

Aim & Milestones	Owner	Target Goal	Status	Stretch Goal	Status
Health Systems Transformation - Improving Access to integrated, whole-person care					
<p>BHT will analyze and evaluate Telehealth options to support a Bi-directional, Opioid or Chronic Disease initiative with rural, tribal, and urban partners to be implemented in 2021.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Convene and synthesize rural partner, Tribal and Cohort survey and Network analysis to identify focus + Develop recommendations and needs for board approval in July 2020. + Develop next steps and subsequent workplan by September of 2020. + Implement one telehealth initiative in January 2021. 	Charisse	Implement in 1/2021		Implement by 11/2020	
<p>BHT will analyze and evaluate Project ECHO options to support a Bi-Directional, Opioid or Chronic Disease initiative with rural, tribal, and urban clinicians and practitioners to be implemented in 2021.</p> <p>Milestones: (Bi-directional, Opioid, Chronic Disease This will include curriculum applicable and supportive of regional clinicians and their needs.)</p> <ul style="list-style-type: none"> + Participate in on-line webinar presented by University of New Mexico on Project Echo. + Evaluate need or desire to participate in three-day training by UNW on Project Echo. + Develop regional capabilities, risks, benefits, and cost of doing local "project ECHO." For board approval in July 2020 + Develop next steps and subsequent workplan by October of 2020. + Initiate either local or UNM ECHO project and local curriculum based on regional need. 	Charisse	Implement by 1/2021		Initiate by 11/2020	
<p>BHT will develop a Community Based Care Strategy for our region.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Analyze CIE inventory, HIE assessment, BHT Network Analysis findings, and ACH/State community-based care coordination recommendations to identify 2-4 possible community-based care coordination initiatives. + Convene SME and discuss benefits and risks of the 2-4 proposed initiatives with one being chosen. + Develop recommendations and needs for board approval in September 2020. + Develop next steps and subsequent workplan by October 2020. 	Charisse & Alison	Board adopts strategy by 12/31/2020.		Develop two CBCC strategies adopted by Board 12/31/2020.	
<p>90% of medium and large providers and 70% of small providers enter Year 2 contracting by 4/2020 and 10/2020 respectively</p> <p>Milestones:</p>	Charisse & Sarah	90% of medium and large. 70% of small provider		100% for large and medium providers and 80% for small providers.	

<ul style="list-style-type: none"> + December 2019 January Cohort Partners at risk for not achieving contract milestones and/or Pay-for-Achievement measures have a correction/mitigation plan for addressing delays and obstacles. + January 2020, BHT communication to partners about 2020 TA Bank structure, topics, and hours available per partner + January 2020, BHT conducts workshops for January Cohort Year 2 contracts + April 2020, Year 2 contracts with January Cohort and SDOH Selected Partners fully executed. + June 2020, BHT conducts workshops for August Cohort Year 2 contracts + June 2020, August Cohort Partners at risk for not achieving contract milestones and/or Pay-for-Achievement measures have a correction/mitigation plan for addressing delays and obstacles + October 2020, Year 2 contracts with August Cohort fully execute 					
<p>BHT will convene and facilitate the four large volume providers around moving the dial on Pay-for-Performance (P4P) metrics for our region, to maximize earning potential.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Convene Partners to discuss by 4/2020 + Providers will choose which metrics they can make meaningful impact 6/2020 + Partners will enter into agreements with each other and BHT for chosen metrics 6/2020 		<p>Each partner commits to working on 3 metric</p> <p>*BHT earns 85% of 85% of P4P</p>		<p>Each partner commits to working on 5 metric</p> <p>*BHT earns 100% of 85% of P4P</p>	
<p>In 2020, 85% of participants rate the Full Cohort meetings and topical trainings as valuable/very valuable, based on evaluations collected at the meetings/trainings. (Bi-directional, Chronic disease, Opioid)</p> <p>Milestones:</p> <ul style="list-style-type: none"> + December 2020: Finalize 2020 Learning Cohort curriculum, based on feedback from curriculum assessment and anticipated Year 2 contract needs. + March 2020: Execute Q1 sessions – 1 Full Cohort, 1-2 topical trainings. + June 2020: Execute Q2 sessions – 1 Full Cohort, 1-2 topical trainings. + September 2020: Execute Q3 sessions – 1 Full Cohort, 1-2 topical trainings. + October 2020: Conduct assessment to gauge interest and gather feedback for 2021 curriculum + December: Execute Q4 sessions – 1 Full Cohort, 1-2 topical trainings. + December 2020: Finalize 2021 Learning Cohort curriculum, based on feedback from curriculum assessment and anticipated Year 3 contract needs 	<p>Charisse & Sarah</p>	<p>85% of participants rate the cohort meetings and trainings as valuable/very valuable</p>		<p>88% of participants rate the cohort meetings and trainings as valuable/very valuable</p>	
<p>Contract and support SDoH partners to develop pilot projects with primary care/behavioral health by 5/2020. (6 partners were selected for final presentations)</p> <p>Milestones:</p>	<p>Charisse & Hailey</p>	<p>80% of organizations enter into contract</p>		<p>100% of organizations enter into contract.</p>	

<ul style="list-style-type: none"> + Establish final review committee. + Provide technical assistance and project support to winning bidders to get to contract phase. + Award contracts and support SDoH partners through contract process. 					
<p>Engage and enroll individuals in the Better Health through Housing project and place in housing by 9/2020.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Identify any gaps and barriers to engagement, referral, or placement and establish corrective action. + Panel will monitor progress towards goals monthly. + Panel will provide guidance and direction to achieve placement goal. 	Charisse & Hailey	30 individuals		50 individuals	
<p>Develop a BH Access Criminal Justice Pilot with Spokane County</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Synthesize stakeholder feedback and focus group to inform initiatives including Tribal partners. + Develop proposed model. + Develop next steps and subsequent workplan by June of 2020. 	Alison & Charisse	Develop model for the pilot by 12/31/2020		Develop model and begin implementation by 12/31/2020	
<p>Implement Reinvestment Strategy for Better Health through Housing project. Model for reinvestment is established and partners agree to strategy and to participate</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Develop initial list of benefits and cost avoidance by November 2020 + Hold one-on-one discussions with each of the collaborative partners to better understand their perspectives on benefits (and which entities receive the benefit / cost avoidance) by May 2020 + Finalize and get agreement by December 2020. 	Alison & Charisse	By 12/31/2020		By 9/30/2020	
<p>Indian Health Care Providers - Explore and implement a collaborative project that Tribal Partners establish a Tribal FQHC payment model including care coordination agreements.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Utilize the BHT Network Analysis to identify gaps in the Tribe-to-Tribe and Tribe-to-non-Tribal provider health system network; + Provide education and technical assistance about Indian Health Care Providers and the Tribal FQHC model to non-Tribal providers; + Identify barriers of Tribes adopting the Tribal FQHC payment model and care coordination agreements; legal, tribal billing, and engagement; 	Jenny	3 of 6 Tribal Partners participate		5 of 6 Tribal Partners participate	

<ul style="list-style-type: none"> + Outline a collective community-based care coordination model, including a platform, to help manage referrals to/from affiliate providers. 					
<p>Tribal Carve-Out - 83% of Tribal Partners identify and complete 50% of transformation project</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Tribal carve-out project year 2020-21 activities and requirements agreed up by Tribal Partners + End of tribal-carve out project year 2019-20 reporting; 100% complete + Tribal Partners identify and select individual aim and milestones for 2020-21 project year + Mid-year project reporting to assess percentage of project completion 	Jenny	3 of 5 Tribal Partners participate		5 of 5 Tribal Partners participate	
Equity & Engagement – Promoting Health Equity for all, by all					
<p>AIM: Implement engagement strategy to support movement building around elimination of health inequities in BHT priority areas:</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Launch by 3/2020 and continue to support “Faces of Spokane County Jail” photo project including publishing photos/bio, community monitoring of social media + Complete Network Analysis to support an informed engagement strategy by 3/2020 + Maintain TPLC to ensure voice of Tribal health partners is included in BHT strategy and decision making + Spokane CVC meets monthly to inform BHT strategy and decision-making, and begin participation in Board meetings by 6/2020 + Launch Rural CVC to ensure voice of rural Medicaid users is included in BHT strategy and decision making by 12/2020 + Serve as network administrator for Smile Spokane to support integration of oral health strategy into BHT Spokane Collaborative by 12/2020 + Utilize HCA True Blood Engagement contract to coordinate regional efforts between criminal justice, behavioral health providers and community-based organizations by 6/30 	Hadley				
<p>Steward up too 100 partners on an organizational health equity journey</p> <p>Milestones:</p> <ul style="list-style-type: none"> + 75% of EQA partners participate in P4E activities in 2020 + 75% of P4E partners participate in TA Bank in 2020 + 75% of P4E partners complete Equity Commitment in 2020 + BHT Board identifies one Equity goal to work on in 2020 + BHT Staff identifies one Equity goal to work on in 2020 		75% of partners complete Equity Commitment		90% complete Equity Commitment	

<p>Facilitate 5 rural collaboratives to reduce a health inequity in their community</p> <p>Milestones: + Finalize contract with SRHD for evaluation by March 2020 + Finalize project workplans by June 2020 + TBD with SRHD – collaboratives report progress</p>	Hadley	Evaluation metrics TBD by SRHD			
<p>Tribal History and Relations Training - Collaborate with Tribal Partners, organizations, and tribal storytellers to implement a regional train-the trainer Tribal History and Relations curriculum.</p> <p>Milestones: + Needs and capacity assessed + Training topics identified and outline completed + Subject Matter Experts complete curriculum + Deliver pilot training + Refine training and complete train-the-trainer program + Deliver training to Learning Cohort in November</p>	Jenny	2 of 6 Tribal Partners participate		4 of 6 Tribal Partners participate	
<p>Champion one public policy initiative</p>	Alison	MQUIP is approved in 2020		One initiative is included in Governor's budget or proposed legislation	
Access to Care – Optimizing use of community resources					
<p>Healthy Kids Together - Enroll 314 parents and 263 children in low-cost or free health insurance plans, with a focus on low-income, AI/AN, Marshallese, and Hispanic populations.</p> <p>Milestones: + 92 parents and 142 children by 1/2020-3/2020 + 92 parents and 141 children 4/2020-6/2020 + 65 parents and 90 children 7/2020-9/2020 + 65 parents 89 children 10/2020-12/2020</p>	Jenny & Shedaehza	314 Parents, 263 Children		NA	
<p>Healthy Kids Together - building ongoing partnerships throughout our seven-county region, focusing on target populations, and completing 139 outreach and education activities</p> <p>Milestones: + Train Parent Mentor 1 to Level 2 Navigator by 2/2020 + Contract and onboard Parent Mentor 2 by 3/2020 + HKT team conducts 40 outreach and education activities by 3/2020</p>	Jenny & Shedaehza	139		160	

<ul style="list-style-type: none"> + Train Parent Mentor 2 to Level 2 Navigator by 5/2020 + Contract and onboard Parent Mentor 3 by 6/2020 + HKT team conducts 39 outreach and education activities by 6/2020 + Train Parent Mentor 3 to Level 2 Navigator by 8/2020 + HKT team conducts 30 outreach and education activities by 9/2020 + HKT team conducts 30 outreach and education activities by 12/2020 					
<p>Healthy Kids Together - Maintain 100% programmatic and financial compliance with the CMS grant for the grant year end June 30, 2020, and calendar year ending December 31, 2020.</p> <ul style="list-style-type: none"> + Complete, verify, and submit Monthly Enrollment and Activities Report + Complete, verify, and submit semi-annual report by 7/2020 + Complete, verify, and submit semi-annual report by 1/2021 + Work with BHT CFO to ensure the semi-annual financial report is submitted by 7/2020 	Jenny & Shedaezh a	100% compliance		NA	
<p>Navigators - The Navigator team will provide high quality, one-on-one, in-person insurance enrollment and renewal assistance to 20,000 individuals/families within the seven-county navigator region.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + 85% (or greater) of QHP enrollees with a Navigator partnership re-enroll for coverage by 1/2021 + 75% (or greater) of QHP enrollees with a Navigator partnership retain coverage for the full year by 12/2020 + Network wide, enroll 20,000 new and renewing clients by 12/2020 + Attain an application renewal/new number of 20,000 enrolled clients in the calendar year by 12/2020 + Complete three direct outreach/enrollment activities in each of the seven counties, totaling 21 events by 10/2020 	Jenny	20,000		22,000	
<p>Navigators - As the Lead Navigator Organization, the Navigator team will provide timely and accurate technical assistance to the 100+ navigators in our seven-county region.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Attain 90% (or greater) of WAHBE-administered Navigator support survey response rate as "good" or "excellent" By 12/2020 + Attain 80% (or greater) of WAHBE-administered Navigator responsiveness survey response rate as "immediately" or "within 2 hours" By 12/2020 + 90% (or greater) of all Navigator Network pass certification tests within the first 3 attempts Ongoing + Retain 85% of Navigator network partners by 10/2020 + Recruit one navigator partner organization within Stevens and Ferry counties by 10/2020 	Jenny	80% satisfaction		90% satisfaction	

<p>Navigators - BHT will meet all key performance indicators (KPIs) of the Lead Navigator Organization and Enrollment Center contract.</p> <p>Milestones:</p> <ul style="list-style-type: none"> + 100% of monthly activity reports are fully completed and submitted to HBE on time - monthly + 100% of background checks for Navigator Network completed and verified by 10/2020 + 100% of Network partners cooperative agreements executed and submitted to WAHBE by 9/2020 + 100% of outreach activities planned, are completed on time. - monthly + 100% quarterly outreach plans submitted to HBE on time - quarterly 	Jenny	100% compliance		NA	
Strategy, HR, Finance – Achieving organizational excellence & accountability					
<p>HR - Retain a diverse, high performing staff (including maintaining baseline DEI percent) HR - Maintain/improve staff satisfaction</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Implement new Culture Survey by 2/2020 – act on recommendations provided by 501 Commons + Implement Organizational Excellence Curriculum by 3/2020 (focused on three areas: team development, equity work, and skills development) + Implement org changes based on Leadership Needs document from staff by 6/2020 – + Conduct mid-year Culture survey 6/2020 – implement recommendations provided by Survey Team at 501 Commons + Conduct end of year Culture survey 11/2020 – implement recommendations provided by Survey Team at 501 Commons 3/2021 + Staff rate Organizational Excellence Curriculum be helpful and a good use of their time, by 12/2020. 	All	75% 82%		80% 85%	
<p>HR - Intentionally recruit diverse candidates to work at BHT</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Analyze and test recruitment avenues by 6/2020 + Analyze current recruitment practices and tools and develop set of recommendations for improvement/changes 6/2020 + Implement all selected changes 12/2020 	All	25% of new hires fit DEI criteria		40% of new hires fit DEI criteria	
<p>HR - Successfully Transition HR Function Internally</p> <p>Milestones:</p> <ul style="list-style-type: none"> + HR filing system, complete with historical files, in place by March 31, 2020. 	Kim B & Kim H	5 of 6 milestones met		6 of 6 milestones met	

<ul style="list-style-type: none"> + Benefit Administration and Payroll fully brought in house by March 31, 2020. + Recruiting, onboarding, training, and exit processes have been developed and implemented by June 30, 2020. + Conduct benefits review by June 30, 2020 + Review and update Employee Handbook by July 1, 2020. 					
<p>Finance - Successfully Transition Finances Functions Internally</p> <p>Milestones:</p> <ul style="list-style-type: none"> + Timely submission of monthly internal financial reports to Finance Committee + Quarterly budget meetings with directors starting in April 2020 + 100% of Financial Policies and Procedures completed by April 30, 2020. + Audit completed by July 31, 2020 with an unqualified opinion + The adoption of a 3-year sustainability plan along with budget for 2021. 	Kim H	4 of 5 milestones met		5 of 5 milestones met	
Complete a 3-year Sustainability Plan	Alison	Board approved by 10/2020		Board approved by 12/2020	