

Board of Directors Meeting

December 10, 1 pm to 3 pm

Location*: Kitsap Regional Library; 700 NE Lincoln Rd, Poulsbo

* In 2019 Board meetings rotate to Clallam County, Blyn, WA at the Jamestown Tribal Center

Web: <https://global.gotomeeting.com/join/937538149>

Phone: +1 (872) 240-3311

Access Code: 937-538-149

KEY OBJECTIVES

- Approve ED search and transition plan, appoint the Transition and Search Committee and Chair
- Agreement on next steps for Oral Health Local Impact Network, a partnership with the Arcora Foundation

AGENDA (Action items are in red)

#	Time	Topic	Purpose	Lead	Attachment	Page #
1	1:00	Approve Agenda	Action	Roy		1
2	1:05	Consent Agenda	Action	Roy	1. DRAFT: Board Minutes: November 2, 2018 2. DRAFT: IRS 990 Form <i>(spare copies available)</i> 3. SBAR: Alternate for BHO Sector Seat 4. DRAFT: Kitsap Public Health District Contract <i>(spare copies available)</i> 5. Executive Director's Report	2-8
3	1:10	Plan to prepare for Integrated Managed Care	Discussion	Commissioner Ozias Stephanie Lewis		
4	1:25	Forming the Oral Health Local Impact Network	Action	Elya Maureen Tom	6. DRAFT: Oral Health Local Impact Network Steering Committee Charter	9-10
5	1:50	Revised CBOSS Fund Allocation Strategy	Action	JooRi	7. SBAR: CBOSS Fund Allocation Model 2.0	11-12
6	2:10	Transition Plan	Action	Roy Maggie	8. DRAFT: Executive Director Job Description <i>(handed out at meeting)</i> 9. SBAR: ED Transition Plan 10. OCH Draft 2019 Work Plan – Themes from the Board Retreat	13-14
7	3:00	Adjourn	Action	Roy		

Acronyms

BHO: Behavioral Health Organization

CBOSS: Community-Based Organization Social Service

LIN: Local Improvement Network

OCH: Olympic Community of Health

MTP: Medicaid Transformation Project

SBAR: Situation. Background. Action. Recommendation.

Olympic Community of Health

Meeting Minutes

Board of Directors

November 2, 2018

Date: 11/02/2018	Time: 11:15 AM-11:42 AM	Location: Port Gamble S’Klallam Tribe House of Knowledge; 31964 Little Boston Rd NE, Kingston, WA 98346	
Chair: Roy Walker, <i>Olympic Area Agency on Aging</i>			
Members Attended in Person: Andrea Davis, <i>Coordinated Care</i> ; Caitlin Safford, <i>Amerigroup</i> ; Dale Wilson, <i>Olympic Community Action Programs</i> ; Gary Kriedberg, <i>Harrison Health Partners</i> ; Gill Orr, <i>Cedar Grove Counseling</i> ; Hilary Whittington, <i>Jefferson Healthcare</i> ; Jennifer Kreidler-Moss, <i>Peninsula Community Health Services</i> ; Joe Roszak, <i>Kitsap Mental Health Services</i> ; Jolene Kron, <i>Salish Behavioral Health Organization</i> ; Jorge Rivera, <i>Molina Health Care</i> ; Katie Eilers, <i>Kitsap Public Health District</i> ; Laura Johnson, <i>United Health Care</i> ; Libby Cope, <i>Makah</i> ; Stephanie Lewis, <i>Salish Behavioral Health Organization</i> ; Susan Turner, <i>Kitsap Public Health District</i> ; Thomas Locke, <i>Jefferson County Public Health</i> ; Vicki Kirkpatrick, <i>Jefferson County Public Health</i> ; Wendy Sisk, <i>Peninsula Behavioral Health</i> ;			
Guests and Consultants: Bryan Enslow, <i>Arbutus Consulting LLC</i> , Dan Vizzini, <i>OHSU</i> , Marissa Ingalls, <i>Coordinated Care</i>			
Staff: Elya Prystowsky, Margaret Moore			
Person Responsible for Topic	Topic	Discussion/Outcome	Action/Results
Roy Walker	Welcome and Introductions	Meeting called to order at 11:15 AM.	
Roy Walker	Consent Agenda	Board approval of consent agenda and minutes from October 8, 2018 Board meeting.	October 8, 2018 Meeting Minutes and Consent Agenda APPROVED unanimously.
Hilary Whittington	Budget and Financials	The Board Treasurer reviewed the items in the 2019 OCH Budget. -OCH continues to contract for Data and Evaluation (rather than seek internal staffing) because it allows OCH to utilize the services of 2 epidemiologists and their specialized expertise.	2019 Budget APPROVED unanimously.
Elya Prystowsky	Shared Domain 1 Payment	OCH Board must approve Shared Domain 1 Payments for state to realize full earning potential.	OCH Board APPROVED Shared Domain 1 Payments unanimously.

		-There are concerns from ACHs that WSU is not included in opportunity. HCA is revisiting this issue to see if WSU can be included.	
Elya Prystowsky	Olympic Digital HIT Commons	Updates: -OCH staff are seeking legal review with attorneys specializing in 42 CFR Part 2. -There is a potential for integration on a Release of Information statewide tool with HCA. -Kaiser Foundation has awarded a learning grant to different beneficiaries across the state; this will support Quad Aims Partners in getting Port Angeles Fire into the Commons. -NOHN, PAFD, and OPG will use community paramedicine as next use case.	
Roy Walker	Adjourn	The meeting adjourned at 11:42 AM.	

Acronym Glossary

ACH: Accountable Community of Health

HCA: Healthcare Authority

NOHN: North Olympic Health Network

OCH: Olympic Community of Health

WSU: Washington State University

Situation

In accordance with our bylaws, “A sector may designate an alternate member if desired”. When a Board Member retires or resigns his or her position, a new Member may be appointed by the sector.

Background

The Member for the Behavioral Health Organization (BHO) sector does not have an Alternate appointed.

Action

The BHO sector recommends Jolene Kron, Deputy Administrator of the Salish Behavioral Health Organization, as Stephanie Lewis’ Alternate.

Recommended Motion

The Board approves the appointment of Jolene Kron as the Alternate Member for the *Behavioral Health Organizations* sector, effective immediately.

Top 3 Things to Track #KeepingMeUpAtNight

1. My number one priority over the next three months is ensuring a smooth transition with my departure. I am working closely with staff and contractors on critical knowledge transfers and delegation of roles.
2. With 2018 coming to a close, it is time to focus on 2019. Implementation Partner reporting and payments must be considered, modeled and mapped into ORCA.
3. We closed out the Board Retreat on a cliff hanger. More open dialogue is needed to discuss the OCH work plan for 2019 and beyond. This will be a focus early on for the new Executive Director, and one that I hope to tee up. *#weweregonnaneedabiggerbinder #transitionhandbook*

Upcoming OCH Meetings

- December 6, Search and Transition Committee, 10-11:30 am, virtual
- December 6, Change Plan Progress to Date Webinar, 12-1pm, virtual
- December 7, Change Plan Progress to Date Webinar, 10:30-11:30am, virtual
- December 10, Board Meeting, 1-3 pm, Poulsbo
- December 27, Finance Committee, 1-2 pm, virtual
- January 14, Board Meeting, 1-3pm, Blyn
- January 22, Executive Committee Meeting, 12-2pm, virtual
- January 24, Finance Committee Meeting, 1-2pm, virtual
- February 11, Board Meeting, 1-3pm, Blyn
- February 26, Executive Committee Meeting, 12-2pm, virtual
- February 28, Finance Committee Meeting, 1-2pm, virtual
- March 11, Tribal Sovereignty 101 and Indian Health Care Delivery System 201, 12-2pm, Board Meeting, 2-3pm, Blyn

Executive Director Transition Planning

We have one hour reserved on the agenda for December 10 to discussion the executive director transition plan. The job description for the executive director position is currently under review by the HR consultant and Search and Transition Committee. The Committee will meet Thursday December 6th to discuss and refine the job description. It will be electronically circulated shortly thereafter and distributed in hard copy at the Board Meeting on December 10th. We are still accepting nominations for volunteers for this committee. If interested please contact [Roy Walker](#) or [Elya Prystowsky](#). *#tremendousopportunity #ainttooproudtobeg*

2019 Board Meetings *new location*

A new year means a new county for the Board meetings. Board meetings will shift from Kitsap back to Clallam County. We have confirmed the Red Cedar Hall at Jamestown S'Klallam Tribe in Blyn, Washington for the 2019 Board meetings.

Welcome Debra Swanson!

Please welcome OCH's new Administrative Coordinator, Debra Swanson, to the team. Debra arrives at OCH with seven years of administrative experience. She believes affordable quality healthcare is of paramount importance for a thriving society and is thrilled to be part of the OCH mission.

OCH Nominated for Seattle Health Innovators Award

OCH's formative work on the Digital HIT Commons has earned us a coveted spot on the shortlist of finalists for the Seattle Health Innovators of the Year Award for 2018! On December 6th, Rob Arnold and I will head to Cambia Grove to meet the other finalists and honor the hard work and leadership from our community in this exciting endeavor. Visit [Health Innovation NW](#) for more information.

Olympic Digital HIT Commons

OCH identified and met with legal counsel to provide guidance on data governance and protections under the Digital HIT Commons. The firm is [Foster Pepper](#), LLC. We are expecting an engagement letter from this firm very soon.

In the meantime, the Commons is expanding to Port Angeles Fire Department (PAFD) to support referrals from PAFD to other partners in the Clallam Natural Community of Care.

Tribal Sovereignty 101 and Indian Health Care Delivery System 201

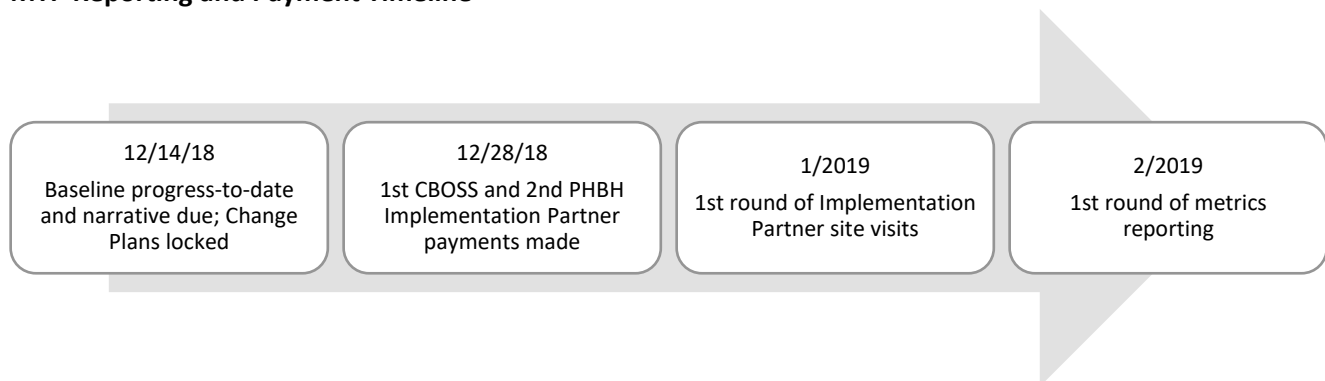
March 11, 2019, 12:00 pm to 2:00 pm, Jamestown Tribal Center, Red Cedar Hall. Blyn, Washington
We are pleased to invite you to this training led by Vicki Lowe (AIHC), Jessie Dean (HCA) and Lena Nachand (HCA). The speakers will present an overview of the Indian Health Care Delivery System, considering tribal sovereignty issues, and ways ACHs, providers and MCOs can be partners in improved access to physical and behavioral health services outside the Indian Health Care Delivery System and support the work in Indian Country to address disparities.

To accommodate this special 2-hour training, the Board meeting will start at 2 pm instead of 1 pm on this date, at the same location. This space can accommodate large groups, so please feel free to invite others to this free training. Tribal Sovereignty and Indian Health Care Delivery System 12:00 pm to 2:00 pm, OCH Board meeting 2:00 to 3:00 pm.

Change Plan Intermediary Metrics Posted

The Performance, Measurement and Evaluation Committee has wrapped up some grueling work in developing a slate of reporting metrics for Implementation Partners. The Change Plan intermediary metrics are [posted here](#) on our OCH website. The "Master" metrics PDF shows all metrics cross-walked by: Hospital, Primary Care, Mental Health, Substance Use Disorder and Community-Based Organization/Social Service Organization. These metrics are designed to track implementation of the Change Plan and are one of four reporting requirements associated with the Change Plan. Reporting on these measures will occur bi-annually in ORCA. [Click here](#) to view an instructional webinar for an orientation to Change Plan Intermediary Measures/Metrics reporting requirements.

MTP Reporting and Payment Timeline



* CBOSS: Community-based organization/social services organization; PHBH: Physical health behavioral health

New Data Releases from the State

The Washington State Health Care Authority (HCA) *Healthier Washington Dashboard version 9.0* explore data associated with the Medicaid Transformation Project—Medicaid population demographics, transformation (pay-for-performance) and other measures. **Grab a cup of coffee**, the dashboard requires patience. The dashboard will allow you to disaggregate results by location, demographic groups and to view trends over time.

HCA Data Dashboard Suite—three topic-specific dashboards provide a deep dive into data on Medicaid enrollee emergency department utilization, Medicaid enrollee inpatient hospitalizations and Medicaid enrollee demographics. Access HCA dashboards [by clicking here](#).

New Website!

The OCH website is a valuable resource for partners and community members. Now, it's more modern, easier to use, and generally better than ever! [Click over to our website](#) to check it out. Thanks to Daniel Schafer, our Communications and Development Coordinator, for giving our website a much-needed face lift!

End-of-Year Administrative Updates

- In the Consent Agenda:
 - OCH's *990 form* was prepared by our CPA firm for submission to IRS and is included in your consent agenda today for Board approval. This document was reviewed by staff and the Finance Committee.
 - According to our Fiscal Policies and Procedures, all contracts over \$50,000 require Board approval. For this reason, the *contract with Kitsap Public Health District (KPHD)* for data and evaluation support is included in the consent agenda this month. The KPHD Board approved this contract December 4, 2018.
- OCH renewed our *umbrella insurance* this month, December 2018, covering another calendar year at the same level. Insurance covers automobile liability, general liability, and employer's liability. If interested in viewing the policy, please contact [Margaret Moore](#).
- OCH renewed our engagement letter with our *independent auditor*, DZA, for 2019.

Three County Coordinated Opioid Response Project (3CCORP)

The 3CCORP Steering Committee and workgroups will resume meeting in early 2019. OCH co-hosts bi-weekly calls with ACHs/Tribes who are also implementing opioid response plans. The purpose is to collaborate and align the opioid response statewide. On November 28 we invited Jason McGill from the governor's office, Kathy Lofy from DOH, and Tom Fuchs from DBHR/HCA to present and discuss opioid response efforts at the state/Tribal level. During our December 12 call we will have representatives from the statewide Criminal Justice Opioid Response Workgroup.

Staff are summarizing the pre-summit surveys from the 2nd Annual Olympic Regional Opioid Summit and the summit evaluations. A summary will be provided to the Board at the next meeting. Staff are also working on an application a HRSA (Health Resources and Services Administration) funding opportunity to support one year of planning opioid responses in rural communities. More to come!

The 6 Building Blocks (6BBs) is well underway at the Jamestown Family Health Clinic! The Jamestown team is leading the way and will collaborate with additional regional clinics as they implement 6BBs. The Northwest Family Medicine Residency has initiated the 6BB process and has scheduled their clinic wide kick off meeting for early January. The third site will be Forks Hospital/Bogachiel and the fourth site will be the Sophie Trettevick Indian Health Center at Makah.

Community and Tribal Partnership

As you may have noticed, in addition to launching the new website, Daniel Schafer, our new Communications and Development Coordinator, has given our newsletter a major overhaul, visually and substantively.

Staff attended the 2018 Tribal Leaders and State Health Summit coordinated by the American Indian Health Commission of WA State (AIHC) and hosted by the Suquamish Tribe. This biannual event provides current information relevant to AIAN health and is a great opportunity to network with Tribal/IHCP leaders from across the state.

Community engagement and partnership leads from all ACHs had the opportunity to meet during the October ACH Learning Symposium. We found this opportunity to be very helpful and decided that continued collaboration and alignment around community engagement/partnership would support the work we are doing. OCH is facilitating monthly calls for ACH partnership leads beginning in December.

The OCH Team continues to do community outreach and partnership and provide technical assistance to partners. Highlights of recent meetings are listed below:

- November 1, BHA on-site integrated billing project site visit with Peninsula Behavioral Health, Port Angeles and Safe Harbor, Port Townsend
- November 5, Makah Tribe Sophie Trettevick Indian Health Center PCMH-A with QI Team, Neah Bay
- November 1 & 14, Behavioral Health Agency Transformation Intensives, Shelton
- November 7: P-TCPI and MeHAF crosswalk Assessment with Kitsap Recovery Center in Port Orchard
- November 7, BHA on-site integrated billing project site visit with TrueStar, Port Angeles and Olympic Personal Growth, Sequim
- November 8: P-TCPI Assessment with Sophie Trettevick Indian Health Services, Neah Bay
- November 13: P-TCPI PreManage monthly meeting with sponsored clinics, including Reflections Counseling in Port Angeles and Kitsap Children's Clinic in Silverdale
- November 13, Port Gamble S'Klallam behavioral health integration team meeting, Kingston, Coordinated Care Provider Symposium, Sequim
- November 14, Mason County Opiate Stakeholders meeting, Union
- November 14, Olympic Peninsula Healthy Community Coalition, Port Angeles
- November 15, Kitsap Medical Clinics & Kitsap Mental Health Services collaborative care pilot meeting, Bremerton
- November 15, West Sound Treatment Services change plan meeting, Bremerton
- November 15, 8th Annual NW Tribal Opiate Symposium, Fife
- November 16, SBHO Advisory Board Meeting, Sequim
- November 16, Kitsap Providers Conference, Bremerton
- November 19, 6 Building Blocks and NW Family Medicine Residency, conference call
- November 27, ACH State PreManage Advisory Group, webinar
- November 28, Olympic Regional Opiate Treatment Network (hub & spoke), Port Orchard
- November 28, ACH/Tribes opioid project collaboration meeting, webinar
- November 28, BHA on-site integrated billing project site visit with West End Outreach Services, Forks and Cedar Grove Counseling, Port Angeles
- November 29, BHA on-site integrated billing project site visit with Kitsap Mental Health Services, Bremerton
- November 29, NW Family Residency Behavioral Health Provider meeting, Bremerton
- November 30, ACH tribal liaison call, webinar
- November 30, Reflections Counseling Services MeHAF meeting with QI Team, Port Angeles
- December 3, NW Family Residency PCMH-A with QI Team, Bremerton
- December 4, Site visit to Southwest WA for preparation for IMC with OCH, SBHO and BHA participation (13 participants from OCH Region), Vancouver
- December 5, Tribe/HCA/DOH meeting, webinar
- December 7, SBHO Advisory Board meeting, Sequim

Ongoing: outreach and technical support to our Implementation Partners regarding ORCA and reporting

Oral Health Local Impact Network Steering Committee Charter

Name	Agency or Affiliation
1	North Olympic Healthcare Network
2	Jefferson Healthcare
3	Peninsula Community Health Services
4	Olympic Area Agency on Aging
5	Arcora Foundation
7	Kitsap Public Health District
8	Behavioral Health
9	School District
10	Tribe(s)
11	Private Dentist
12	Tom Locke, MD, MPH, Chair Jefferson County Public Health, OCH Board Member
13	Scott Kennedy, MD, Co-Chair Olympic Medical Center, OCH Board Member

Steering Committee Purpose

The purpose of the Steering Committee is to provide guidance and recommendations on strategies, targets and resourcing to dramatically increase oral health prevention and access to oral health services for all people who live in three-county region.

Oral Health Access Background

Olympic Community of Health (OCH) and Arcora Foundation (Arcora) have a shared goal of improving oral health and oral health access in the Olympic region and have agreed to work collaboratively toward this goal. The two organizations have agreed to leverage efforts and resources between the Medicaid Transformation Project and the Arcora Foundation for maximum impact. Between 2019-2022, Arcora and OCH will invest annually toward this effort, subject to availability of funding and board approval. Funds will be used as directed by OCH Board of Directors to support the strategies developed herein.

Steering Committee Operating Principles

- Membership is inclusive of all three counties and includes at least one federally qualified health clinic, private dentist and local health jurisdiction.
- All Tribes are invited to send a member to participate.
- Members sign the OCH Conflict of Interest form.
- Membership reflects the selected strategies to dramatically increase oral health prevention and oral health access in the region. These are hereunto referred to as *anchor strategies*.
- Steering Committee members are willing to attend up to 6 in-person meetings each year through at least January 31, 2020.
- The chair and/or co-chair of the Steering Committee are members of the OCH Board of Directors.
- The Committee will recommend LIN anchor strategies and funding models to the OCH Board of Directors. The Committee operates using Roberts Rules of Order. All attempts will be made to reach consensus for making recommendations to the Board of Directors. If consensus cannot be reached, the Committee will use majority rule and the breakdown of Committee votes and meeting minutes will be shared with the Board of Directors. The Board of Directors has ultimate decision-making authority over LIN funding allocations.

Responsibilities

- Refine oral health anchor strategies for the region and recommend to the OCH Board of Directors.
- Identify organizations to play a leadership role for each anchor strategy. Ensure representation of each lead organization on the Steering Committee.
- Identify actionable and sourceable data targets to meet anchor strategy goals; review data reports; advise the oral health access data evaluation team as appropriate.
- Recommend revenue sharing for organizations implementing anchor strategies to the OCH Board of Directors.

draft

Olympic Community of Health

S.B.A.R. Revised CBOSS Funds Allocation Recommendation

Presented to the OCH Board of Directors December 10, 2018

Situation

This SBAR presents a revised payment allocation model recommendation for 2018/2019 Medicaid Transformation Project (MTP) payments for Implementation Partners submitting a Community-Based Organization Social Services (CBOSS) Change Plan.

Background

The Board authorized a carve out for MTP payments for CBOSS Implementation Partners pooled by Natural Community of Care, as was done for Physical Health and Behavioral Health (PHBH) Implementation Partner payments. In October 2018, the Board approved a CBOSS MTP payment model based on “Partnerships” and “Performance” on selected reported metrics/measures. The revised payment allocation model incorporates MTP payment principles used for PHBH Implementation Partners of “Scale” and “Scope”, while also taking into consideration the diversity and specification of services of our CBOSS partners. The revised model now directly considers each CBOSS Implementation Partner’s Change Plan’s ability to impact the 14 OCH Core Measures (Scale), as well as the amount of time necessary to form and build meaningful community-clinical linkages between CBOSS and PHBH Implementation Partners (Scope).

Action

The amount of the MTP payment to a CBOSS Implementation Partner will depend on two drivers:

1. **Impact on Core Measures (Scale):** the activities signed up for in the Change Plan and the ability of those activities to impact the 14 selected OCH Core Measures
2. **Community Clinical Linkages (Scope):** the number of new and expanded partnerships with PHBH Change Plan Implementation Partners that are required to achieve Outcomes in the CBOSS Change Plan

Other Considerations

- The first payment in 2018 is a set amount, allocated upon the completion of the CBOSS Change Plan. The rationale for this is because OCH is unable to collect information on Scope prior to implementation in 2019.
- As was the case for hospitals, the Natural Community of Care amounts are collapsed into one regional pool. This change better aligns payment with the work reflected in the CBOSS Change Plan.
- As was the case of PHBH MTP payments, the payment drivers for CBOSS partners will change over time, with higher weights awarded for Scope each subsequent MTP year.

Recommended Motion

The Board approves the above revised 2018/2019 MTP payment allocation model for CBOSS Implementation Partners.

Situation

The executive director submitted her resignation. Her last day is March 1, 2019.

Background

In February 2018 the Board approved an ED Succession Plan. In the event of a permanent change in executive director, the following is prescribed: *The Board of Directors will appoint a Transition and Search Committee within 14 calendar days to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.* The Transition and Search Committee is still open for new participants.

The previous executive director job description was last approved by the Board January 2017.

Action

The executive committee agreed to form the Transition and Search Committee. A broad communication has gone out to community partners. The HR consultant has been contacted and agreed to serve in a recruitment capacity should the Transition and Search Committee request this. An executive director job description has been drafted, reviewed and sent to the Transition and Search Committee, which meets December 6th, after which the job description will be forwarded to the Board of Directors.

Preliminary Plan

- Publish and widely disseminate the job description as soon as possible, preferably December 11
- Identify and screen first round candidates early on, preferably in the first two weeks of January
- Assess the need for a recruiter
- Incoming executive director starts February, overlapping with outgoing executive director

Recommended Motions

1. The Board appoints members onto the Transition and Search Committee.
2. The Board authorizes staff to post and circulate the executive director job description as revised.

Olympic Community of Health Work Plan: 2019 and beyond

December 4, 2018

DESCRIPTION

This document summarizes input from the OCH Board of Directors on the strategic priorities for the organization in 2019 and beyond. The list of Directors who provided input into this plan is below. Input was collected via two means: (1) directly at the Board Retreat on November 2, 2018 and (2) electronic survey before and after the retreat

PURPOSE

This document forms the preliminary scaffolding for the work of OCH in 2019 and beyond the Medicaid Transformation Project. The intent is to use this document to launch the next round of Board planning about the future of OCH.

Andrea Davis
Tom Locke
Andrew Shogren
Tim Cournyer
Brent Simcosky
Michael Maxwell
Bobby Beeman
Stephanie Lewis
Jolene Kron

Wendy Sisk
Laura Johnson
Vicki Kirkpatrick
Jorge Rivera
Caitlin Safford
Gary Kriedberg
Susan Turner
Katie Eilers
Gill Orr

Dale Wilson
Libby Cope
Hilary Whittington
Roy Walker
Jennifer Kreidler-Moss
Joe Roszak
David Schultz
Eric Lewis

BROAD VISION OF SUCCESS

1. **Care is integrated.** A system of health evolves to provide affordable, accessible and high-quality whole person care and preventive services.
2. **Outcomes are improved.** Health outcomes are measurable, tracked and improved.
3. **Care is coordinated.** Community partnerships are strengthened, and technical advancements facilitate information exchange.
4. **Organizational sustainability.** OCH can deliver on the Board's vision and goals.

2019: STRATEGIC PRIORITIES *including and beyond the Medicaid Transformation Project*

1. **Advocacy** of regional health policy goals
2. **Financial sustainability** of OCH and Digital Health Information Technology (HIT) Commons
3. **Technical assistance** for community-based organizations (CBO), interoperability, Digital HIT Commons, Change Plans, measurement and tracking, quality improvement processes
4. **Expand/scale:** Digital HIT Commons referral network system, 6 Building Blocks, full spectrum of treatment for opioid use disorder
5. **Broaden engagement** focusing first on CBOs, Implementation Partners and Tribes, and then long-term care, law enforcement and substance use disorder (SUD) treatment providers
6. **Implement care transformation** such as bi-directional behavioral health integration, transitioning to financial integration, successful execution of Change Plans, and increasing access to oral health, primary care, behavioral health
7. **Assessment and planning** to support data-driven decision making, strategic alignment with MCOs, identification of successes and challenges, and progress towards Change Plan benchmarks

OCH WORKPLAN TO MAINTAIN MOMENTUM AND ACHIEVE GOALS

How	Strategy	Potential Role of OCH
Regional Community Engagement and Capacity Building	- Maintain and broaden multi-level and multi-sector partnerships - Include consumer voice - Replicate 3CCORP as a model - Build capacity in the community - Apply an equity lens	Engage → Convene - Regional health improvement initiatives - o 3 County Coordinated Opioid Response Project - o Other 3CCORP-like initiatives TBD - o Arrange opportunities for technical assistance to community partners - Regional consensus builder and solution-finder - Shared learning opportunities - Regional summits and convenings - Backbone support and contracting services
Financing the Goals	- Pursue funding opportunities - Advocacy - Align with payers	- Lead grant and proposal submissions - Assemble a strong development and communications strategy - Advocate, educate and inform
Assessment	- Regional planning and assessment to assist mutual agreeable data-driven decisions - Expand access to actionable data for partners to improve quality and financial sustainability	- Compile, synthesize and interpret data and assessments - Develop dashboards, score cards and health indicators - Monitor progress towards health equity - Align with payers for mutual payer-partner-system & health improvement benefit