

HCH Strategic Plan: Round 2 Feedback Process and Results

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Process, Participants

HCH invited feedback on the draft vision, mission, goals, and key strategies from staff and key external stakeholders via an online survey. Staff were also offered the opportunity to provide feedback on the same content via phone or Zoom to HCH's strategic planning consultant; all staff chose to participate via the survey.

The process and summary content below were provided at the top of the survey.

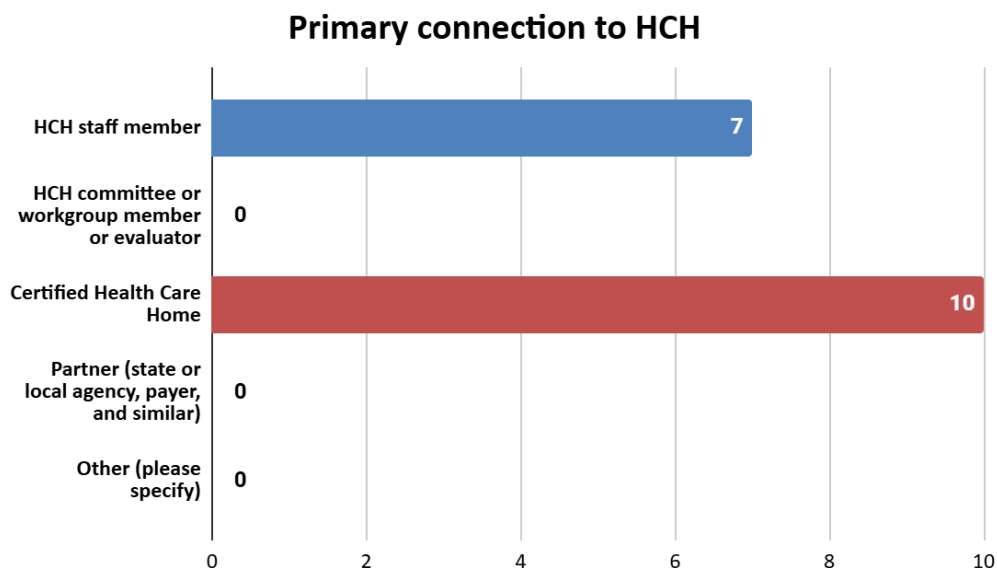
HCH drafted goals and strategies based on stakeholder input and SWOT analysis results in a full-day workshop using a "causal" strategy mapping process that links actions to outcomes. Goals are written as outcomes and look out 10-15 years. Key strategies advance the goals, are 3-7 years, and are supported by many shorter-term supporting actions. This approach helps us see what we can do about opportunities and concerns, then commit to focused actions that will lead to agreed-upon, desired outcomes.

Below is a summary of the draft long-term goals and mid-term key strategies. Following these are goal-strategy clusters with brief descriptions and questions for your feedback.



Responses

HCH received responses from 10 certified health care homes and 7 HCH staff members.



The responses below are organized by topic and separated by the two types of respondents, certified health care homes and HCH staff. They are alphabetized and presented as written except for corrections to spelling, grammar, and punctuation as needed for clarity. At the end of each topic is a brief summary analysis.

HCH Vision

Vision definition (desired end state): A brief statement describing the clear and inspirational long-term desired change resulting from an organization or program's work. The best visions are inspirational, clear, memorable, and concise.

Draft HCH vision: High-quality, integrated, and accessible care that improves health and wellness for all Minnesotans.

What inspires you about this vision?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> ● Appreciate that it focuses on MN - good for patient awareness ● Commitment to excellence ● Equity and inclusion - for all Minnesotans ● Focus on wellness not just illness ● happy to see the word wellness included! ● I like that it acknowledges that care needs to be accessible. As an HCH in a rural community care is not always accessible. ● I think it takes us all! HCH facilitates this vision throughout the state ● Importance of prioritizing accessible care to all ● Recognizing the difference between quality and high quality care. ● Integrated accessible care ● It is likely very aligned with most health systems or care groups ● It is short and concise ● making the care accessible ● Straight and to the point ● Together we can achieve great things, by learning from each other 	<ul style="list-style-type: none"> ● accessible - within reach of all people ● all Minnesotans ● Broad based ● I love "improves health and wellness for all Minnesotans." Well said! ● I love that it speaks to health and wellness for all Minnesotans. ● I really like the integrated part, I don't think that is done well at all in healthcare ● improving health for "all Minnesotans" like the focus on inclusiveness ● That it incorporates wellness ● This is what everyone (all Minnesotans) should want

What are your questions or concerns about the vision?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> ● Doesn't seem unique to HCH - it could be a tag line for any healthcare entity ● How is high quality care defined and measured? ● It would be more inspiring if the integration was beyond traditional care delivery and included more pre and post acute, alternative care and community organizations 	<ul style="list-style-type: none"> ● Does it adequately address affordability? Perhaps that is a concept of accessible. ● is it going to be possible in this political climate ● Is there a way to add "choice" or "preferred" or something that indicates it is THE way to provide care. ● None

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • No concerns • None • None • This is too broad. We cannot do this for ALL Minnesotans with the limited and variable resources we have as well as the difficulties we are facing in terms of reimbursement. My suggestion would be to edit this to state "high-risk Minnesotans." • what does "integrated" exactly mean...just leave it out 	<ul style="list-style-type: none"> • Should this include reference to primary care? • Something about "care" is giving me pause...should it be "healthcare"? The HCH program focuses on more than just care in general... • There seems to be an opportunity for additional clarity - what kind of care? What does care in this vision mean? • What does integrated mean in this vision?

Summary analysis, notes, and recommendations: Vision feedback

- Participants appreciated the commitment to wellness, quality, integrated care, and "all" Minnesotans. They liked this being concise and pointed.
- There was some concern about referring to "care" rather than healthcare or similar, and about how this vision would be implemented and measured.
- Notes:
 - Measures must be embedded in HCH's planning process and summary results reported out both internally and externally
 - The choice of "care" alone came up when creating this draft vision; given that this is the vision for Health Care Homes and both health and wellness are included in the vision statement, "care" is likely easily understood by your audience
- Recommendation: Finalize current language -- High-quality, integrated, and accessible care that improves health and wellness for all Minnesotans
- *Decision: No change to vision*

HCH Mission

Mission definition (what you do): A brief statement describing the reason an organization or program exists and used to help guide decisions about priorities, actions, and responsibilities. Good mission statements should be clear, memorable, and concise.

Draft HCH mission: Deliver certification, training, and support for primary care organizations and partners to advance and sustain equitable, patient-centered care.

What do you find exciting or appealing about this mission statement?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • Concise and targeted to the best elements of HCH • Easy to read and understand • I like that it recognizes patient-centered care. • It provides assurance that it is a partnership - based around a common vision • Prioritization of primary care • Providing certification and training is great • Sustainability • Sustainability • The partnership between organizations • Training opportunities • Very closely aligned with most primary care clinics and systems 	<ul style="list-style-type: none"> • I like it all, I think it is great! • I like the first list of 3 elements, which covers the key components of the HCH program. • I love that it focuses on primary care! • It is clear and concise. • Speaks to value of HCH • that it expands outside of primary care • that it keeps patients at the center • that its intent is to advance and sustain equitable care • This I like • This is the heart of what HCH is and what staff provides • "To advance and sustain equitable, patient-centered care" is good but feels limited. Maybe add "team-based" • When I read the mission below, in the scope of the full picture, I like it better than reading it alone.

What are your questions or concerns about the mission?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • Deliver feels a bit off - maybe Provide instead? • Don't like "deliver certification" • I like it for the most part, but patient-centered care is causing a lot of burnout amongst healthcare workers. It is the best practice, but I think that we need to train more healthcare staff on how to provide patient-centered care in a way that does not require every resource pulled and the healthcare worker to sacrifice themselves. • Is there a plan for ongoing support • None 	<ul style="list-style-type: none"> • do all people understand what patient-centered means? • It should read, "Deliver certification, training, and support to..." rather than "for.". "For" doesn't work with "Deliver" • None • None • Overall, a bit clunky. • Sometimes it is difficult identifying who partners are to obtain their input. • The vision just lists "care." Should the mission

<ul style="list-style-type: none"> • none • None. • To certify, train, and support primary care organizations...etc • Would there be value in differentiating from most primary care clinic missions? Especially to show where and how HCH is helping to go beyond the clinic care models 	<p>follow, or should the vision include “primary” care? Perhaps that is my concern noted above. That said, if expansion beyond primary care is a strategy, “primary care” needs to be removed from the mission.</p>
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Summary analysis, notes, and recommendations: Mission feedback

- Participants appreciated that the statement clearly and succinctly reflects HCH’s work and values, the focus on primary care, and the addition of partners
- There were concerns about whether people understand what patient-centered care means, as well as the impact of that focus on healthcare workers. There were also some questions about “deliver” as a word choice and grammatically.
- Notes:
 - It was interesting to see the continued struggle around how to best convey the commitment to primary care *and* the desire to expand; the draft mission addressed this adding “partners.” While people have different understandings of what this means, HCH has the opportunity to define it by your work over time
 - Concerns about “deliver” and “deliver....for” should be addressed. A great option emerged that solves both problems and is even more direct: Certify, train, and support primary care organizations and partners to advance and sustain equitable, patient-centered care.
- Recommendation: Adopt the clarified language -- Certify, train, and support primary care organizations and partners to advance and sustain equitable, patient-centered care
- *Decision, change mission to: Certify, train, and support primary care organizations and partners to advance and sustain equitable, patient-centered care*

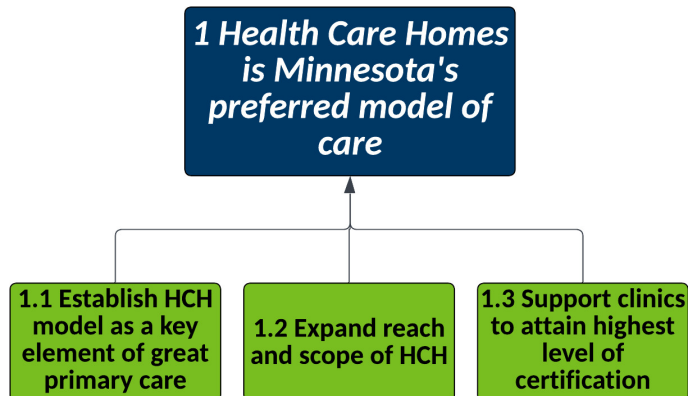
HCH Goals and Strategies

Goal 1: Health Care Homes is Minnesota's preferred model of care

Strategy 1.1 Establish HCH model as a key element of great primary care: Develop a compelling value statement and expand partnerships to cultivate advocates for the HCH model, and increase visibility and relevance of HCH among healthcare and public health leaders, including payers

Strategy 1.2 Expand reach and scope of HCH: Over time, use the compelling value statement and work with a broader range of partners to expand the HCH model in other health care settings

Strategy 1.3 Support clinics to attain highest level of certification: Improve and increase value of, awareness of, and support for the HCH model and certification. In parallel, streamline and better support the certification / recertification process



What do you find exciting or appealing about these key strategies and goal?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> ● Appreciate the idea of an increase in support ● Expansion of HCH into other health care settings! ● I like that you plan to establish a HCH model. ● I think it takes HCH into the future, meaning it is evolving in the right ways ● Increased visibility and relevance of HCH with payers ● resources/support ● sustainability ● The potential expansion of the HCH model in other health care settings. ● Would love to see more awareness about HCH 	<ul style="list-style-type: none"> ● Expanding the reach and scope allows us more opportunity for sustainability of the program ● expanding the reach and scope to broader range of partners ● I feel good about all of these key strategies and goals; they have been developed through a rigorous process with a lot of input and think they provide actionable steps in advancing the mission/vision. Great work! ● I like the tie-in between the HCH model and great primary care. ● I love expanding partnerships for HCH ● Like "expand reach and scope of HCH" as that may be crucial for HCH survival in the future. ● making the process easier for clinics to certify ● The goal is excellent, and important! Well done! No changes! ● The three strategies are also good, with 'Expand reach and scope of HCH' the BEST! Clear, and easy to define and think of actions to support!

Which of these are confusing or may be hard to explain? For those, what changes would you recommend?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • expand reach and scope of HCH - beyond primary care? different settings of primary care - like LTC, Assisted Living? Community care? What does it mean? • How do you define "great" primary care? • none • None • None. • This doesn't feel new - seems like what HCH has been trying to do for years 	<ul style="list-style-type: none"> • 1.1: What is "great" primary care? That word doesn't fit. "Establish the HCH model as an essential element of high quality primary care" or "...essential element of (effective, successful, sustainable..) primary care." • It is sometimes difficult finding the right partners to work with - and also those who have the bandwidth for more work. • Strategy 1.3 needs to clarify (simply) how supporting clinics to the highest level of certification is going to make HCH MN's preferred model of care. Title: "Support HCH Level Progression." Explanation, "Support efforts to identify and address health disparities, improve population health, build community partnerships, and leverage other requirements of HCH level progression." • the public is not very aware of this model, it is appealing when people know it is there

Summary analysis, notes, and recommendations: Goal 1 and strategies feedback

- Participants supported the HCH model, increased awareness, and expanded reach and scope
- There were some concerns about "great" primary care, finding partners, and reference to the "highest level of certification"
- Notes:
 - 1.1 The use of "great" is likely too colloquial for this public key strategy
 - It will be important to work closely with both current certified clinics as HCH expands; as key stakeholders, they should understand the purpose and intent, and are then positioned to help improve the process and perhaps champion those efforts
 - All feedback was completed before the staff deep dives, so the staff comment on 1.3 is likely moot (the suggestion is the same as an action item directly below that strategy)
- Recommendations:
 - Goal: No change
 - Strategies: Edit 1.1 to, Establish HCH model as a key element of ~~great~~ excellent <or high-quality> primary care
 - Other: We included the summary explanations of the strategy clusters in the survey to provide participants with crucial context. While it's not typical for organizations to do so in their public-facing documents, it might be a very good idea for HCH to do that. If so, staff doing the direct work on these should be great resources for those brief narratives.
- Decisions:
 - Goal: No change
 - Strategy 1.1, change to: Establish HCH model as a key element of high-value primary care
 - Add brief explanations to the public vision-mission-goal-strategy map

Goal 2: HCH clinics are sustainable and prepared to provide better care

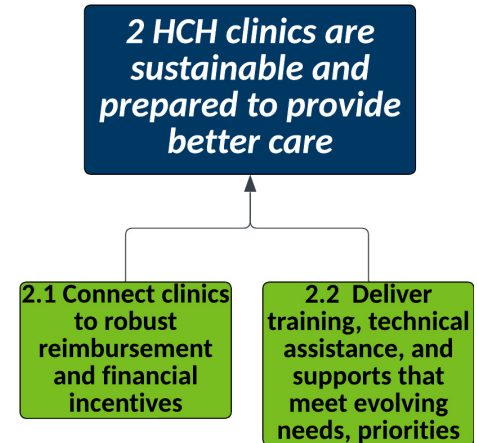
Strategy 2.1 Connect clinics to robust reimbursement and financial

incentives: Help clinics expand reimbursements, increase funding incentives for certification, and support sustainability of the HCH model

Strategy 2.2 Deliver training, technical assistance, and supports that

meet evolving needs, priorities: Work with key stakeholders to understand and meet their learning needs with expanded content and formats

What do you find exciting or appealing about these key strategies and goal?



Certified health care homes	HCH staff
<ul style="list-style-type: none"> Aligned and robust financial incentives Connecting HCH clinics to financial incentives and better reimbursements Expanded reimbursement and funding incentives financial incentives HCH will become more appealing for organizations if there is an increase in funding and reimbursement Helping clinics to more reimbursement Helping to train staff and support the needs Sustainability is ALWAYS a key topic We need better reimbursement! 	<ul style="list-style-type: none"> 2.2 is excellent! evolving our technical assistance to be really meaningful and valuable to clinics Excited that HCH certified clinics will make a positive impact. I like that more training to support needs is listed. I love all of it Robust reimbursement and financial incentives sustainability of HCH clinics, being able to show that this model works The first part of the goal is great; the second half needs a bit of clarity (see below).

Which of these are confusing or may be hard to explain? For those, what changes would you recommend?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> 2.2 is a little wordy Is MDH even able to help with all of the reimbursement mess? none None Screening for social needs and aligning to have access to community resources is very much needed and would be an incentive 	<ul style="list-style-type: none"> how to make the financial incentives work I think it might be difficult finding/creating training that is focused on the HCH model. May be difficult to do 2.1 if there are minimal options for reimbursement - may be out of our control. What is "better care"? What about, "HCH Clinics are sustainable and prepared to provide the highest quality care." Is it feasible- or can it be expected - for HCH to help clinics expand reimbursements or increase funding? Would HCH role more accurately be stated in

words such as “advocate for,” “raise awareness of,” “elevate,” “communicate”...

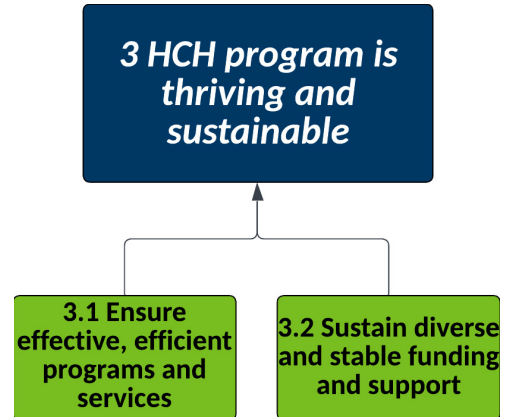
Summary analysis, notes, and recommendations: Goal 2 and strategies feedback

- Participants strongly supported the intent and impact of these, and the value of focusing on SDOH and community resources
- There were questions and concerns about implementation, including how much impact HCH can have and whether HCH’s role should be described more circumspectly; there was some discomfort about “better” care
- Notes:
 - SDOH is explicitly noted in an action step under Goal 1, so that concern is addressed
 - It will be important to work closely with certified health care homes to optimize your ability to support their financial stability
 - The issue of “better” care was raised in the deep dives; see recommendation below
- Recommendation:
 - Goal: Change to not use “better.” Agree on a new word or use the proposed alternative: HCH clinics are sustainable and prepared to provide high-quality care
 - Strategies: No change
- *Decisions*
 - *Goal, change to: HCH clinics are sustainable and equipped to deliver high-quality care*
 - *Strategies: No changes*

Goal 3: HCH program is thriving and sustainable

Strategy 3.1 Ensure effective, efficient programs and services: Build a culture of trust, openness, collaboration, and rigorous evaluation that supports continuous improvement and excellence

Strategy 3.2 Sustain diverse and stable funding and support: Deepen understanding and support for our program, and actively broaden our funding base



What do you find exciting or appealing about these key strategies and goal?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • Again I think the learning together aspect is exciting • Appreciate the attempt for further support and understanding • Broaden funding base • EFFICIENT! Love that this word is included! • Funding base increase will be GREAT • Ongoing collaboration is beneficial • Opportunity to change care models • sustainability • the words thriving and sustainable can be empowering - need to be defined a bit more 	<ul style="list-style-type: none"> • continuous improvement • Desperately want 3.2 to come to fruition. • I like how it emphasizes trust and openness. • I like the two strategies, which may need tweaks to clarify reference to the HCH program, i.e.: "Sustain diverse and stable funding to support the MN HCH Program" • I love the simplicity of the "thriving and sustainable" in the second half of the title. • I think both goals are lofty but obtainable and necessary • Sustainability

Which of these are confusing or may be hard to explain? For those, what changes would you recommend?

Certified health care homes	HCH staff
<ul style="list-style-type: none"> • Additional funding for innovation or evaluation of sustainability • How will this certification ensure effective and efficient programs - need to change the outcome measures to be able to measure efficiency and cost to achieve this • None • None • we do need multiple community organizations involved - including the state QIO 	<ul style="list-style-type: none"> • 3.1: Efficient programs and services for whom: the HCH program or certified clinics? Not sure how the building trust, openness, etc. directly - or solely- results in effective programs and services. A strong culture is essential and impacts many things. The tie between the strategy and actions is confusing. Not sure what to recommend. • At first, I thought this was the same goal as above. Not sure if there is a way to highlight the difference in one being the clinics and the other being the program itself. Maybe, "Minnesota's HCH program..." • I am unclear on how to help sustain diverse funding.

Summary analysis, notes, and recommendations: Goal 3 and strategies feedback

- Participants liked the strong combination of “thriving,” sustainability, efficiency, and collaboration that benefit both HCH and those being served
- There were concerns about relevant measures, funding to support innovation and evaluation, and ensuring the underlying actions sufficiently advance these key strategies
- Notes: It will be important to continue working closely with staff to align and refine the actions over time, and develop, implement, and maintain a robust monitoring and evaluation effort that reports out results both internally and externally
- Recommendations:
 - Goal: No change
 - Strategies: Edit 3.2 to Sustain diverse and stable program funding and support
- Decisions:
 - Goal: No change
 - Strategy 3.1, change to: Sustain diverse and stable program funding and support