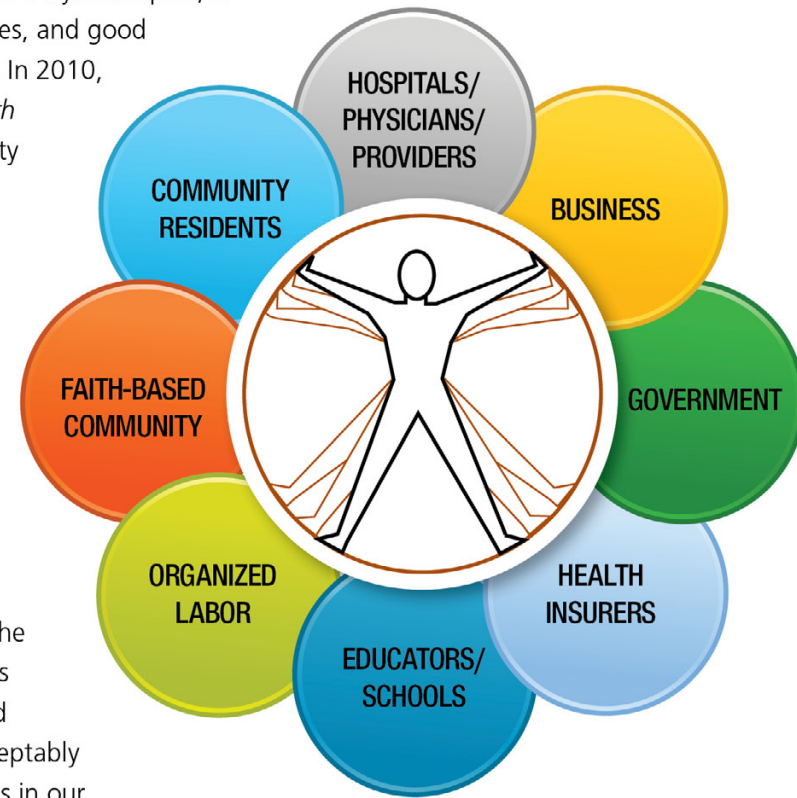


The power of partnership lies at the heart of the Greater Flint Health Coalition — a broad cross-sector collaboration between Flint & Genesee County's leadership including public health, physicians, hospitals, health insurers, safety-net providers, business, education, community-based organizations,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

With over 20 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 Flint & Genesee County 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.commit2fit.com](http://www.commit2fit.com)





# 2020 STRATEGIC BUSINESS PLAN

## Collaborative Programs, Committees, and Task Forces



### 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:

GST Michigan Works! Workforce Investment & Opportunity Act (WIOA) Service Provider, Flint Water Crisis Community Recovery Group, City of Flint Future Action Coordination Team (FACT), Genesee Health Plan, Crim Fitness Foundation, Safe and Active Genesee for Everyone (SAGE), Great Start Collaborative, Great Lakes Health Connect, Michigan Children's Healthcare Access Program (Mi-CHAP) Network, Flint Area Reinvestment Office, Michigan State University Public Health Research Advisory Committee, Prevention Research Center (PRC) Youth Violence Prevention Center

CUSTOMER: RESIDENTS OF GENESSEE COUNTY

VISION: A HEALTHY GENESSEE 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.

### 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 and program 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 employers, schools, healthcare providers, residents, and community-based organizations to support and utilize a common message and shared strategy.
- Provide free, community-based activities such as learning-based fitness and nutrition classes that support and empower residents to be safe, active, and healthy.

#### 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 as well as a local Certified Healthy Workplace designation.

#### Project Healthy Schools

- Provide school-based programs to reduce childhood obesity and its long-term health risks by teaching youth healthy habits, developing healthy school environments, and creating an infrastructure that supports program sustainability and replication.

#### Commit to Fit! Cooking with Kids

- A free, evidence-based program that provides hands-on learning to teach families about healthy eating and preparing affordable foods from diverse cultures, with an emphasis on preparing healthy meals on \$4 or less per day per person.

### 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 Healthcare Access Program (CHAP)

- Operate Genesee CHAP at the family, provider, and system levels to improve health outcomes of children on Medicaid while improving access to and use of a pediatric medical home, making better use of existing community resources, and decreasing costs.
- Provide elevated blood lead level nurse case management services (in partnership with providers and health plans) to any child in Flint & Genesee County that has tested high for lead exposure.

#### Connecting Kids to Coverage

- Support a community-wide outreach and enrollment strategy to enroll eligible children who do not have health coverage in Medicaid and other eligible programs, including application assistance and targeted outreach whereas healthcare coverage will improve children's health, increase their ability to succeed in school, and result in other positive outcomes.

#### Children's Oral Health Task Force

- Focus on outreach, education, and health policy to remove barriers to dental services and improve the dental health of children, with a special emphasis on children ages 0 through 5, those at high risk for developing dental caries / tooth decay, and those with Medicaid insurance coverage, the uninsured, and/or underinsured.

### 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.

#### State Innovation Model (SIM)

- Serve as the designated backbone organization for the SIM design and implementation in the Genesee Community Health Innovation Region, with a goal to develop and test new multi-payer healthcare payment and service delivery models in order to achieve better care coordination, lower costs, and improved health outcomes for residents.
- Implement health transformation strategies that improve clinical – community linkages for residents that improve health outcomes and address the social determinants of health.

#### Advance Care Planning Task Force

- Develop and sustain 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 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) Committee

- Develop a coordinated, multi-health system plan for the implementation of a sustainable regional 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.
- Support the development and implementation of the Flint Water Crisis Lead Exposure Registry.

### 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 (CHNA) 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.

### SECTOR WORKFORCE DEVELOPMENT

#### Flint Healthcare Employment Opportunities (FHEO) Program

- Convene and facilitate collaboration among major local healthcare employers, community-based organizations, educational institutions, the local workforce development system, and residents to improve the strength and competitiveness of the healthcare industry by improving job placement and career advancement opportunities and creating sustainable careers for local citizens.
- Address the worker and skills shortage for entry and mid-skill healthcare occupations by providing training, financial assistance, participant support services, case management, and career exploration programs built upon healthcare employer needs and demands.
- Operate a comprehensive workforce development program that provides healthcare sector-based entry-level and mid-skill credential training as well as career ladder training for Flint and Genesee County adults, dislocated workers, incumbent workers, veterans, and out-of-school youth. Experiences can include credential training, as well as subsidized employment and on-the-job training experiences in partnership with local healthcare employers.

IMPROVED HEALTH STATUS