



STRATEGIC PLAN

2017 - 2020

The mission of Pueblo Triple Aim Corporation is **to make Pueblo the healthiest County in the State through community problem solving and cross sector collaboration**. The work's focus is on orchestrating the will and the way to achieve the Triple Aim: improving population health; reducing the per capita cost of care; and improving the experience of care for all Pueblo County citizens. The obstacles to achieving this are daunting, and exactly *why* Pueblo Triple Aim Corporation exists. We are poised to braid time, talent and treasure of community partners to make measurable, positive change in Pueblo County.

This strategic plan addresses ambitious improvement at all levels to improve the County's health ranking in the State through contribution versus causation. It is the confluence of our vital mission with a clear corporate direction for a single plan of operation based on the commitment to four major objectives:

1. **Provide backbone support** by engaging stakeholders and guiding community problem solving to address the Triple Aim initiative.
2. **Manage data** for collection, analysis and distribution to measure short-term gains that contribute to long-term systemic improvements.
3. **Provide advocacy** for mutually reinforcing programs and policies that support achieving the Triple Aim.
4. **Sustain successes** by committing resources to ongoing efforts that have demonstrated achievement toward Triple Aim goals.

Pueblo Triple
Aim
corporation

Objective 1: Backbone Support

Pueblo Triple Aim will engage stakeholders and guide community problem solving to address Pueblo County's Triple Aim initiative.

Strategies:

- 1.1 Foster opportunities for collaborations to occur by uniting cross sector agencies.
 - Advance shared vision for change that includes a mutual understanding of the problem(s) and a joint approach to solving it.
- 1.2 Guide community problem solving as it relates to the ReThink Health® “levers” that impact Pueblo County's health ranking in Colorado.
 - Assist community partners to establish ambitious, measurable goals and create shared measurement practices, and provide support, tools and metrics to effectively assess performance.
 - Convene the Partnership for Advancing Population Health, a committee actively engaged in Triple Aim initiatives through alignment and differentiation of efforts for local level solutions.
 - Recruit and retain committee members who have substantial impact in one or more of the Triple Aim dimensions, including internal stakeholders and non-health care sectors.
 - Recruit and retain members with “lived experience” at appropriate levels.

Process Measures:

- Frequency and attendance at meetings
- Number strategic planning partnerships
- Number of scorecards maintained through ClearPoint™
- ASSET map for circles of influence

Outcome Measures:

- Diversity is robust in volunteer groups
- Community activism increases in Triple Aim activities
- Agencies recognize value in each other's work, identify duplication and gaps in service, and align funding
- Pueblo County's health ranking increases

Objective 2: Data Management

Pueblo Triple Aim will collect data for analysis and distribution to measure short-term gains that contribute to long-term systemic improvements.

Strategies:

- 2.1 Collect data and develop methods for collecting data where gaps exist.
 - Data will be collected from national sources (including IHI and County Health Rankings), state sources (including CIVIC and BRFSS), and local data (including Health Department, local hospitals, nonprofits).
- 2.2 Analyze critical community level outcomes through the Triple Aim lens, measuring health outcomes and health behaviors.
 - Community scorecards will manage progress of disparate agencies working on a shared agenda.
- 2.3 Distribute information across the care continuum including providers, nonprofits, community collaboratives, and business leaders using the SBAR communication model.
- 2.4 Provide training opportunities to ClearPoint™ users with a range of content for novice and veteran users.

Process Measures:

- Progress indicators for each priority area are widely reported
- Number of methods and frequency of information pushes, including website, social media and printed infographics
- Number of consistent, local data reporters
- Number of project management trainings

Outcome Measures:

- ClearPoint™ users learn new project management techniques
- Activities toward the Triple Aim are driven by data
- Knowledge increases with data analysis on website and pushed to stakeholders for each priority initiative



Objective 3: Advocacy

Pueblo Triple Aim will provide advocacy for mutually reinforcing programs and policies that support achieving the Triple Aim.

Strategies:

- 3.1 Advocate for population-based incentives, policies and interventions for high quality, high value healthcare.
 - Priority initiatives for health outcomes are: reduction of hospital readmissions.
 - Priority initiatives for healthy behaviors are: smoking cessation, behavioral health, and diabetes self-management through healthy eating, built environment, and obesity prevention.
 - Priority initiatives for pathways to advantage are: prevention of teen and unintended pregnancy, and addressing the social determinants of health such as food insecurity and violence.
- 3.2 Encourage continuous communication to build trust and relationships among all participants.
 - Convene collaboratives to encourage sharing best practices and proven approaches.
- 3.3 Assist in piloting innovative approaches and experimentation, supported by data, that optimize health system performance and ReThink Health[®] levers.

Process Measures:

- Number of projects supported
- Number of collaboratives convened
- Creation of a testing tool for agency, program and policy advocacy that determines inclusion and priority in the PTAC scope of work
- Number of website and social media followers

Outcome Measures:

- Years of potential life lost decreases (*County Health Rankings*)
- Percentage of residents reporting fair to poor health decreases (*County Health Rankings*)
- Ranking of clinical care, access and quality increases (*County Health Rankings*)
- Residents without health insurance decreases (*County Health Rankings*)
- Disease burden cost decreases (CIVIC)
- Preventable hospital stays among Medicare enrollees decreases (Centers for Medicare and Medicaid Services)

Objective 4: Sustainability

Pueblo Triple Aim will sustain successes by committing resources to ongoing efforts that have demonstrated achievement toward Triple Aim goals

Strategies:

- 4.1 Mobilize assets and resources that effect the short- and long-term progress toward the Triple Aim.
 - Guide community resource mapping so that financial and human resources may be organized and maximized.
 - Assist in fund sourcing and resource acquisition for agencies aligned in the Triple Aim movement.
- 4.2 Deliver an annual community health status report to population health investors and to the community.

Process Measures:

- Number of collaborative grants and other funding applications
- Number of cross sector resource connections made between partners
- Community health status publication

Outcome Measures:

- Momentum of successful projects are maintained by extending their life-cycle through PTAC assistance
- Efforts of unproductive projects are disband and resources are repurposed
- New social entrepreneurship/catalytic funding for cross-sectoral, systemic change is injected into Pueblo



Working together to make Pueblo County the healthiest in the State.

Designed Future Statement

As the County's health ranking increases, Pueblo will have healthier populations, in part because of new designs that better identify problems and solutions further upstream and outside of acute health care. Puebloans can expect less complex and much more coordinated care and the burden of illness will decrease. Businesses will have the opportunity to be more competitive, lessen the pressure on publicly funded health care budgets, and provide communities with more flexibility to invest in activities, such as schools and the lived environment, that increase the vitality and economic wellbeing of their inhabitants.

Community Problem Solving

In the broadest terms, it takes both will and way to improve a community. That is, support and commitment from stakeholders ("will"), as well as the needed productive capacity ("way") are both required. We must encourage stakeholders to find common ground, effectively pick important problems that we want to work on, then then work on them together in just and productive ways.

Collective Impact

Collective Impact, introduced by John Kaina and Mark Kramer in the *Stanford Social Innovation Review* in 2011, is a framework to tackle deeply entrenched and complex social problems, premised on the belief that no single policy, program nor agency can solve them on their own. It is an approach to making collaboration work across government, business, philanthropy, non-profit sectors and through citizens to achieve significant and lasting social change.

The approach calls on all involved to abandon their own agenda in favor of a common agenda, shared measurement, alignment of effort, and constant communication. Pueblo Triple Aim Corporation serves as the centralized infrastructure – known as a backbone organization – to help participating organizations shift from acting alone to acting in concert.

This approach will produce better, substantive ideas, useful relationships, new agreements across stubborn divides, and wider support for action.

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