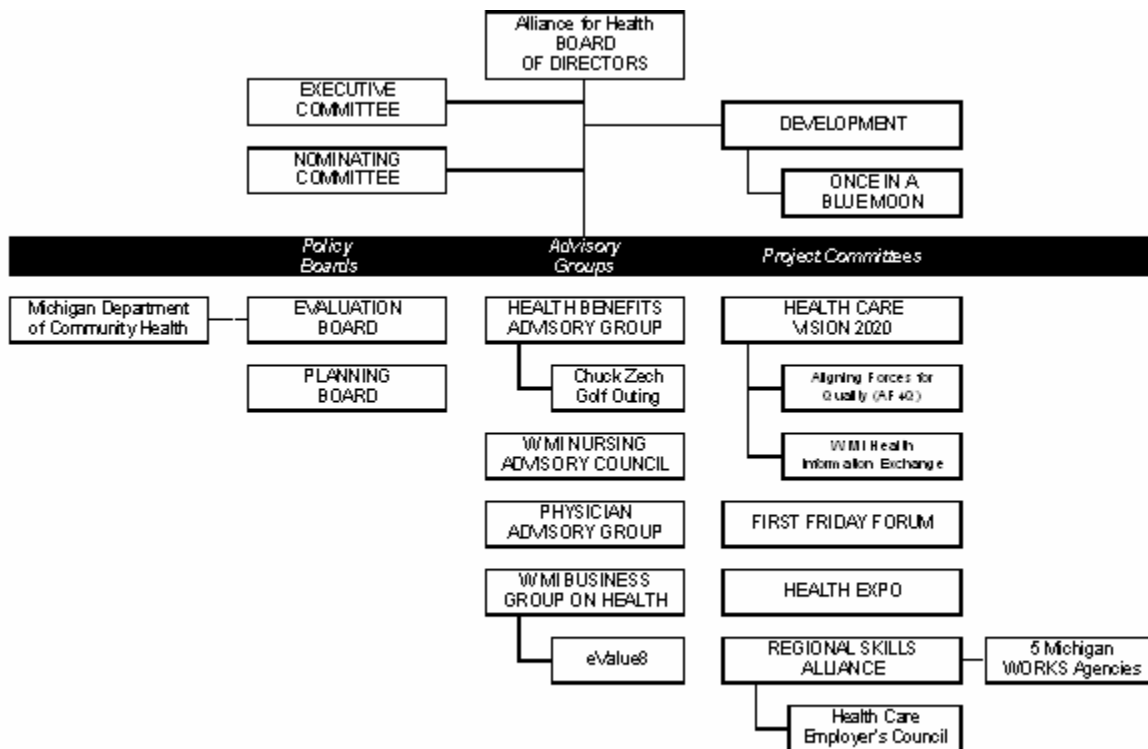


**Alliance for Health
ACTIVITY REPORT
For February 15, 2010**



Rev. 8/08

Executive Committee

The Executive Committee met on January 25, 2010 in Big Rapids to review the work and finances of the Alliance, set the Board agenda as well as consider speakers for the Annual meeting. DHHS Secretary Kathleen Sibelius has been invited to speak, and back-up possibilities are being considered. These include the current Surgeon General. The next meeting will be on Monday, April 26, 2010.

Evaluation Board

The Evaluation Board met on December 17, 2009 and again on January 21, 2010. It endorsed the proposal of **North Ottawa Community Hospital (NOCH)** to develop a 125-Bed Nursing Home at the intersection of M-45 and US 31 in Grand Haven Township in Ottawa County. The new facility will require the hiring of 110 new full time equivalent (FTE) staff. Also the Evaluation Board endorsed the proposal of Sunset Association to develop the **Waterford Rehab Center**, a 25 Bed Nursing Home at 1725 Port Sheldon Road in Jenison in Ottawa County. The new facility will require the hiring of 33.7 new full time equivalent (FTE) staff. The Alliance for Health staff worked with both applicants to develop a mutually beneficial means to head off a potentially divisive comparative review and was able to meet the needs of both sponsors.

The Evaluation Board also endorsed the proposal of **Spectrum Health** to initiate a heart-lung transplant program at **Butterworth Hospital**.

The proposal of **Great Lakes Dental Care** to acquire a dental CT scanner in Grand Rapids was endorsed. The Evaluation Board was concerned about the proliferation of this technology and the resulting costs as well as the radiation exposure for patients. It asked the applicant to communicate with all dental practices in the area about the availability of CT scans on referral without fear of "losing" patients.

The next meeting will be on Thursday, February 18, at which time three **Spectrum Health** proposals for imaging equipment for the **Helen DeVos Children's Hospital** will be considered: a new 16-slice pediatric CT scanner, a 64-slice pediatric CT scanner and an additional pediatric MRI as well as the replacement of an existing pediatric MRI.

In the coming months, several projects will be considered. These include:

- **Christian Care's** proposal for 21 behavioral nursing home beds in Muskegon,
- **Spectrum Health's** proposal to develop an adult bone marrow transplant service in Grand Rapids,
- **Hudsonville Dental Associates'** proposal for a dental CT scanner in Hudsonville,
- **Spectrum Health's** proposal to replace one CT scanner and relocate another to the **Butterworth Emergency Department** in Grand Rapids,
- **Spectrum Health's** proposal to replace a CT scanner at **Spectrum Health United Memorial – Kelsey** in Lakeview,
- **Ionia County Memorial Hospital's** proposal to replace a CT scanner in Ionia,
- **Waterford Rehab Center's** proposal for a 6-Bed expansion of the facility it is building in Jenison.

There has been much attention at the state Certificate of Need on the issue of angioplasty (percutaneous coronary intervention – PCI) at facilities without open heart surgery back up capabilities. The American College of Cardiology (ACC) currently recommends that PCI only be performed at facilities that have open heart surgery programs as a back up in case of errors or emergencies. Because 1) the incidence of errors apparently is relatively low, 2) PCI is a rather lucrative service for hospitals, and 3) there is a perception that the relatively few facilities with open heart surgery programs are taking advantage of a relative monopoly to the disadvantage of other facilities, the CON Commission has been asked to speed up its work program to reconsider the standards in order to allow more facilities to get in on PCI services. The Alliance for Health indicated its position had to respect the considered thinking of the ACC (which apparently is considering its position) and that it would recommend a change once the ACC changes its position.

At its next meeting, the Evaluation Board will hear a presentation on the Aligning Forces for Quality project in order to more closely reinforce the quality improvement work.

Planning Board

Future direction for the group is being discussed by its leadership and has not met recently.

Physician Advisory Group

The PAG has not met recently. The group stands ready to react to issues as needed.

West Michigan Nursing Advisory Council

The January meeting included a visit from **Jeanette Klemczak**, Chief Nurse Executive for the State of Michigan. Current nursing issues were discussed including the loss of \$4.25 million nursing scholarship dollars in the state's recent budget cuts. As a follow-up to the nursing summit, *Bridging the Practice-Preparation Gap*, held this past summer, the group will be surveying area hospitals regarding preparedness of new nursing graduates, with a goal to make future recommendations to enhance the preparation of nurses. The spring gala is being planned in conjunction with Kappa Epsilon at Large, the local chapter of Sigma Theta Tau (SST) International, the honor society for nurses. SST will sponsor a poster session featuring area nursing research. **Gretchen Schumacher**, of Grand Valley State University, will be the dinner speaker, speaking on *"Transforming Nursing through Courage to Collaborate."* The gala will be Tuesday, April 13, 2010 at the Crowne Plaza Grand Rapids. **Shawn Ulreich**, chair of the group (Spectrum Health) and **Jane Czerew**, treasurer, (Zeeland Community Hospital) were featured speakers at the February First Friday Forum on the topic *"Is the Nursing Shortage Over?"*

Health Care Vision 2020

Aligning Forces for Quality (AF4Q)

Performance Measurement and Public Reporting – Under the direction of the **Public Reporting** Work Group, **Hospital Compare** reports of hospital performance for selected diagnoses and procedures have been added to the **Rethink Healthy** website. This work has used hospital performance information that is already available on the Internet to produce more consumer friendly reports containing information about

all reporting West Michigan hospitals in one place. Connection to **Rethink Healthy** will also increase consumer awareness of this information.

In addition, West Michigan's first diabetes ambulatory care public report is in the final stages of completion. Due to some unforeseen data comparability problems across the four participating PHOs and POs, this report has been modified from the approach described in the previous Board report. This initial report is using Medicare claims data as its data source, instead of clinical data from the four organizations themselves. The report is currently under review by each of the four organizations, and will be published (placed onto the **Rethink Healthy** website) within the next two weeks. It is noteworthy that every one of the participating PHOs/POs has scores on every performance measure that exceed both the state and national averages for Medicare patients. We are very appreciative of the leadership being shown by these PHOs and POs: **Advantage Health, Lakeshore Health Network, Metro Health** and **MMPC - a member of Spectrum Health**.

Once this initial report has been published, we will continue to work with these four organizations. This work, in conjunction with the **Performance Measurement** Work Group and the **Public Reporting** Work Group, will include: 1) increasing data comparability across the four organizations, through agreement upon data standards; 2) sharing of best practices regarding data collection techniques; 3) creating additional reports of performance, using clinical data from the four organizations and their respective member practices; and 4) using the information to collaboratively work on improving the quality of care provided. Over time, more and more PHOs and POs will be brought into this work, and clinical areas of focus will expand well beyond diabetes.

Consumer Engagement work is currently focused upon promoting our consumer brand **Rethink Healthy: Learn. Ask. Act.** as a trusted source of health and health care information for West Michigan. The centerpiece of this activity is the Rethink Healthy website, which was recently re-launched. It is now more comprehensive in terms of content and much more engaging to website visitors. Promotional activity consists of two basic strategies. The first is recruiting a diverse array of organizations to become community partners for **Rethink Healthy**. Any organization with an interest in health or health care—employers, health plans, health care providers, and community organizations (churches, neighborhood groups, schools, consumer advocacy organizations, etc.)—is being encouraged to become a partner. A variety of tools and resources by which to promote **Rethink Healthy** and its messaging, organized into toolkits, can be used by organizations that commit to becoming a “community partner.” Consumer Engagement Work Group members, as brand ambassadors, are recruiting West Michigan organizations to become partners. AFH Board member organizations are encouraged to consider this opportunity. The second strategy is one of engagement with West Michigan media to increase awareness of **Rethink Healthy** and use of its materials. These efforts are just beginning, but have already met with success. The imminent publication of our diabetes report, described above, will be an opportunity to further engage media in promoting **Rethink Healthy**.

Work to secure resources needed to support **Quality Improvement** has moved to the Resource Development Task Force, as described below. The **West Michigan Center for Health Improvement** will still be the structure under which quality improvement projects are implemented and QI efforts coordinated. For example, activity carried out in West Michigan under the sponsorship of the Michigan Center for Effective Information Technology Adoption (M-CEITA) will be channeled through the Center. MCEITA will use American Recovery and Reinvestment Act (ARRA) funding to assist physician practices to select, install and make meaningful use of electronic health records. This is one of the identified high priorities of the West Michigan Center for Health Improvement. Lody Zwarenstejn, Dr. Forzley and Dr. Ponstein serve on the M-CEITA Executive Committee.

Regarding the **Race/Ethnicity/Language** components of the project, the new data collection process is underway at both **Spectrum Health** and **Mercy Health Partners** to include race, ethnicity and primary language data. The two hospital systems have agreed upon four heart failure metrics (full discharge instructions, LVSD assessment, ACEI or ARB for LVSD, and Smoking Cessation) to begin stratification. This data will be used to determine if rapid process quality improvement is needed. Data has been collected and is in analysis phase. Mercy Health Partners is participating in the national Equity Collaborative connected to the Aligning Forces for Quality initiative.

The HCV 2020 Resource Development Task Force, chaired by **Doug DeVos**, President of **Amway Corporation**, is charged with creating a plan for securing the resources needed to fully implement HCV 2020 over the next five years. Many of West Michigan's key health care stakeholder organizations are

represented on the task force. Under the leadership of both Doug and Doyle Hayes, Vice-Chair, the task force has met four times. It has reviewed past and current work under HCV 2020, accomplishments and deliverables produced to meet Robert Wood Johnson Foundation expectations. Stakeholder needs and value propositions have been identified and discussed. In preparation for its final, wrap-up meeting in March, potential future project/activity descriptions, with corresponding resource requirements and deliverables, are being completed. The final step will be agreement upon resource commitments from stakeholders, augmented by specific strategies to assemble any remaining resources still needed. The task force will report back to the Community Leadership Group, convened by **Mike Jandernoa**, **David Frey** and **John Canepa**, in the spring.

West Michigan Health Information Exchange - The Alliance for Health has been asked to participate in coalition efforts to expand health IT adoption and increased broadband coverage in the state, with support from the American Recovery and Reinvestment Act (i.e. stimulus). Similarly, the agency is a part of statewide support groups for health information exchange including the Michigan Coalition for Health IT (**MCHIT**) and the Michigan Coalition for Effective IT Adoption (**MCEITA**), which will guide ARRA funds to help support physician practice adoption of electronic records. Additionally, the Alliance has been asked to participate in an initiative that has been started to help assure an adequate supply of qualified information technology personnel to function in an information exchange environment.

West Michigan Business Group on Health

The 2010 annual survey of employer health plan costs, conducted in cooperation with **The Employers' Association**, will commence soon. In addition, a survey has just been launched to gather feedback from members of the Business Group on their ideas for topics for the group to address. This will help the group develop its own strategic plan.

The eValue8 program of assessing the performance of health plans will cease in Michigan. **Priority Health** has informed us that it will no longer participate. **Blue Cross Blue Shield of Michigan** dropped out last year. The program, which is national in scope, was pioneered by the Alliance for Health in partnership with health plans, but the program has become more remote from local participants and has lost some appeal as a result.

Health Benefits Advisory Group

A survey is being developed to poll members of the group about topics for the group to address. Possible delegation of its functions to the **West Michigan Health Underwriters Association** is under consideration.

First Friday Forums

In December, the forum addressed local and regional planning for major catastrophes, featuring **Senez Rodriguez** of Kent County EMS as moderator, and panelists: **Jamie Crouch** of the Michigan Region 6 Bio-Defense Network, **Mark Iverson** of Saint Mary's Health Care, **Dayna Porter** of the Kent County Health Department and **Lt. Jack Stewart** of the Kent County Sheriff's Department. In January, the forum collaborated with Grand Valley State University and the Seidman College of Business. A new Health Check community health status report was presented by economists **Hari Singh** and **Paul Isley** of the Seidman College of Business. Panelists who made predictions for the year in their fields of health care included **John MacKeigan, MD** of Spectrum Health, **Rick Murdock** of the Michigan Association of Health Plans, **David Seaman** of the Michigan Health and Hospital Association and **Mitch Stapley** of Fifth Third Bank. The February forum featured a presentation, "*Is the Nursing Shortage Over?*" by **Shawn Ulreich** of Spectrum Health and **Jane Czerew** of Zeeland Community Hospital, both of whom are current officers with the West Michigan Nursing Advisory Council. **Tex Bryant**, of Bryant's Healthcare Solutions, moderated.

The March Forum will feature the partnership between the Grand Rapids African American Health Institute and Cascade Engineering and other employers to initiate the Cardiovascular Health in the African American (CHAAP) population as an example of employer involvement in addressing specific health issues. The April Forum will feature the Chief Information Officers of our area health systems, who will address the development of the areawide health information exchange.

Health Expo

Planning for the 2010 event will commence soon.

West Central Michigan Health Care Regional Skills Alliance

After 5 years, the Health Care Regional Skills Alliance is in the process of reorganizing its workforce activities to strengthen the initiative. This is based on its recent strategic planning activities, the development of the Health Care Employers Council and realignment of the statewide initiative into the "Next Generation of Michigan Skills Alliances." (See attached Michigan Skills Alliances Fact Sheet.) This collaborative partnership among Michigan Works! Agencies, health care employers and health care educators will become employer-led and further aligned toward meeting health care employers' needs.

The Health Care Employers Council Steering Committee has adopted a position and strategy paper highlighting employers' needs and priorities. Its vision is to: "Create an adequate pipeline of qualified, competent and compassionate health care workers to meet the needs of the region for the next 15 years." It recently adopted a sponsorship fee structure for employers to support its priority activities and will take a lead in developing funding proposals. The Alliance for Health will serve as the fiduciary for these funds. A contractor will be working with the Employers Council on its activities.

Staff Activities

Speaking Engagements:

- Lody spoke on health reform to the **Breakfast Club of Grand Rapids**.

Support and Participation with Other Organizations:

- Lody is assisting the group of four community volunteers who are attempting to resolve the disputes between **Holland Community Hospital** and **Zeeland Community Hospital**. The work of the **Hillman Commission** is being used as a potential model.
- Craig continues to participate on the Business Advisory Committee for **Hope Network's "Projects With Industry"** program.
- Craig serves on the **Workforce Retention Network** (Kent/Allegan Michigan Works!) to represent health care issues involved in enabling more people to enter and remain in the labor market.
- Craig serves on the **Health Field Collaborative**.
- Craig serves on the **Michigan Coalition for Health Information Technology (MCHIT) Workforce Development Team**.
- Craig also joins Lody in serving on a Healthcare Subcommittee under the **Michigan Council for Labor and Economic Growth (M-CLEG)**. This Council is charged with the development and continuous improvement of a Statewide Workforce Investment System.
- Craig serves on a **Workability in Michigan Action Group** that is part of an initiative to transform the disability benefits and worker's compensation systems, and the outcomes they produce.
- Craig serves on the **Community Relations Council** of the **Gerald R. Ford Jobs Corps Center**. In part, this federal program trains youth for health care jobs.
- Craig serves on a joint **DLEG/MDCH** statewide committee advancing Health Information careers in Michigan.
- Lody served on the state's **Task Force on Nursing Education**, organized by the Chief Nursing Executive, **Jeannette Klemczak**.

- Lody and Shannon are members of a **Michigan Department of Corrections** think tank that is considering ways to limit or reduce health care costs for offenders housed in Michigan's state prisons as well as possibly in two county jails. A possible demonstration project may involve **Wayne County** and **Kent County** jails. The county sheriffs are highly supportive of the project and also participating.
- Shannon participates in the group discussing closer collaboration between physical and mental health that has been organized by **Network 180**.
- Lody served on the **Heart of West Michigan United Way Health Pillars** planning committee.
- The Alliance for Health staff participate in the learning collaborative set up by the **Agency for Healthcare Research and Quality (AHRQ)** and the **Center for Health Improvement** as a result of the agency's designation by the **US Department of Health and Human Services** as a **Chartered Value Exchange**, one of 24 in the nation. Numerous webinars and telephone conferences have been held to share lessons learned strategies and other sorts of technical assistance. Staff and AF4Q volunteers attended a recent AHRQ session in Washington DC.
- Lody serves on the **Michigan Primary Care Consortium**. He chairs the planning committee for a major statewide summit on the patient centered primary care medical home and also, at the request of the Director of the Michigan Department of Community Health, serves as the chair of its statewide fundraising committee. Also, he serves on the **Improving Performance in Physician Practices Executive Committee**. These groups are especially encouraging the development of patient-centered primary care medical homes.
- Lody serves on the **Michigan Health Insurance Access Advisory Council** in its efforts to expand the number of individuals with coverage. The group had broad agreement to consider an approach similar in ways to the program of Massachusetts that requires individuals to have insurance, whether provided by individuals or their employers, unless they cannot afford coverage, at which time, state means would be made available to gain coverage through an expanded Medicaid program. Questions of cost containment in the face of enhanced coverage as well as community rating for coverage plans are being considered further.
- Lody continues to serve on the **Grand Valley State University School of Health Professions Community Advisory Committee** as well as the **GVSU Kirkhof College of Nursing Community Advisory Board**.
- The staff continues to assist the development of the **Grand Rapids African American Health Institute**. **Dr. Khan Nedd** and Lody serve on the institute's Board of Directors, with Dr. Nedd serving as its Board Chairperson. Shannon, staff team leader for AF4Q Phase 2, is housed the majority of the time at GRAAHI.
- Lody regularly attends the bi-monthly **Kent Health Plan** Board meetings, occasionally serving as the proxy representative for **Terri Weekley**, who represents the Alliance for Health on this Board. Staff has been working with the Kent Health Plan leadership to make alternative administrative and organizational arrangements; a new relationship with Muskegon's Access Health was approved, bringing the administrative structure of the two county health plans together. Work is beginning to expend the effort to Ottawa County.
- Lody continues to assist **Mel Trotter Ministries** in its efforts to continue the public inebriate shelter program. Staff participates in routine quarterly oversight meetings, and efforts continue to secure stable funding for this program. The program is sufficiently developed that work soon may begin to develop resources specifically targeted to the dual diagnosis population.
- Lody serves on the steering committee of Kent County's **First Steps**, the early childhood initiative. Work continues to assure that all children have a medical home and appropriate developmental screening prior to entering school. He also serves on the steering committee for the **Children's Healthcare Access Program**.
- Lody participates on the health committee of the **Greater Grand Rapids Area Chamber of Commerce** as well as the legislative forums sponsored by the Chamber.

- Lody serves with the **Michigan Political Leadership Program** to help develop competent future political leaders from both major parties.

Technical Assistance, Public Information & Media:

- Staff continues to provide numerous public information and technical assistance sessions for community groups, project proponents, legislators, and the news media. Staff continues to be interviewed on a regular basis by the news media on a variety of health-related topics with numerous mentions and interviews in print and broadcast media. In the last three months, TV briefings and interviews were held with **WCET** (community cable), **WGVU** (PBS), **WXMI** (FOX), **WZZM** (ABC) **Reality Radio** and **WOOD** (NBC/ABC). Radio interviews were conducted with the local **Clear Channel** radio, **WPRR** and **WGVU** radio. Print interviews were held with the **Detroit Free Press**, **Booth Newspapers - Grand Rapids Press** and **Muskegon Chronicle**, **Grand Rapids Business Journal**, **MIBiz**, and **Business Review West Michigan**. Also, specialty medical journals have routinely called for comments and perspectives on issues of the day.
- Gayle continues to regularly maintain the website (www.afh.org) as a resource for meeting dates, member information, project status, information about the agency and many other things.
- Gayle also maintains the Rethink Healthy website (www.rethinkhealthy.org), which was recently updated with Hospital Compare information for all hospitals in West Michigan.

Fund Raising & Recruitment:

- Much staff activity is directed toward seeking added funds for relevant activities, especially the implementation of the Aligning Forces for Quality work as well as the regional health information exchange.
- Staff continues to meet with potential new members in order to recruit an expanded number of dues-paying members.
- Staff continues to be prudent in spending in order to keep expenses within the budget.

AFH:2/15/10