

Community Mental
Health Member
Authorities

Bay Arenac
Behavioral Health

.

CMH of Clinton-Eaton-
Ingham Counties

.

CMH for Central Michigan

.

Gratiot County CMH

.

Huron Behavioral Health

.

The Right Door for Hope,
Recovery and Wellness
(Ionia)

.

LifeWays CMH

.

Montcalm Care Network

.

Newaygo County
Mental Health Center

.

Saginaw County CMH

.

Shiawassee County CMH

.

Tuscola Behavioral
Health Systems

Board Officers

Ed Woods
Chairperson

Irene O'Boyle
Vice-Chairperson

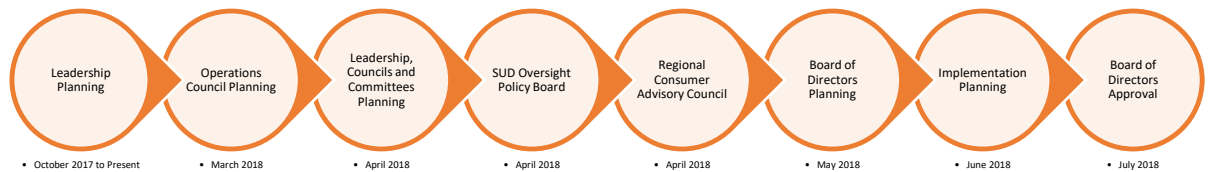
James Anderson
Secretary

2019-2020 STRATEGIC PLAN UPDATE

The pages that follow constitute the update to the Mid-State Health Network Strategic Plan covering fiscal years (FY) 2019 and 2020. This plan incorporates broad internal and external stakeholder input.

This strategic plan update represents a continuation of the strategic priorities of Mid-State Health Network to align with the “Quadruple Aim”. The Quadruple Aim is the national framework for healthcare reform. This framework may be stated differently in the literature. For the Mid-State Health Network region, the quadruple aim includes these four strategic priorities: “*Better Health*”, “*Better Care*”, “*Better Value*” and new for this plan, “*Better Provider Systems*.” These are referred to throughout the remainder of this document as our *strategic priorities*.

As depicted below, goals were discussed and developed with input from MSHN staff, various councils and committees, the MSHN Regional Consumer Advisory Council, the MSHN Operations Council, the MSHN SUD Oversight Policy Board, the MSHN Governing Board and the Michigan Department of Health and Human Services. Meetings and other activities to gather this broad input occurred from October 2017 through May 2018.



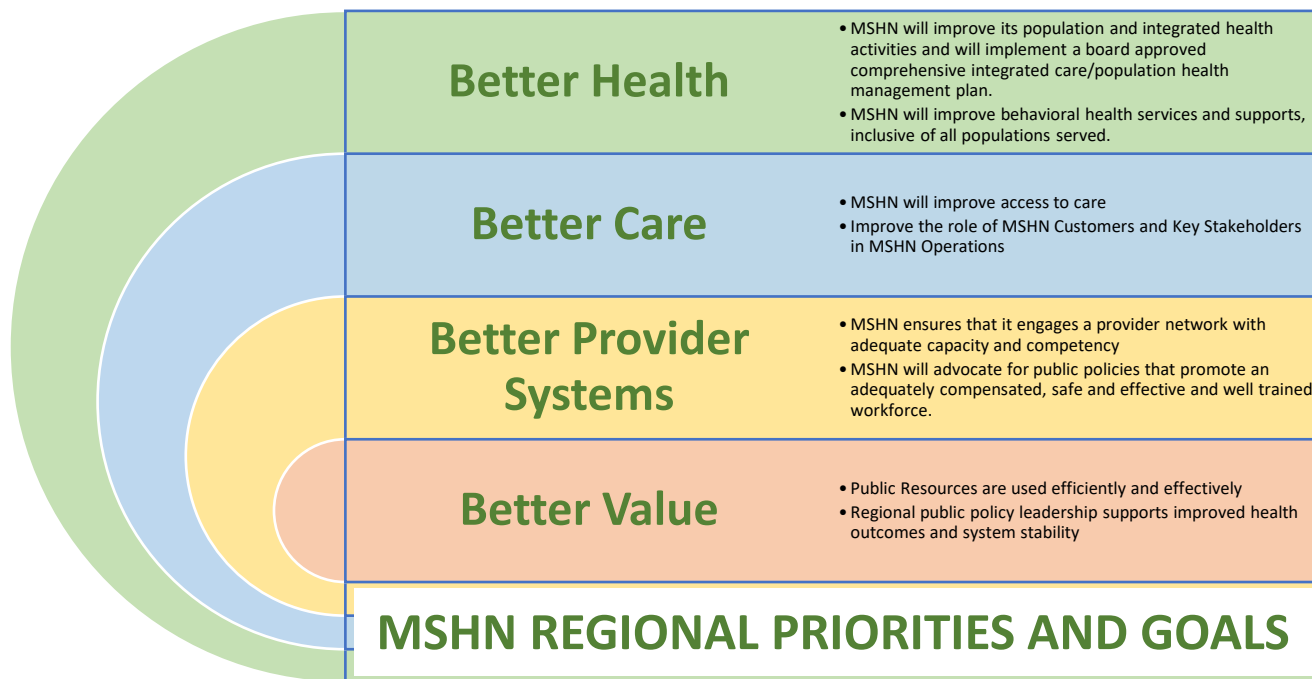
Based on this wide input, MSHN executive leadership extracted the strategic goals that emerged around common themes and which accurately correspond with its view of the accountabilities of the Mid-State Health Network, current environmental opportunities and threats, and its mission to support services within the 21-county region which best meet the needs of Medicaid, Healthy Michigan, Substance Abuse Prevention and Treatment (SAPT) Block Grant and Liquor Tax-Funded beneficiaries. MSHN’s strategic goals are shown within the strategic priorities framework.

Our strategic plan is based on our *founding principles*, which include cooperative, open and frank discussion of the strengths, weaknesses and capacities of MSHN and each CMHSP partner; planning and operations that reflect a realistic evolutionary process; flexible and robust managed care operations not favoring any particular CMHSP or CMHSP service model; and many others. In partnership, MSHN and its CMHSP participants are committed to effective health integration activities, equity and accountability.¹

The following pages present the recommended strategic plan for fiscal years 2019 and 2020. These include new goals developed in the process described above and also continued or revised strategies from the previous MSHN Strategic Plan. Following the recommended strategic plan, we have also presented strategies or objectives that have been completed, deferred or discontinued; categorical reasons for deferring or discontinuing activities are provided.

¹ Extracted from “Principles to Guide the New PIHP”, MSHN Operations Council, December 13, 2012

The MSHN Strategic Plan is based on the Strategic Priorities identified at the left in the graphic below. The MSHN Strategic Goals are identified on the right of this graphic. The remainder of this document includes this material as well as strategic objectives for the region.



There is a significant amount of crossover among the strategic goals that are placed within the strategic priorities framework. Assignment of a strategic goal to a particular strategic priority is therefore somewhat arbitrary, but has been mostly guided by the expected outcome of achieving the strategic goal.

Significant themes have emerged in the process of strategic planning, in particular the need to *improve consistency*, *improve standardization*, and *improve cost-effectiveness*. We have used these themes as guideposts in our development of regional and MSHN-specific strategic goals.

MID-STATE HEALTH NETWORK LEADERSHIP TEAM

Todd Lewicki,
Chief Behavioral Health Officer

Carolyn Watters,
Director of Provider Network Management Systems

Kim Zimmerman,
Quality, Compliance and Customer Services Director

Forest Goodrich,
Chief Information Officer

Dani Meier,
Chief Clinical Officer

Leslie Thomas,
Chief Financial Officer

Amanda Horgan,
Deputy Director

Joseph Sedlock,
Chief Executive Officer

MID-STATE HEALTH NETWORK STRATEGIC PLAN UPDATE FY 2019- FY 2020

CAPITALIZED TEXT BELOW INDICATES
NEW TASK/ACTIVITIES FOR THIS
PLANNING PERIOD

STRATEGIC PRIORITY	STRATEGIC GOAL	STRATEGIC OBJECTIVE	CHAMPION	TASK/ACTIVITY	TARGET DATE
BETTER HEALTH					
		MSHN will improve its population health and integrated health activities and will implement a board approved comprehensive integrated care/population health management plan.			9/30/2020
		MSHN will expand the use and adoption of the Regional Electronic Medical Information (REMI) System and other applicable software platforms in use across the region to support improved population health outcomes, coordinated and integrated care activities, effectiveness and efficiency.	Forest Goodrich	MSHN will improve and standardize processes for exchange of data between MSHN and MHPs; CMHSPs and MSHN. MSHN AND SAPT PROVIDERS and will facilitate CMHSP-to-CMHSP data exchange IN ORDER TO REDUCE DUPLICATION WHEN GATHERING NEEDED INFORMATION FOR REPORTING	9/30/2019
				Health Information Exchange, including expanded number of use cases with MiHIN, occurs with other healthcare providers to assure appropriate integration and coordination of care	4/1/2019
				MSHN will increase use of health information exchange (HIE) through REMI, ICDP and CC360 and increase collaboration with physical health providers (PCP, Hospitals, MHPs, etc.)	6/1/2020
		MSHN will work with CMHSPs to MONITOR key indicators, supported by MSHN data analysis tools and analytics, such that these metrics inform both regional and county contractual performance targets, and are value added for decision making at councils, committees and board governance levels at MSHN and at all CMHSPs	Amanda Horgan	MSHN WILL CONTINUE TO MONITOR AND INCREASE PERFORMANCE RELATED TO SELECTED PRIORITY MEASURES, KEY PERFORMANCE INDICATORS AND MDHHS REQUIRED METRICS.	Ongoing
				MSHN WILL RESEARCH, DEVELOP AND IMPLEMENT A PREDICTIVE MODELING APPROACH INTO THE DATA ANALYTICS TOOL TO INFORM PROACTIVE PREVENTION ACTIVITIES RELATED TO POPULATION HEALTH	9/30/2019

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	MSHN will implement a board approved integrated care/population health plan in partnership with CMHSP participants and SAPT providers		Amanda Horgan	DETERMINE FEASIBILITY FOR THE DEVELOPMENT OF A POPULATION HEALTH/INTEGRATED CARE COMMITTEE (THAT INCLUDES CONSUMER REPRESENTATION)	12/30/2018	
				MSHN WILL INITIATE THE DISTRIBUTION OF HEALTH INFORMATION TO PERTINENT PROVIDERS TO FACILITATE THEIR PARTICIPATION IN STRATEGIES TO ACHIEVE IMPROVED POPULATION HEALTH OUTCOMES	9/30/2019	
				DEVELOP A WORKPLAN RELATED TO IDENTIFIED GAPS IN CARE, UNDER PERFORMING METRICS (UNDER STATE OR NATIONAL AVERAGE) AND IMPLEMENT STRATEGIES FOR IMPROVEMENT	9/30/2019	
				EXPLORE COLLABORATIONS WITH MEDICAID HEALTH PLANS, ,MEDICAL PROVIDERS, CMHSPs AND SUD PROVIDERS TO INCREASE EFFORTS RELATED TO VALUE BASED PURCHASING/CARE	9/30/2019	
			MSHN will improve behavioral health services and supports and outcomes for all populations served.			9/30/2020
	MSHN implements a regional strategy to impact opioid-use disorders		Dani Meier	MSHN WILL CONTINUE TO WORK WITH PREVENTION COALITIONS, MEDICAID HEALTH PLANS AND OTHER STAKEHOLDERS TO IMPACT THE REDUCTION OF OPIOID PRESCRIPTIONS IN MSHN'S COUNTIES.	9/30/2020	
				MSHN WILL SUPPORT AND EXPAND SUD-RELATED STIGMA REDUCTION EFFORTS THROUGH COMMUNITY EDUCATION	9/30/2020	
				CONTINUE TO ADDRESS NETWORK CAPACITY FOR DETOX SERVICES AND MEDICATION ASSISTED TREATMENT, INCLUDING AVAILABILITY OF METHADONE, VIVOTROL, AND SUBOXONE AT ALL MAT LOCATIONS.	9/30/2020	
				MSHN WILL CONTINUE WORKING ON sustainable strategies to prevent accidental OPIOID OVERDOSE deathS through the distribution of Narcan	9/30/2020	

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BETTER CARE					
		MSHN will improve access to services and supports			9/30/2020
	MSHN ensures a consistent service array (benefit) across the region and improves access to specialty behavioral health and substance use disorder services in the region	MSHN ensures a consistent service array (benefit) across the region and improves access to specialty behavioral health and substance use disorder services in the region	Todd Lewicki	All Medicaid and Healthy Michigan Specialty Behavioral Health Services described in the Medicaid Provider Manual are available through CMHSP direct-operated or contracted providers.	10/1/2018
				Fully implement the region's access and authorization practice guidelines to achieve a common benefit.	9/30/2020
				MSHN successfully negotiates regional inpatient contracts resulting in improved rates and performance results.	1/1/2020
				With its regional CMHSP participants, MSHN develops improved crisis intervention supports, including intensive crisis observation and stabilization, crisis residential and partial hospitalization programming as well as inpatient capacity for targeted acute care needs.	12/31/2019
				MSHN will ensure there are uniform access and utilization management criteria in place, and will monitor admissions and denials for conformity with the established criteria.	12/31/2019
				Standardize practices for documentation of medical necessity to assure people are receiving an appropriate scope, duration and intensity of care.	12/31/2019
				MSHN WILL ENSURE THERE ARE UNIFORM ACCESS AND UTILIZATION MANAGEMENT CRITERIA IN PLACE THAT ARE CONSISTENT WITH FEDERAL PARITY STANDARDS.	12/31/2018
	MSHN ensures expanded service access and utilization of SUD Treatment Services for ex-offenders through collaborative efforts with the MDOC, community corrections and other jail/prison stakeholders	MSHN ensures expanded service access and utilization of SUD Treatment Services for ex-offenders through collaborative efforts with the MDOC, community corrections and other jail/prison stakeholders	Dani Meier	Assess current state of service needs	3/1/2019
				Define preferred partnerships and implementation approaches (specific planning with MDOC regarding SUD service access for persons with HMP)	10/1/2019
				Monitor for increased access and service use FOR EX-OFFENDERS (PROBATIONERS AND PAROLEES)	9/30/2020

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STRATEGIC PRIORITY	STRATEGIC GOAL	STRATEGIC OBJECTIVE	CHAMPION	TASK/ACTIVITY	TARGET DATE	
		MSHN takes actions to improve access to psychiatric inpatient care, reduce denials and improve emergency and crisis support continuum of care available in the region and across the State.	Joe Sedlock	MSHN will work with hospitals, CMHSPs and the state to reduce inpatient denials	9/30/2020	
				MSHN develops improved regional crisis response and support services and systems in partnership with its CMHSP participants	10/1/2019	
				MSHN will work with the State and other stakeholders to establish a statewide psychaitric inpatient bed registry system	10/1/2019	
				MSHN WILL IMPLEMENT PROCESS IMPROVEMENT AND OTHER PERTINENT PIHP/CMHSP RECOMMENDATIONS IN THE MICHIGAN PSYCHIATRIC INPATIENT ADMISSIONS DISCUSSION (MIPAD) FINAL REPORT DATED 2/13/2018	3/1/2019	
		MSHN and participating CMHSPs establish processes to assist individuals served in maintaining eligibility for Medicaid and/or Healthy Michigan Program coverage.	Leslie Thomas	MSHN will monitor eligibility and enrollment trends in Medicaid and Healthy Michigan. THE MONITORING PROCESS WILL ALSO CONSIST OF IDENTIFYING TRENDS IN MONTHLY MDHHS PAYMENTS.	ONGOING	
				MSHN WILL MONITOR CMHSP AND SAPT PROVIDER CONSUMER VERIFICATION PRACTICES THROUGH ITS SITE REVIEW PROCESS AND MEDICAID EVENT VERIFICATION AUDIT.	ONGOING	
		MSHN ensures expanded SAPT and CMHSP service access and utilization for veterans and Military Families THROUGH IMPLEMENTATION OF THE REGIONAL AND STATEWIDE VETERAN AND MILITARY MEMBER STRATEGIC PLAN	Dani Meier	Assess current state of service needs	10/1/2018	
				Define target eligible and priority populations for services	12/1/2018	
				Define preferred partnerships and implementation approaches	6/1/2019	
				Monitor for increased access and service use	9/30/2020	
				MSHN WILL EXPAND ITS SYSTEM OF VETERAN PEER RECOVERY COACHES TO IMPROVE VETERAN AND MILITARY FAMILIES ACCESS AND ENGAGEMENT IN TREATMENT AND TO SUPPORT THEIR RECOVERY	9/30/2020	
				WORK TO IMPROVE MILITARY CULTURAL COMPETENCY OF PROVIDER NETWORK AND REDUCE STIGMA ASSOCIATED WITH ACCESSING TREATMENT SERVICES AND SUPPORTS FOR MENTAL ILLNESSES AND SUBSTANCE USE DISORDERS	9/30/2020	
	ACHIEVE REGIONAL REDUCTIONS IN ACTIVE MILITARY AND VETERAN SUICIDES				9/30/2020	
	Improve the Role of MSHN Consumers and Key Stakeholders in MSHN Operations					9/30/2020
		MSHN will create and implement opportunities to involve consumers in population health activities, quality improvement and utilization management systems.	Amanda Horgan	Improve communication linkages between MSHN Regional Consumer Advisory Council and local councils	9/30/2019	
DEVELOP PROCESSES FOR CONSUMER REPRESENTATION ON REGIONAL COUNCILS AND COMMITTEES AND PIHP POPULATION HEALTH ACTIVITIES				9/30/2019		

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		Stakeholder feedback demonstrates effective, efficient and collaborative operations	Kim Zimmerman	Deploy a survey tool to measure participating provider satisfaction and achieve 80% satisfaction with the effectiveness and efficiency of MSHN's processes and communications	9/30/2019	
				Improve communications linkages between provider input forums, executive leadership and governance	9/30/2019	
		MSHN will improve and integrate stakeholder and consumer input and utilize compiled input to improve system performance, and provide feedback to stakeholders on systems improvements made.	Kim Zimmerman	Improve communication linkages between MSHN Regional Consumer Advisory Council and local councils	Ongoing	
				Improve communication linkages between provider input forums, executive leadership and governance functions	Ongoing	
				Evaluate feasibility of survey consolidation and streamlining	9/30/2019	
	Enhance Regional Quality and Compliance					9/30/2020
		MSHN will provide leadership on improving the consistency and implementation of person-centered planning, self-determination and independent facilitation in the region	Kim Zimmerman	MSHN WILL STRENGTHEN MSNN QAPI REVIEWS OF PERSON-CENTERED PLANNING, INDEPENDENT FACILITATION AND SELF-DETERMINATION IMPLEMENTATION IN ITS PROVIDER NETWORK OVERSIGHT ACTIVITIES	9/30/2019	
				MSHN WILL USE DATA GATHERED IN ITS PROVIDER NETWORK OVERSIGHT ACTIVITIES TO DEVELOP SPECIFIC TRAINING AND/OR LEARNING COMMUNITIES TO STRENGTHEN PERSON-CENTERED PLANNING, INDEPENDENT FACILITATION AND SELF-DETERMINATION IMPLEMENTATION	12/31/2019	
		Implement MDHHS-required standardized assessment tools across the region for all populations served.	Todd Lewicki	MSHN WILL ENSURE REGIONAL STANDARDIZED ADMINISTRATION AND INTERPRETATION OF LOCUS INSTRUMENT AND RESULTS.	9/30/2019	
				REGIONALLY DEPLOY THE GAIN-I CORE, A STANDARDIZED ASSESSMENT FOR PERSONS WITH PRIMARY SUBSTANCE USE DISORDERS	9/30/2019	
Regionally deploy the Supports Intensity Scale (SIS) and comply with related MDHHS contractual obligations.				10/1/2018		
Develop systems to aggregate and report on regional performance in standardized assessments and outcomes reporting.				12/31/2018		
MSHN WILL ENSURE REGIONWIDE CONSISTENCY WITH TRANSITION TO FULL COMPLIANCE WITH THE HOME AND COMMUNITY BASED				1/31/2019		

MID-STATE HEALTH NETWORK STRATEGIC PLAN UPDATE FY 2019- FY 2020

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		On a regional basis, effectively and efficiently implement public policy initiatives including, but not limited to, Section 298 Policy Recommendations, MIPAD Inpatient Access Recommendations, Federal Parity Regulations, Federal Medicaid Managed Care “Mega-Rules”, CARES Task Force Recommendations to the extent these public policy initiatives are addressable by the PIHP or CMHSP Participants in the region.	Joe Sedlock and Amanda Horgan	MSHN WILL EFFECTIVELY AND EFFICIENTLY CARRY OUT ITS RESPONSIBILITIES TO FACILITATE CMHSP AND CMHSP-PROVIDER COMPLIANCE WITH THE HCBS FINAL RULE IMPLEMENTATION.	3/1/2019
				Develop and implement practice strategies for the MSHN provider network to comply with the new standards, including those related to onboarding new providers	6/1/2019
				FACILITATE REGIONAL DIALOG ON PUBLIC POLICY RECOMMENDATIIONS TO BE PURSUED REGIONALLY AND conduct fiscal impact analysis and incorporate into budgeting process	4/1/2019
		MSHN will lead a process for collaboration with local law enforcement, schools and colleges/universities to establish protocols for the engagement, screening and assessment of high risk individuals so that community safety systems are enhanced and individuals in need of services and supports are effectively engaged.	Todd Lewicki	MSHN WILL SUPPORT AN EVIDENCE-BASED APPROACH TO SCHOOL AND COMMUNITY SAFETY INCLUDING EVIDENCE-BASED APPROACHES TO CREATE A SAFE SCHOOL CULTURE AND REDUCE BULLYING.	1/1/2019
				MSHN WILL PARTNER WITH CMHSPs TO ASSIST LOCAL COMMUNITIES IN ASSESSING THE CURRENT STATUS OF RISK ASSESSMENT AND SAFETY PLANNING AT MIDDLE SCHOOLS AND HIGH SCHOOLS IN THE REGION. THIS INCLUDES THE PRESENCE OF A BEHAVIORAL INTERVENTION/THREAT ASSESSMENT TEAM OR OTHER MULTI-DISCIPLINARY TEAMS THAT CAN FOCUS ON STUDENTS OF CONCERN.	9/30/2019
				MSHN WILL IDENTIFY AND RECOMMEND BEST PRACTICES FOR INTERVENING WITH STUDENTS IDENTIFIED AS AT-RISK FOR VIOLENCE.	6/1/2019
					1/1/2019
		MSHN will address deficiencies in its Provider Network Adequacy Assessment in partnership with CMHSP Participants and Providers.	Carolyn Watters	DEVELOP A REGIONAL PLAN OF ACTION TO ALTER PROVIDER CAPACITY FOR RESIDENTIAL, EMPLOYMENT AND OTHER COMMUNITY LIVING RELATED SERVICES, AT THE NETWORK LEVEL AS A RESULT OF HCBS RULE IMPACT.	12/31/2018
				EXPAND REGIONAL AUTISM SERVICE CAPACITY TO ENSURE SUFFICIENT NETWORK CAPACITY TO MEET CONSUMER DEMAND.	4/1/2019

MID-STATE HEALTH NETWORK STRATEGIC PLAN UPDATE FY 2019- FY 2020

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STRATEGIC PRIORITY	STRATEGIC GOAL	STRATEGIC OBJECTIVE	CHAMPION	TASK/ACTIVITY	TARGET DATE
BETTER VALUE					
		Public Resources are Used Efficiently and Effectively			9/30/2020
		MSHN leads efforts to explore opportunities to achieve reduced administrative costs in the region (decreased horizontal and/or vertical administrative duplication)	Joe Sedlock	MSHN and its CMHSP participants fully implement the Statewide Reciprocity Policy within the region and between regions	10/1/2019
				MSHN, with input from CMHSP participants, will consider using a neutral third party to conduct cost-effectiveness evaluations and make recommendations for improvements WHERE EFFICIENCIES ARE LIKELY TO BE GAINED THROUGH ALTERNATIVE ARRANGEMENTS	6/1/2019
				MSHN will conduct feasibility and benefit/cost analyses in areas where efficiencies are likely to be gained	11/1/2019
				MSHN and its CMHSP participants will evaluate centralization of selected functions	3/1/2020
				MSHN and its CMHSP participants will revisit the delegated managed care functions grid and update, and will consider conducting evaluations of the effectiveness and efficiency of delegating managed care functions	8/1/2020
		MSHN monitors and provides reports and recommendations to improve the financial health of the region and its CMHSP participants	Leslie Thomas	MSHN WILL MONITOR CMHSP EXPENSE TRENDS AT LEAST QUARTERLY TO ENSURE THE REGION MAINTAINS SUFFICIENT RESERVES TO MEET ALL FISCAL OBLIGATIONS INCLUDING MDHHS RISK CORRIDORS	ONGOING
				MSHN WILL REVIEW CMHSP FINANCIAL AUDITS AND COMPLIANCE EXAMINATIONS TO IDENTIFY SIGNIFICANT DEFICIENCIES THAT IMPACT THE REGION.	ONGOING - annual process
				MSHN WILL MAINTAIN A FISCAL DASHBOARD TO REPORT FINANCE COUNCIL'S AGREED UPON METRICS.	ONGOING - annual process
				MSHN WILL MAINTAIN A SERVICE USE ANALYSIS REPORT SUITE TO REVIEW VARIOUS STATISTICAL MEASURES SUCH COST PER CONSUMER, NUMBER OF CONSUMERS SERVED, AND UNIT COST.	ONGOING - annual process
		MSHN manages adequate risk reserves to meet current and future fiscal and utilization risk	Leslie Thomas	MSHN WILL WORK WITH ITS CMHSPS AND BOARD OF DIRECTORS TO ESTABLISH A RESERVE'S TARGET SUFFICIENT TO MEET FISCAL RISK RELATED TO DELIVERY OF MEDICALLY NECESSARY SERVICES AND TO COVER ITS MDHHS CONTRACTUAL LIABILITY.	Ongoing review
				MSHN WILL MONITOR TRENDS IN RATE SETTING TO ENSURE ANTICIPATED REVENUE ARE SUFFICIENT TO MEET BUDGETED EXPENDITURES.	BASED ON MDHHS RATE SETTING

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		Regional Public Policy Leadership Supports Improved Health Outcomes and System Stability			9/30/2020	
		MSHN Board of Directors reflect high degrees of satisfaction with MSHN operations and board development activities	Joe Sedlock	Communications related to regional advocacy efforts result in board member satisfaction (improvements over prior year baselines)		Annual
				Board members report being informed of key funding actions and advocacy		Annual
				MSHN Board of Directors report strengthened advocacy efforts and skills		Annual
				MSHN will explore ways of increasing the diversity of individuals serving on its boards, councils, committees and workgroups		2/1/2018
				MSHN will conduct a talent inventory of individuals serving on its board of directors to help guide talent acquisition as turnover occurs		4/1/2018
		MSHN continues to evaluate the feasibility and appropriateness of pursuing NCQA (or other) accreditation in light of developments in the Section 298 Pilots and other public policy venues	Amanda Horgan	MSHN ADMINISTRATION AND THE MSHN OPERATIONS COUNCIL WILL MONITOR DEVELOPMENTS IN THE SECTION 298 PILOT PROCESS AND DETERMINE WHAT, IF ANY, STEPS TO TAKE TOWARD PURSUING MSHN NCQA ACCREDITATION		Ongoing
				MSHN WILL WORK WITH THE MICHIGAN DEPARTMENT OF HEALTH AND HUMAN SERVICES TO DETERMINE CURRENT AND FUTURE REQUIREMENTS FOR ACCREDITATION AND/OR RELATED CERTIFICATIONS AND POTENTIAL FOR REDUCED ADMINISTRATIVE REQUIREMENTS AND/OR DEEMED STATUS		9/30/2020
		MSHN will ensure consistent, standardized, and cost-effective operations and will position the region for continued success regardless of payer structure	Joe Sedlock	MSHN ENSURES FULL IMPLEMENTATION OF AGREED UPON REGIONALLY STANDARDIZED PROCESSES AT ALL CMHSPs AND THE PIHP		4/30/2019
				MSHN COMMISSIONS A REGIONAL "ADMISSIONS AND BENEFIT STANDARDIZATION WORKGROUP" TO ACCOMPLISH STANDARDIZATION OF MEDICAL NECESSITY, SERVICE ELIGIBILITY AND OTHER REGIONAL CRITERIA AND RELATED PROCESSES ACROSS THE REGION		10/1/2018
				MSHN EVALUATES PENETRATION RATE, COST AND OTHER METRICS AND ADDRESSES UNDESIRABLE VARIATION THROUGH ITS COUNCILS AND COMMITTEES IN ORDER TO PROMOTE STANDARDIZED, CONSISTENT AND COST-EFFECTIVE OPERATIONS ACROSS THE REGION		9/30/2019
				MSHN COLLABORATES WITH OTHER PIHPs IN THE DESIGN AND DELIVERY OF PIHP FUNCTIONS TO PROMOTE BETTER CONSISTENCY AND STANDARDIZATION ACROSS THE STATE WHEN DOING SO IS IN THE INTEREST OF THE MSHN REGION		9/30/2020

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	MSHN will expand capability to conduct fiscal planning and analysis	Leslie Thomas	MSHN will evaluate the financial and operational impact(s) of the HCBS Transition and develop appropriate plans	9/30/2019	
			MSHN will evaluate the financial and operational impact(s) of the 1115 waiver and develop appropriate plans	9/30/2019	
			MSHN will consider Value-Based Purchasing Pilot Programs in the SAPT provider system	9/30/2019	
			MSHN will develop methodologies, within established rules, to incentivize providers to cooperate with the PIHP to improve health or other mutually agreeable outcomes.	9/30/2019	
			MSHN will develop and implement a standardized Medical Loss Ratio (MLR) calculation (consistent with revised managed care rules)	9/30/2018	
			MSHN will implement and monitor the regional smoothing plan	ONGOING	
	MSHN's Provider Network Management Systems are effective and efficient	Carolyn Watters	MSHN is adequately staffed to accomplish its provider network oversight responsibilities	ONGOING	
			MSHN publishes provider performance data to consumers and the public	10/1/2018	
			MSHN CONTINUES TO develop inter-regional reciprocity systems	ONGOING	
			Evaluate the effectiveness of regionally organized fiscal intermediary and inpatient provider performance monitoring systems developed in prior years	10/1/2019	

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BETTER PROVIDER SYSTEMS					
		MSHN ensures that it engages a provider network with adequate capacity and competency			9/30/2020
		MSHN enhances existing quality assessment and performance improvement systems that promote continuous improvement and enhanced accountability for clinical and fiscal performance	Kim Zimmerman	MSHN WILL DEVELOP AND BEGIN REPORTING ON THE PROVIDER SCORECARD	6/1/2019
				MSHN WILL STRENGTHEN REGIONAL PERFORMANCE IMPROVEMENT SYSTEMS IN THE SAPT PROVIDER NETWORK	9/1/2019
				MSHN WILL PROVIDE TRAINING AND EDUCATION RELATED TO DATA INTEGRITY, REPORTING STANDARDS, USE OF DATA IN DECISION MAKING AND PROVIDER DEVELOPMENT	9/1/2019
				MSHN WILL INTEGRATE FISCAL INFORMATION AND PERFORMANCE RESULTS INTO ITS QUALITY ASSESSMENT AND PERFORMANCE IMPROVEMENT SYSTEMS	4/1/2019
		MSHN engages in activities to simplify administrative complexity and enhance provider satisfaction	Carolyn Watters	FULLY IMPLEMENT THE REMI PROVIDER NETWORK MONITORING (AUDIT) MODULE INCLUDING PROVIDER RESPONSE FEATURE TO STREAMLINE PROCESSES AND PROMOTE EFFICIENCIES (INCLUDING SUD AND CMHSP DELEGATED MANAGED CARE AUDITS).	1/31/2019
				FULLY IMPLEMENT THE REMI PROVIDER PORTAL TO FACILITATE PROVIDER SUBMISSION OF REQUIRED REPORTS, PLANS AND OTHER DATA/INFORMATION	9/30/2020
				MSHN WILL DEVELOP INTERNAL FUNCTIONAL AREA ANNUAL PLANS (INCLUSIVE OF PROVIDER RESPONSIBILITIES RELATED TO STRATEGIC PROJECTS/INITIATIVES, AND OPERATIONAL REQUIREMENTS SUCH AS AUDITS, ANNUAL PLANS, REPORTING REQUIREMENTS, ETC.) TO IDENTIFY OVERLAP/REDUNDANT AND OPPORTUNITIES FOR CROSS FUNCTIONAL COLLABORATION TO STREAMLINE PROCESSES.	4/1/2019
		MSHN will advocate for public policies that promote an adequately compensated, safe and effective and well trained workforce.			9/30/2020
		MSHN will create forums for the MSHN Provider Network to develop strategies for addressing provider workforce concerns including but not limited to wellness/self-care, trauma (including secondary trauma and compassion fatigue), workforce safety, attraction and retention of a well-qualified workforce.	Carolyn Watters	MSHN WILL COORDINATE/FACILITATE FOCUS GROUPS FOR SUD AND CMHSP PROVIDER NETWORK TO IDENTIFY PRIMARY WORKFORCE CONCERNS AND ISSUES	4/1/2019
				MSHN WILL DEVELOP AN ACTION PLAN BASED ON SUD PROVIDER NETWORK PROVIDER WORKFORCE CONCERNS RESULTING IN REGIONAL TRAININGS, WELLNESS/SELF-CARE OPPORTUNITIES, AND/OR RESOURCES FOR PROVIDER LEVEL IMPLEMENTATION.	10/1/2019
				MSHN WILL COLLABORATE WITH CMHSPS IN THE REGION TO COORDINATE/FACILITATE FORUMS LOCALLY TO ADDRESS PROVIDER NETWORK WORKFORCE CONCERNS.	4/1/2020