Leading the Charge:
Advancing Health Equity Together

2023 - 2028
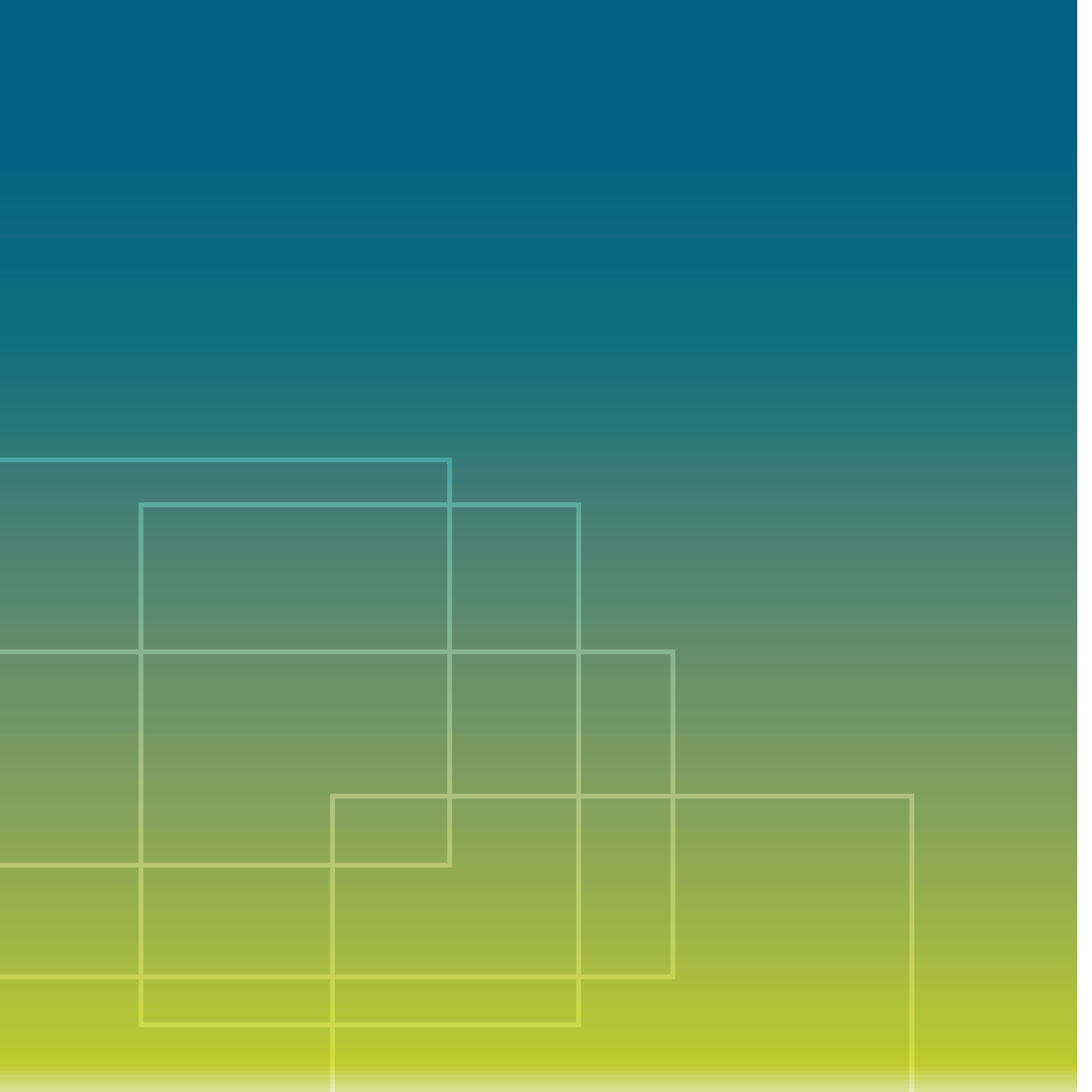
saint louis
INTEGRATED
HEALTH NETWORK
Your Trusted Partner in Advancing Health Equity

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Prepared by:

KSG
KEY STRATEGIC GROUP

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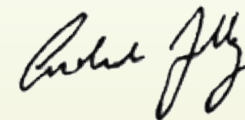
With hearts filled with hope and minds brimming with determination, I greet you all as we stand at the threshold of an exciting new chapter in the journey of the St. Louis Integrated Health Network. One year ago, I assumed the privilege of leading this extraordinary organization, and together we have navigated challenges, celebrated triumphs, and learned invaluable lessons.

The past, present, and future of the St. Louis Integrated Health Network (IHN) will always be rooted in community, who embody what it means to challenge systems and change structures that impede access and opportunities to wellbeing. As a trusted partner, we are mere stewards of their goodwill, holding ourselves and those with whom we partner accountable to advancing health equity. IHN's members represent the vast majority of our region's safety net health care providers, including the leaders of local community health centers, hospital systems, academic medical schools, public health departments and other safety net institutions. Our role is not only to provide access to essential healthcare services but also to address the social and structural determinants of health that contribute to avoidable adverse health outcomes and disparities.

Over the next five years, our strategic plan serves as a road map for the future, unifying partners around a common vision and strategy for fostering an equitable and just health ecosystem. The safety net should go beyond stopping our community from falling through the cracks to serving as a trampoline, propelling our community up out of poverty and sickness and into prosperity and wellbeing. We will do this by developing equitable care delivery models through **Clinical Community Integration**, cultivating a culturally responsive and community-based **Safety Net Workforce**, empowering **Community-Driven Innovation** that transforms systems, and building **Organizational Capacity** for safety net providers to increase access to health and social services.

I invite you all to embrace this plan as a rallying call for the future we envision. Let us seize opportunities, overcome challenges, and push the boundaries of what is possible. In this moment, we choose optimism over cynicism, we choose hope over fear, and we choose unity over division. As we move forward together, let us remember that every action we take, and every decision we make, has the potential to transform lives and uplift our community. I am hopeful for the region, our partners, and our community as we enter the next phase of IHN's journey.

With hope and determination,

Andwele Jolly, DPT, MBA, MHA
President & CEO

Executive Summary

Leading the Charge: Advancing Health Equity Together

Our Strategic Planning Journey

IHN embarked on its strategic planning journey in January 2023, partnering with Key Strategic Group (KSG), a social impact consultancy based in Saint Louis, MO. The aim was to develop a deeply collaborative, comprehensive, and responsive strategic plan that addresses the dynamic and evolving needs of IHN and the communities it serves. The planning process began with a kick-off meeting with the project team, followed by a presentation to the board and a thorough review of artifacts. This was then followed by a two-month engagement phase. During this phase, internal and external contributors from the IHN, various organizations, industries, and community members in the St. Louis region actively participated in shaping the plan. Throughout the planning process, KSG played a vital role by facilitating and guiding the organization, offering valuable insights and expertise. To establish a strong foundation, KSG conducted a comprehensive examination of organizational artifacts, meticulously analyzing internal documents to gain a deep understanding of IHN's historical context, previous initiatives, achievements, and obstacles. This review served as a critical reference point in shaping the strategic plan.

To gain a comprehensive understanding of the healthcare landscape and to identify suitable partners, IHN conducted a landscape analysis that included mapping the ecosystem. This analysis involved segmenting organizations across different industries within the healthcare ecosystem, enabling a thorough view of the landscape. The purpose of this analysis was to inform strategic decision-making by identifying organizations that align with IHN's values and have demonstrated momentum. The resulting ecosystem map will be instrumental in guiding IHN's efforts to establish intentional partnerships with these identified organizations.

Concurrently, a series of insightful interviews were conducted with national organizations that shared similarities with IHN in terms of composition and goals. The purpose of these interviews was to delve into their governance and funding models, uncovering best practices and innovative approaches that could benefit IHN. The valuable insights gained from these national interviews provided IHN with a range of options to consider as it strives to strengthen its own operational framework. By exploring successful models from other organizations, IHN can leverage proven strategies and approaches to enhance its effectiveness and drive positive impact within the healthcare ecosystem.

Simultaneously, the strategic planning team diligently worked to synthesize the wealth of information, insights, and perspectives collected during the engagement phase. By carefully analyzing the data and aligning it with the organization's mission and vision, the team ensured that the resulting strategic plan would effectively guide IHN toward its desired future.

The culmination of this collaborative and research-driven process is IHNs strategic plan, which encompasses four strategic priorities:

1. Clinical and Community Integration,

2. Safety Net Workforce,

3. Community-Driven Innovation, and

4. Organizational Capacity Building.

Foundational to each of the strategic priorities, IHN will continue to shape and refine our internal infrastructure as it is a critical component to ensure the sustainability and success of our strategic plan, the identified strategic pillars and initiatives. The three year plan represents a holistic and forward-thinking approach, harnessing the knowledge gleaned from internal and external sources. It is designed to empower IHN in achieving its mission of advancing health equity and fostering positive change within the St. Louis community.

Mission

Through partnership and collaboration, the St. Louis Integrated Health Network is a healthcare intermediary building capacity across sectors to advance health equity and improve wellbeing by increasing access to health and social services, with an emphasis on communities that have been historically excluded.

Vision

The St. Louis Integrated Health Network will be:

→ The preferred partner for individuals, groups, and organizations seeking to advance health equity.

→ Recognized as a regional and national leader for increasing access to health and social services and eliminating health disparities.

→ The leading incubator, conduit, and catalyst for community driven approaches that positively impact institutional and public policy, undoing structural and systemic barriers inhibiting wellbeing.

IHN Tagline

Your trusted partner in advancing health equity through human-centered and outcomes- driven approaches.

Our Foundation for Implementation

At the core of our strategy, empowering our people and teams to drive impactful change in the healthcare landscape. By focusing on internal infrastructure and the development of our staff and board, we strengthen our capacity to make a lasting impact and become a trusted partner in advancing health equity.

→ Embodiment of diversity, equity, inclusion, and belonging.

→ Intentional and community-centered partnerships and collaboration.

→ Excellence in staffing, operations, and systems.

→ Strong fiscal stewardship.

→ Effective governance and leadership.

Our Strategic Priorities

Strategic Priority 1: Clinical and Community Integration

Advance health equity through **Clinical and Community Integration**. We will achieve this by prioritizing the interconnectedness of clinical and community-based services to achieve equitable, integrated health outcomes by aligning partners, resources, and communities and co-developing shared understanding and accountability measures.

1.1 Leverage our clinical and community-based care transition program to identify shared social determinants of health metrics and financial incentives across health systems, community health centers, academic medical centers, and managed care organizations to optimize health outcomes and eliminate health disparities.

1.2 Explore the feasibility of a common electronic health record platform to improve point-of-care communications and access to real-time data.

1.3 Establish the region's first comprehensive transitions clinic in partnership with St. Louis University School of Medicine to provide supportive reentry services.

1.4 Lead a community-clinical coalition to Build Resilient Inclusive Communities (BRIC) by ensuring:

→ Physical activity access

→ Nutrition security

→ Social connectedness

→ Access to health care

→ Housing security

Strategic Priority 2: Safety Net Workforce

We will positively impact the **Safety Net Workforce** by designing and leading competency and community-based curricula and practicums in collaboration with community partners and employers to provide pathways for individuals to pursue careers in the health sector.

2.1 Launch the region's first Community-Based Health Equity Fellowship in partnership with Washington University School of Medicine, equipping providers of the future with the knowledge and skills to practice more holistically and with a deep understanding of how to address social determinants of health and transform the systems and structures that contribute to health inequities.

2.2 Partner with regional investors to institutions of higher education to provide training and employment career pathways in community health centers and public health departments.

2.3 Partner with school districts, institutions of higher education, and safety net health service providers to develop a Health Academy and provide early exposure to safety net career pathways, with an emphasis on Black youth.

2.4 Deepen implementation strategies to sustain and elevate the community health worker (CHW) workforce.

2.5 Develop advanced interventions that prioritize equity and inclusivity, aiding in recruitment and retention strategies for employers serving the safety net.

Strategic Priority 3: Community-Driven Innovation

Community-Driven Innovation drives our pursuit of unique solutions tackling health inequities, as we proactively and continuously involve communities and grassroots organizations to co-create initiatives based on lived expertise and relevant needs.

3.1 Engage in policy advocacy at local, state, and national levels to promote policies that support community-driven approaches, health equity, and inclusive decision-making.

3.2 Provide opportunities for partnership between community and academic institutions to increase the use and availability of availability of funding through IHN's Network Community Academic Partnerships (NCAP).

3.3 Partner with academic research sites to co-develop structures to inform and implement culturally responsive clinical trails. Ensuring lived-experience and local context is embedded in the framework and design.

Strategic Priority 4: Organizational Capacity Building

Build Organizational Capacity for safety net providers to increase access to health and social services through fiscal sponsorship, shared services, and regional planning.

4.1 Expand grants and contracts management infrastructure to enable IHN members in obtaining funding opportunities to protect, sustain, and transform the safety net.

4.2 Identify the feasibility of procuring shared services opportunities for community health centers to manage the purchasing of goods and services to reduce costs, streamline processes, and improve quality, furthering safety net capacity and financial sustainability.

A Bright Future Ahead

As we embark on this new phase of our journey, we are confident in our ability to lead and collaborate in transforming the healthcare landscape in St. Louis and beyond. Our strategic planning process has reinforced our dedication to building partnerships, fostering innovation, strengthening our internal capacity, and advocating for systemic changes that dismantle barriers to health equity.

Organization Background

St. Louis Integrated Health Network (IHN) was established in 2003 as a group of safety net providers collaborating to improve access to care, enhance quality of care, achieve cost efficiencies, and optimize patient outcomes through integrated services. Since its founding, the IHN evolved to become a healthcare intermediary comprised of community health centers, hospital systems, public health departments, academic medical centers, and community-based organizations, implementing numerous programs and systems level strategies to elevate community voice and advance health equity.

IHN anchors and incubates new models of care that reimagine a healthcare system that works equitably for all St. Louisans by prioritizing the needs of low-income patients. As exemplified by collective efforts like the Care Transitions Initiative and Re-Entry Community Linkages, (RE-LINK), IHN's work focuses on solving complex, systemic healthcare problems related to access and quality with the goal of creating community-wide solutions to the most challenging public health problems of our time. Making safety net services more efficient, effective and equitable for these populations creates the conditions necessary for a stronger, healthier St. Louis.

Guiding Principles

In 2017, the Board of Directors officially approved our guiding principles, which stand as a testament to our organization's core values and commitments. These principles serve as a compass, highlighting our foremost priorities and serving as a foundation for the choices, initiatives, and plans set forth by our leadership and dedicated staff members.

When embraced and upheld unwaveringly, these principles play a vital role in guaranteeing the harmony between our overarching mission and the day-to-day functioning of our operations. We firmly anchor ourselves to these principles and consider them not only as a benchmark for our actions but also as a yardstick for our accountability.

Moreover, we actively seek out partners who share not only our dedication to these principles but also our commitment to a shared accountability. By collaborating with like-minded individuals and organizations, we are able to further amplify the positive impact of these principles within our sphere of influence.

In essence, our guiding principles are more than just words on paper; they represent the cornerstone of our organizational identity and serve as a constant reminder of the values we stand for.

Health Equity: Everyone deserves the opportunity to be as healthy as possible, which is why IHN works to increase access to high-quality, affordable healthcare for all St. Louis area residents. Achieving this aim means paying particular attention to medically under-served groups who rely on the safety net to meet their health needs. IHN partners with community health centers, hospital systems, public health departments, academic partners, and other safety net institutions that share our mission to accelerate closing gaps in care for these groups and to align the many health services and resources that are crucial to their well-being. IHN values racial equity as an essential part of Health Equity and seeks partnership to share accountability for achievement of Health Equity.

Patient-Centered Orientation: As a neutral convener of healthcare providers and safety net institutions, IHN maintains an unwavering focus on improving patient health outcomes. Patients receive better care when safety net services are coordinated and integrated, so IHN helps network partners share data, connect health systems, be accountable to the patients themselves and to their network partners and pursue joint initiatives

"Working at the IHN aligns with my soul mission. I feel so thankful to work somewhere that not only is unflinching in its efforts for health and racial equity, but is also totally committed to making and keeping a healthy work environment to help prevent burn out for us that serve the community first hand."

– Kayla Bouchey, IHN Team Member

that save lives, contain costs, and add value with new approaches to enhance patients' healthcare experience.

Accountability: Effective collaboration and systems change require accountability and transparency. IHN works in concert with network partners to review group decisions, take responsibility for collective actions, and report the outcomes of joint efforts. IHN also supports its partners in making available any information that helps the community to accurately assess and effectively address safety net deficiencies and promote the use of proven solutions across all patients served by the network. Such sharing strengthens network decision-making and enables partners to develop collaborative solutions that protect the most vulnerable community members. IHN welcomes direct, constructive feedback among staff, members, partners and customers, and commits to providing actionable, constructive feedback to others in pursuit of accountability.

Outcome-Focused Decision-Making: In addition to qualitative data, IHN uses patient stories, community input and quantitative data to shape our understanding of the safety net and to help determine the best ways to improve the system of care. This combination of data sources provides multiple perspectives, bringing both community voice and established research to the center of the network's deliberations and collective problem-solving. IHN partners with academic institutions to leverage network data and to ensure that community priorities are integrated into research agendas. When available, we seek data from public sources, disaggregated by race, gender and ethnicity to identify trends in disparities.

Innovation: To advance patient health outcomes, IHN seeks to move beyond past constraints and to consciously take risks that make safety net improvements not only possible, but probable. IHN intentionally champions a culture of curiosity and ingenuity that enables partners and staff to test new ways to help patients realize their full wellbeing. Our network pursues both targeted and comprehensive change by establishing creative partnerships, implementing non-traditional programming, and sharing best practices. Collectively, our partners commit to protect and enhance healthcare access and quality in and around St. Louis, and to communicate their efforts within IHN structures and the community at large. IHN commits to leveraging innovative strategies from national and local sources that maximize high impact change for our patients.

Mission & Vision

IHN has been diligently working throughout the strategic planning process to refine its mission and vision statement, ensuring alignment with the trajectory and foundation of the organization. Recognizing the critical importance of a clear and concise statement, IHN has engaged in an inclusive and iterative approach to develop a mission and vision that accurately represents its core values and strategic direction.

The process began by gathering input from friends of IHN, including staff members, partners, advisors, and board members. Through surveys, interviews, and collaborative discussions, IHN sought to understand the diverse perspectives and aspirations that exist within its ecosystem.

Throughout this process, IHN fostered a culture of transparency and collaboration, encouraging open dialogue and feedback. This inclusive approach allowed for a robust exchange of ideas and perspectives, ensuring that all voices were heard and considered. The organization prioritized the engagement of its dedicated staff members, who possess firsthand knowledge and experience in ensuring equitable and timely healthcare services for the communities we serve, thereby incorporating valuable insights into the mission and the creation of an official vision statement.

To validate the proposed statements, IHN conducted multiple iterations, seeking input from external experts and advisors in the field of healthcare and beyond. Their expertise and objective insights helped validate and refine the mission and vision, ensuring that they accurately reflected the organization's strategic goals and aspirations.

The outcome of this in-depth process is a newly proposed mission and vision statement that serves as a compass for IHN's future endeavors. The mission statement concisely articulates the organization's purpose, capturing the essence of its work and the impact it seeks to make. The newly created vision statements paint a compelling picture of the desired future state that IHN aims to achieve, inspiring community and community partners, and providing direction for long-term strategic decision-making.

Recognizing the importance of ongoing refinement, IHN acknowledges that this process is emergent and iterative. The organization values the power of words and has engaged its staff in exercises that promote intentional language and foster a deeper understanding of its impact. By embracing this continuous refinement and empowering its staff, IHN ensures that its mission and vision align with its trajectory and foundation, driving meaningful change in the St. Louis region.

Mission Statement

Previous Mission Statement: The St. Louis Integrated Health Network, through collaboration and partnership, strives for quality, accessible and affordable healthcare services for all residents of Metropolitan St. Louis, with an emphasis on the medically underserved.

New Mission Statement: Through partnership and collaboration, the St. Louis Integrated Health Network is a healthcare intermediary building capacity across sectors to advance health equity and improve wellbeing by increasing access to health and social services, with an emphasis on communities that have been historically excluded.

IHN Vision Statement

The St. Louis Integrated Health Network will be:

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The Planning Process

IHN embarked on its strategic planning journey in January 2023, partnering with Key Strategic Group (KSG), a social impact consultancy based in Saint Louis, MO.

The aim was to develop a deeply collaborative, comprehensive, and responsive strategic plan that addresses the dynamic and evolving needs of IHN and the communities it serves. The planning process began with a kick-off meeting with the project team, followed by a presentation to the board and a thorough review of artifacts. This was then followed by a two-month engagement phase. During this phase, internal and external contributors from the IHN, various organizations, industries, and community members in the St. Louis region actively participated in shaping the plan. Throughout the planning process, KSG played a vital role by facilitating and guiding the organization, offering valuable insights and expertise. To establish a strong foundation, KSG conducted a comprehensive examination of organizational artifacts, meticulously analyzing internal documents to gain a deep understanding of IHN's historical context, previous initiatives, achievements, and obstacles. This review served as a critical reference point in shaping the strategic plan.

To gain a comprehensive understanding of the healthcare landscape and to identify suitable partners, IHN conducted a landscape analysis that included mapping the ecosystem. This analysis involved segmenting organizations across different industries within the healthcare ecosystem, enabling a thorough view of the landscape. The purpose of this analysis was to inform strategic decision-making by identifying organizations that align with IHN's values and have demonstrated momentum. The resulting ecosystem map will be instrumental in guiding IHN's efforts to establish intentional partnerships with these identified organizations.

Concurrently, a series of insightful interviews were conducted with national organizations that shared similarities with IHN in terms of composition and goals. The purpose of these interviews was to delve into their governance and funding models, uncovering best practices and innovative approaches that could benefit IHN. The valuable insights gained from these national interviews provided IHN with a range of options to consider as it strives to strengthen its own operational framework. By exploring successful models from other organizations, IHN can leverage proven strategies and approaches to enhance its effectiveness and drive positive impact within the healthcare ecosystem.

Simultaneously, the strategic planning team diligently worked to synthesize the wealth of information, insights, and perspectives collected during the engagement phase. By carefully analyzing the data and aligning it with the organization's mission and vision, the team ensured that the resulting strategic plan would effectively guide IHN toward its desired future.

The culmination of this collaborative and research-driven process is IHNs strategic plan, which encompasses four strategic priorities:

1. Clinical and Community Integration,

2. Safety Net Workforce,

3. Community-Driven Innovation, and

4. Organizational Capacity Building.

Foundational to each of the strategic priorities, IHN will continue to shape and refine our internal infrastructure as it is a critical component to ensure the sustainability and success of our strategic plan. The five year plan represents a holistic and forward-thinking approach, harnessing the knowledge gleaned from internal and external sources. It is designed to empower IHN in achieving its mission of advancing health equity and fostering positive change within the St. Louis community.

"Working at IHN is an immense responsibility as we are entrusted with the vulnerabilities of the safety net population. I do not take that for granted. Having the opportunity to serve this population is an absolute honor."

– Dr. Jesse Davis, IHN Chief Medical Officer & VP of Strategy

Engagement Overview

Survey, Focus Groups, One-on-One Interviews

Over 120 contributors from IHNs database were contacted via email and invited to participate in the process through various modalities: survey, focus groups, or one-on-one interviews. The questions designed for the contributors focused on the four identified strategic pillars: workforce development, organizational capacity building, community-driven innovation, and clinical and community integration. The questions were used as a framework to help generate thoughtful discussion and inquiry into the perspectives and insights contributors had around the St. Louis region's healthcare landscape and measures to address existing health inequities. Interview questions varied from person to person and were based on their background, subject matter expertise, and historical knowledge of IHN.

The engagement survey was launched on March 13th and closed on April 18th, resulting in 53 completed responses.

Four focus groups were held:

→ Two IHN staff focus groups

→ One IHN board member focus group

→ One IHN member/partner organization focus group

A total of 30 individuals participated across the focus groups. Additionally, the KSG consulting team conducted 25 one-on-one interviews. These interviews aimed to gather insights on the strategic pillars, prioritization, and areas for movement and impact within IHN.

To ensure inclusivity and staff involvement, IHN engaged its staff through focus groups, one-on-one interviews, and multiple touchpoints during the engagement phase. The KSG team participated in a CEO lunch and learn session on March 13th and collaborated with the all-staff committee and culture committee to organize an interactive strategic planning kick-off open house and an all-staff gathering on April 28th. During this gathering, staff had the opportunity to learn about the proposed strategic pillars and contribute their ideas through interactive exercises.

The engagement phase aimed to actively listen to contributors, synthesize qualitative data, and identify themes and recommendations. The insights gathered have informed the strategic plan, ensuring IHN can make a maximum impact over the next two to three years. Recognizing the importance of partnerships for collective impact, IHN values the input of contributors and acknowledges the need for collaboration to achieve its goals.

Emergent Themes

During the collective engagement process, several broad sweeping themes emerged. These themes encompass a wide range of areas crucial to achieving meaningful impact.

The following overarching key themes emerged:

→ Social Determinants of Health

→ Community Engagement and Voice Amplification

→ Systems Change Work

→ Internal Organizational Infrastructure

→ Partnership Alignment

→ Data Innovation and Infrastructure

→ Advancement of Health Equity

→ Brand Presence and Awareness

→ Policy and Advocacy Work

→ Financial Sustainability

The recognition of Social Determinants of Health highlighted the need to address the underlying root causes that influence health outcomes. By working upstream to address issues such as a lack of access to economic opportunities, transportation, education, and housing, IHN can help develop sustainable strategies to create a foundation for improved health and well-being.

Community Engagement and Community Voice Amplification emerged as a key priority, emphasizing the importance of involving local communities in decision-making processes. By empowering community members and amplifying their voices, the strategic plan seeks to ensure that interventions and strategies are responsive to their unique needs and perspectives.

The focus on Systems Change Work acknowledges the complex web of interconnected systems that contribute to health outcomes. By fostering collaboration and coordination among

various sectors and contributors, IHN can be the backbone of spurring transformative change on a systemic level.

Internal Organizational Infrastructure emerged as a critical area of attention, acknowledging the need for strong and adaptable organizational structures. By enhancing internal capacities, staffing models, and developing new and creative ways of working, IHN will be positioned to effectively implement strategies to navigate a growing body of work while maintaining a strong foundation for long-term success.

Deepening Partnership Alignment was identified as crucial for effective collaboration and collective impact. Through the discovery of partners which are values-aligned, IHN can leverage collective resources, expertise, and influence to maximize its effectiveness and reach. Additionally, keeping a close lens on partners can prevent duplicative efforts, thus establishing greater continuity and impact on health outcomes.

The focus on Data Innovation and Infrastructure underscores the importance of leveraging data to inform decision-making and drive evidence-based interventions. By partnering with organizations to invest in data collection, analysis, and sharing, the strategic plan aims to improve the precision of metrics and strategic drivers to advance health equity.

Advancement of Racial Health Equity emerged as a fundamental principle, recognizing the disparities and inequities that exist in healthcare outcomes. The initiative aims to address these disparities by promoting policies, practices, and interventions that advance racial equity and eliminate systemic racism and barriers that stifle the quest towards an equitable St. Louis region.

Brand Presence and Awareness emerged as a key area of focus, recognizing the importance of effectively communicating IHNs mission, values, and impact. By building a strong brand presence and increasing awareness, IHN seeks to attract support, engagement, and resources to further its goals.

Policy and Advocacy Work emerged as an essential avenue for creating lasting change at the systemic level. By advocating for policies that promote health equity and addressing barriers to access, IHN can establish an enabling environment for improved health outcomes.

Finally, Financial Sustainability emerged as a critical theme, recognizing the need for long-term organizational financial viability. By developing diverse funding revenue models, IHN aims to ensure its sustainability and continued impact.

These emergent themes reflect the valuable insights and perspectives shared by contributors during the interview process and ultimately served as guideposts towards IHN's final strategic plan.

National Networks: Interviews + Research

Exploring Network Models for Health Access and Equity: Lessons from Similar Consortia

This section presents the findings of a scan conducted to explore other networks with missions similar to IHN. The scan sought to discover regional consortia focused on healthcare access, equity, and social determinants of health. Seven networks were identified and interviewed to understand their structures, origins, governance, funding sources, and priorities. This section also discusses potential areas of focus for IHN based on the successful strategies and success factors identified in these similar networks. Additionally, it provides recommendations for IHN to consider, including a review of its governance structure and financial sustainability to support its strategic priorities, vital elements to ensure effective implementation of the strategic plan and IHN's longevity.

To prepare for an in-depth strategic planning process for IHN, a thorough examination was carried out with a specific emphasis on identifying national networks that align with similar missions, visions, and priorities. The primary goal of this research and analysis is to gather valuable insights from successful models and experiences of other networks, especially those that include Community Health Center (CHC) members.

The inclusion of CHCs is fundamental to IHN's core, highlighting their crucial role in delivering essential healthcare services to underserved communities. As key components of the healthcare safety net, CHCs play a critical role in addressing health disparities, promoting preventive care, and providing accessible, high-quality healthcare services. Learning from successful networks that include CHCs can offer valuable lessons and best practices to enhance IHN's effectiveness and impact on the community it serves.

By seeking out networks through state primary care associations, trade associations, and training partners of CHCs, the research ensures a targeted approach to finding organizations that align closely with the values and goals of IHN. These associations and partners are likely to have a deep understanding of the challenges and opportunities faced by CHCs, making them valuable sources of knowledge and expertise. Additionally, collaborating with similar networks allows for the exchange of ideas, shared resources, and potential partnerships, which can further strengthen the capacity and reach of IHN in serving the healthcare needs of the St. Louis community and beyond.

Furthermore, this research and analysis are essential as they foster a spirit of continuous improvement within IHN. By benchmarking against other successful networks, IHN can identify areas of potential growth and innovation. Analyzing the strategies and initiatives that have proven effective in different contexts can provide valuable guidance on how to adapt and tailor these approaches to suit the specific needs and challenges in the St. Louis region.

Ultimately, this proactive approach to research and analysis sets the foundation for data-driven decision-making in the strategic planning process. It empowers IHN to make well-informed choices, allocate resources efficiently, and design initiatives that have a higher likelihood of success. Embracing collaborative and continuous learning, supported by evidence and real-world experiences, is necessary for IHN to adapt and thrive in a dynamic and ever-evolving healthcare landscape. Through this research, IHN can chart a path forward that not only builds upon its historical strengths but also incorporates innovative approaches and best practices, making it better equipped to fulfill its mission of providing comprehensive and equitable healthcare to the community it serves.

Interview Findings

	Milwaukee Health Care Partnership	Boston Community Health Collaborative	North Colorado Health Alliance
General Structure	Came together to form a regional consortia to address identified and prioritized problems collectively	Came together to form a regional consortia to address identified and prioritized problems collectively	Came together to form a regional consortia to address identified and prioritized problems collectively
Maturity	Established in 2007 when the health systems and Community Health Centers realized the Medicaid and uninsured population would benefit from a coordinated effort.	Formed in 2015 when the hospital systems in the Boston area realized they were "overserving" the same population and invited community-based organizations into their community health needs assessment process.	Formed in 2000 in response to an economic downturn and incorporated in 2002.
Membership	Has four health systems, five Community Health Centers, public health and a medical college as members and is most similar to IHN from a membership perspective	Has broadly representative members that include hospitals, Community Health Centers, the Health Commission, neighborhood development groups, the mental health association, the community health worker association, the Mass League (Massachusetts primary care association), a food and fitness coalition, a health equity research laboratory, specialty care, labor, United Way, and ethnic-focused learning communities.	Includes public health, Community Health Centers, mental health, hospitals, a managed care plan, a medical society, academia, and the United Way.
Governance	Describes a "managed consortium" which is supported administratively by one of the health systems.	Has a "steering committee" to guide and prioritize network action.	Describes a "formal partnership" with thirteen organizational members that constitute the governing board which sets strategic direction using consensus decision making.
Funding Sources	Utilizes substantial annual contributions from its four health system members to a Shared Community Investment Fund that is used to award projects in communities and neighborhoods that support the Partnership priorities.	Utilize a combination of dues, which may be flat or proportional, grants, and contracted services. all described "coordinated grant-seeking" as part of their financing strategy.	"Utilize a combination of dues, which may be flat or proportional, grants, and contracted services. all described "coordinated grant-seeking" as part of their financing strategy.
Staffing	Staffed by in-kind personnel who are devoted to leading and managing the networks	In the process of hiring a full-time director that will be housed at the Boston Public Health Commission; all other staffing is in-kind through organized work groups.	Has a robust staff of physicians, nurses, care managers, community organizers and peer support personnel, as is needed to provide contracted services.
Strategic Priorities	"The networks' priorities included access to care, mental and behavioral health, trauma-informed care, social determinants of health such as housing, economic mobility, nutrition security, and social supports in general, all with an eye to health equity.		
Success Factors	Member staff involvement in activities; Tiered structure to 1) directly sponsor, 2) participate in, and/or 3) monitor activities	Continuing commitment from hospital systems; Building momentum; Demonstration of accountability to communities and focus groups; Trust	Community-focused partnerships; Leaders have built community trust; Conscientious balance of Alliance and individual organization interests; Proven value over time

Interview Findings

	NEK Prosper! (Northeast Vermont)	Utah Alliance for the Determinants of Health	Alaska Coalition	Care Share Health Alliance (North Carolina)
General Structure	Came together to form a regional consortia to address identified and prioritized problems collectively	Sponsored by a large vertically integrated health system, Intermountain Health, that supports community organizers and coordinators in selected local neighborhoods to address specific social risk issues for Medicaid beneficiaries.	Focuses primarily on Medicaid and pulls together a wide variety of providers and organizations statewide to monitor and influence Medicaid-related issues.	Broad-based organization that has evolved into a development consulting resource for newly forming community networks that want to achieve health and racial equity.
Maturity	Organized in 2007 and became NEKprosper! in 2013, growing out of strong informal collaboration; it is managed by Northern Counties healthcare, a Community Health Center.	The Alliance is a three-year demonstration that began January 2019 to test best practices in meeting social needs to improve well-being and the affordability of healthcare.	Unable to determine a specific formation date	Created in 2008 as a statewide resource to support community network development.
Membership	Claims membership from the general community in addition to healthcare providers, schools, banks, mental health, justice, economic development and regional planning agencies.	Describes its members narrowly as "selected communities", although the range of active participants at the community level is broadly inclusive.	With its focus on Medicaid, prefers members from associations and organizations who can commit to action	Board of Directors represents a variety of organizations and services, but it does not have members.
Governance	Has a "stewardship team"	Driven by Intermountain Health in collaboration with local communities.	Convenes its network and provides administrative support for planned action.	Non-profit organization with a Board of Directors
Funding Sources	Utilize a combination of dues, which may be flat or proportional, grants, and contracted services. all described "coordinated grant-seeking" as part of their financing strategy.	Supported by InterMountain Health System, a very large vertically integrated healthcare system headquartered in Salt Lake City, Utah providing services in seven states.	Does not assess dues or receive grants.	Receives foundation funding and consulting fees.
Staffing	Staffed by in-kind personnel who are devoted to leading and managing the networks	Staffed by in-kind personnel who are devoted to leading and managing the networks	Staffed by in-kind personnel who are devoted to leading and managing the networks	Employs a lean staff including an executive director and staff to support innovation and capacity building, community engagement and communications.
Strategic Priorities	"The networks' priorities included access to care, mental and behavioral health, trauma-informed care, social determinants of health such as housing, economic mobility, nutrition security, and social supports in general, all with an eye to health equity.			
Success Factors	Cross-sector Collaborative Action Network for each priority; Retiring leaders are tasked with orienting new leaders to NEKprosper! commitment; part of CEO job descriptions; participates in CEO interviews and evaluations	Listening tours prior to any initiative; Co-leadership and co-creation; Definition of scope and decision rights; Multi-year commitments; Shared performance metrics that are monitored and discussed with efforts to celebrate successes and address barriers	Trust ; Strategic tactics with much work happening quietly and behind the scenes	Deferred to success of supported networks

Themes and Strategic Priorities of Similar Networks:

Insights for Access, Health Outcomes, and Community-Driven Innovation

In this research and analysis, we examined the dominant themes and strategic priorities of similar networks, with a focus on Clinical and Community Integration, Workforce Development, Community- Driven Innovation, and Organizational Capacity Building, and

Clinical and Community Integration emerged as a prominent theme among the networks interviewed. Thes services encompassed prevention, navigation, transition, and case management, all intended to increase access to healthcare and improve health outcomes. Addressing social determinants and influencing health and other policies were identified as means to achieve these goals.

However, Capacity Building was not consistently identified as an articulated strategic priority among the networks interviewed. Instead, they relied on resources from sponsors and members to strengthen their internal capacity and ensure network sustainability. An exception was the North Colorado Health Alliance, which maintained a specialized staff to provide contracted services, suggesting a more proactive approach to capacity building.

Similarly, Workforce Development did not emerge as a primary focus for the networks interviewed, but it was implicitly connected to their stated priorities. For instance, in Utah, the network facilitated a contract between the Association for Utah Community Health (the Utah Primary Care Association) and the network's managed care plan for Community Health Worker services, resembling the Community Referral Coordinator program at IHN. North Colorado Health Alliance addressed workforce development by providing specialized addiction recovery peer support services to fill a gap left unaddressed by other providers.

On the other hand, Community-Driven Innovation stood out as a significant theme and success factor for networks most similar to IHN. The Alliance for the Determinants of Health in Utah, for instance, adopted an approach where communities were selected to collaboratively solve problems and address local issues. The network provided support to local community organizations as they worked together, extending beyond healthcare providers to include local governance, human services, public services, and engaged community members.

Health Equity Alignment

While health equity was not explicitly named by all the collaboratives, it emerged as a significant focus in certain cases. NEKprosper! in northeast Vermont

showcased the strongest interest in health equity, with the Vermont Department of Health securing a COVID-related health equity grant to support community collaboratives centered around this issue. The grant funds were allocated to ten community projects within the NEKprosper! area. Their future vision emphasized the principle of "those closest to the problem are closest to the solution," and they remain committed to advocating for increased community involvement in network priorities.

In North Carolina, the Care Share Health Alliance also prioritized health and racial equity. While specific strategies were not explicitly shared, the alliance is actively engaged in supporting communities with related efforts. These commitments underscore the significance of health equity within the collaborative network, despite not being explicitly named by all partners.

Structure and Tool Alignment: Collective Impact and Community Health Needs Assessments

Collective Impact was a central theme prominently featured by the most passionate network leaders, specifically in North Colorado and Vermont. These leaders cited the principles of Collective Impact as crucial to their work and overall success, aligning with IHN's own planning efforts. The emphasis on equity and a focus on systems change resonated strongly with their collaborative approaches.

Community Health Needs Assessments (CHNAs) played a significant role in guiding the collaboratives' actions. For instance, the Boston Community Health Collaborative transitioned from individual hospital-based CHNAs to a more comprehensive and collaborative process. Similarly, the St. Louis City and County Health Departments, alongside health system CHNAs, conducted a regional Community Health Assessment. These assessments offered vital insights for prioritizing issues and identifying problems that required attention.

The possibility of identifying commonalities across the various CHNAs represents an opportunity for IHN to foster more effective collaboration and coordination at a systems level. By leveraging the insights from these assessments, IHN can align its efforts with the most pressing needs and priorities in the community, driving collective impact and enhancing its overall effectiveness.

"I continue to work with the IHN and EleVATE for several reasons starting with how genuine the relationship has been from the invitation to implementation and beyond. The IHN not only invited me to the table but they listened to my experience and set out for change WITH ME in every aspect of the work."

– Cheron Phillips, EleVATE,
Patient Turned Partner

Strategic Priorities

Through a process of research, engagement, analysis and synthesis, Clinical and Community Integration, Safety Net Workforce, Community-Driven Innovation and Organizational Capacity Building were validated as the four key strategic pillars that would drive IHN's efforts towards achieving the vision of a more equitable and accessible healthcare ecosystem.

These pillars are interconnected, complementary, and reflect our ongoing commitment to addressing health disparities, fostering collaboration, and empowering communities that have been historically excluded. They represent our collective determination to tackle the underlying causes of inequity and create sustainable change in the lives of individuals and communities we serve.

We recognize that our journey towards achieving our goals will require ongoing adaptation, learning, and collaboration. Therefore this strategic plan will serve as a living document that is expected to be iterative and flexible through the many learnings and findings that will emerge as we lean into the plans implementation. We are dedicated to continuously evaluating and refining our strategies, engaging with invested individuals and partners, and staying responsive to the evolving needs regionally and nationally.

Our Foundation for Implementation

At the core of our strategy, empowering our people and teams to drive impactful change in the healthcare landscape. By focusing on internal infrastructure and the development of our staff and board, we strengthen our capacity to make a lasting impact and become a trusted partner in advancing health equity.

→ Embodiment of diversity, equity, inclusion, and belonging.

→ Intentional and community-centered partnerships and collaboration.

→ Excellence in staffing, operations, and systems.

→ Strong fiscal stewardship.

→ Effective governance and leadership.

Our Strategic Pillars at a Glance

Through the strategic pillar of Clinical and Community Integration, we recognize the essential interconnectedness of clinical and community-based services in achieving optimal health outcomes. By aligning partners, resources, and communities, we will co-develop shared understanding, objectives, and accountability measures that transform systems and advance equitable, integrated health and social services for underserved communities. This strategic imperative is at the core of our movement toward building a stronger and more integrated healthcare ecosystem for the St. Louis region.

The imperative of strengthening the Safety Net Workforce emphasizes the critical role of a skilled and empowered workforce in delivering high-quality care to underserved populations. By investing in workforce development, training, and support, we can ensure that our safety net providers are equipped with the necessary tools to meet the unique needs of the communities they serve.

Community-Driven Innovation fuels our commitment to strengthen existing efforts and develop innovative solutions that address the root causes of health disparities along side community. By actively engaging communities and grassroots organizations, we tap into local knowledge, expertise, and insights to co-create innovative interventions that reflect the diverse needs and aspirations of our region.

The Organizational Capacity Building pillar of IHN focuses on strengthening the capabilities of community health centers, community-based organizations, and partners. By serving as a fiscal sponsor, providing training and technical assistance, and fostering collaboration, IHN aims to enhance its ability to serve communities effectively and sustainably. Through grant writing support, leadership development, strategic planning, and evaluation, IHN empowers organizations to build strong foundations, cultivate partnerships, and achieve long-term success in improving community health. Ongoing support and a learning community ensure continuous guidance and adaptation to meet evolving needs and challenges, ultimately leading to better outcomes.

The following pages provide a deeper look into our strategic pillars, goals, and what we aim to accomplish over the next few years.

Strategic Priority 1: Clinical and Community Integration

Advance health equity through **Clinical and Community Integration**. We will achieve this by prioritizing the interconnectedness of clinical and community-based services to achieve equitable, integrated health outcomes by aligning partners, resources, and communities and co-developing shared understanding and accountability measures.

1.1 Leverage our clinical and community-based care transition program to identify shared social determinants of health metrics and financial incentives across health systems, community health centers, academic medical centers, and managed care organizations to optimize health outcomes and eliminate health disparities.

1.2 Explore the feasibility of a common electronic health record platform to improve point-of-care communications and access to real-time data..

1.3 Establish the region's first comprehensive transitions clinic in partnership with St. Louis University School of Medicine to provide supportive reentry services.

1.4 Lead a community-clinical coalition to Build Resilient Inclusive Communities (BRIC) by ensuring:

→ Physical activity access

→ Nutrition security

→ Social connectedness

→ Access to health care

→ Housing security

Impact Statement

The St. Louis Integrated Health Network's Clinical and Community Integration Pillar has a transformative impact on healthcare delivery and community well-being. By aligning partners, resources, and communities, it advances health equity, addresses social determinants of health, improves patient outcomes, and fosters collaboration to create a more inclusive and effective healthcare system.

Introduction

IHN is committed to advancing health equity, improving healthcare delivery, and eliminating disparities in the St. Louis region. As part of its comprehensive strategic plan, the Clinical and Community Integration Pillar plays a pivotal role in transforming the healthcare landscape by promoting collaboration, addressing social determinants of health, and enhancing patient outcomes.

At the heart of the Clinical and Community Integration Pillar is the recognition that healthcare extends beyond medical services and encompasses the broader context of individuals' lives. By integrating clinical care with community-based resources and services, IHN aims to create a holistic and patient-centered approach to healthcare. This approach recognizes the interconnectedness of medical, social, and environmental context that influence health outcomes.

One of the primary goals of the Clinical and Community Integration Pillar is to address how patients traverse throughout the continuum of care, social determinants of health, such as socioeconomic status, education, housing, and access to healthy food and adequate transportation. These factors significantly impact an individual's health and well-being. By actively collaborating with community health centers, health systems, community-based organizations, and social services agencies IHN seeks to bridge the gap between clinical care and these social determinants, leading to more comprehensive and effective healthcare and social services and outcomes.

Through the Clinical and Community Integration Pillar, IHN fosters partnerships and collaborative efforts among healthcare providers, community-based organizations, and the community. By aligning goals, sharing resources, and coordinating efforts, these collaborations aim to improve access to care, enhance care coordination, and address health disparities that disproportionately affect communities that are underserved.

Key strategies within the Clinical and Community Integration Pillar include clinical integration, community integration, and the development of common frameworks for collaboration and accountability. Clinical integration focuses on optimizing the delivery of medical and healthcare services by promoting coordination, communication, and collaboration among healthcare providers across different settings. Community integration recognizes that health outcomes are influenced by a range of factors beyond clinical care and seeks to engage community and community-based organizations to address these broader determinants of health.

"Clinical and Community Integration focuses on aligning efforts among the community health clinics and providers. This ensures a seamless movement of patients or clients throughout the system. That seamless movement has been evidenced by the IHN Community Referral Coordinator Program.."

– Dr. Will Ross, Washington University School of Medicine

Key Recommendations:

1. Strengthen Community Partnerships:

Develop and expand partnerships with community-based organizations (CBOs), community-based organization groups, and other local stakeholders. These collaborations should focus on addressing social determinants of health and tailoring interventions to the specific needs of the community. By fostering these partnerships, IHN can gain deeper insights into the community's needs and challenges, leading to more effective and targeted healthcare initiatives.

2. Establish a Community Referral Coordinator Network:

Implement and integrate community-based community referral coordinators (CB-CRCs) into the care transition process. CB-CRCs can play a vital role in connecting patients to community resources and social services that address the broader determinants of health. This initiative will enhance care coordination, improve patient experiences, and increase the participation of marginalized populations in clinical trials.

3. Advocate for Health Equity:

Forge alliances with diverse industries to advocate for policy changes that support health equity. By actively engaging with key decision-makers and impacted communities, IHN can influence policies that address social determinants of health and create supportive environments for health equity. This approach will contribute to the reduction of barriers inhibiting well-being and further promote IHN's reputation as a leader in advancing health equity.

4. Utilize Data-Driven Insights:

Access and leverage data repositories/platforms, such as Azara and Epic, to drive cost-effectiveness and improve program strategies. By analyzing data on social determinants of health, patient outcomes, and healthcare utilization, IHN can identify areas for improvement and implement evidence-based interventions. Utilizing data-driven insights will also help in monitoring the impact of initiatives and making informed decisions for continuous improvement.

5. Promote community-driven innovation Approaches and Research:

Support community-driven innovation approaches that positively impact institutional and public policy. By co-owning initiatives like Washington University's Building Resilient Inclusive Communities (BRIC) program as a collaborative table, IHN can contribute to research initiatives and address health disparities effectively. This involvement will also help generate community-driven innovation solutions that are more likely to be sustainable and tailored to the needs of the local population.

6. Develop a Common Reporting and Coordination System:

Establish a common reporting, navigation, and customer relationship management (CRM) system that facilitates seamless communication and coordination within IHN and with partner organizations. This system will improve efficiency, streamline processes, and enhance service delivery, leading to better patient outcomes and stronger relationships with partners.

By incorporating these recommendations into the Clinical and Community Integration Pillar of the strategic plan, IHN can continue to build on its transformative impact on healthcare delivery and community well-being. These strategies will further solidify IHN's position as a regional and national standard for increasing access to health and social services while fostering collaboration and addressing health disparities for communities that face systemic disparate outcomes.

The impact of the Clinical and Community Integration Pillar within IHN's strategic plan is transformative. By uniting clinical care with community-based resources, IHN is actively working towards enhancing patient outcomes, ensuring a positive patient experience, and fostering provider satisfaction. Moreover, the pillar's focus on addressing health inequities and improving access to care for communities most in need is a crucial step in reducing health disparities and promoting health equity. Through collaborative partnerships and resource sharing, IHN envisions a future healthcare system that is inclusive, patient-centered, and effective. With its commitment to integration and equity, IHN is paving the way for a more integrated, equitable, and successful healthcare system that benefits all individuals and communities in the St. Louis region.

Strategic Priority 2: Safety Net Workforce

We will positively impact the **Safety Net Workforce** by designing and leading competency and community-based curricula and practicums in collaboration with community partners and employers to provide pathways for individuals to pursue careers in the health sector.

2.1 Launch the region's first Community-Based Health Equity Fellowship in partnership with Washington University School of Medicine, equipping providers of the future with the knowledge and skills to practice more holistically and with a deep understanding of how to address social determinants of health and transform the systems and structures that contribute to health inequities.

2.2: Partner with regional investors and institutions of higher education to provide training and employment career pathways in community health centers and public health departments.

2.3 Partner with school districts, institutions of higher education, and safety net health service providers to develop a Health Academy and provide early exposure to safety net career pathways, with an emphasis on Black youth.

2.4 Deepen implementation strategies to sustain and elevate the community health worker (CHW) workforce.

2.5 Develop advanced interventions that prioritize equity and inclusivity, aiding in recruitment and retention strategies for employers serving the safety net.

Impact Statement

IHN will have a profound impact on healthcare workforce development in the area. By defining its role, optimizing staffing models, establishing partnerships, and implementing evidence-based initiatives, IHN will empower underrepresented individuals, enhance efficiency, and drive career advancement in collaboration with other workforce development key players. This will result in a diverse, skilled healthcare workforce, improved access to quality care, and reduced health disparities. IHN's commitment to workforce development will not only contribute to the overall health and well-being of the St. Louis community but also play a pivotal role in fostering economic mobility for individuals and families.

By actively engaging in strategic partnerships with organizations that align with its values and have demonstrated momentum, IHN aims to create opportunities for skill development, job growth, and upward mobility. Through these initiatives, IHN envisions a healthier and more equitable future, where individuals and families can thrive and achieve greater economic stability, ultimately contributing to the overall prosperity of the community.

Introduction

At IHN, we firmly believe in the power of collaborative efforts and measurable strategic goals to achieve a well-trained, diverse, and thriving healthcare workforce, tailored to the needs of the healthcare safety net. Our commitment to workforce development is driven by the recognition that investing in the growth and advancement of healthcare professionals, in collaboration with community health centers and other partners, is crucial for ensuring equitable access to quality healthcare for all individuals in the St. Louis community.

One of our primary goals in workforce development is to partner with existing career pipeline programs designed for Black men aged 18-25 interested in pursuing healthcare opportunities. Recognizing the underrepresentation of Black men in these roles, IHN is dedicated to establishing a robust career pipeline. By collaborating with community partners, educational institutions, and mentorship programs, we provide targeted resources and opportunities for career development. Through outreach, mentorship, educational support, and skills training, we aim to empower and guide young Black men, fostering their interest in professional healthcare roles and increasing diversity within the healthcare workforce.

Another strategic goal within workforce development is to foster career growth for existing healthcare professionals in support roles. IHN recognizes the untapped potential within these professionals and is committed to providing the necessary blueprint and resources to unlock their growth potential. Tailored training programs, mentorship initiatives, and professional development opportunities will support their transition into higher-level roles and leadership positions, contributing to increased job satisfaction and the overall quality of care in the healthcare safety net.

Through collaborative efforts with community health centers, health systems, and other partners, IHN works collectively to identify and address gaps within the healthcare workforce. By pooling resources, knowledge, and expertise, we develop targeted initiatives, share best practices, and implement strategies to enhance the competencies of our healthcare professionals, equipping them with the necessary tools to deliver high-quality, equitable, and patient-centered care to all individuals.

IHN as a Key Player in Healthcare Workforce Development

IHN intends to become a key player in the workforce development space, with a strategy focused on methods to sustain the safety-net's workforce and diversifying the healthcare workforce to advance health equity, decrease disparities, and increase access to care.

Influencer and Intermediary

IHN leverages its influential position in the healthcare industry to advocate for diversity and inclusion in workforce development. By engaging with key partners, including healthcare providers, educational institutions, and community organizations, IHN collaborates with identified partners to shape policies and practices that promote the recruitment and retention of individuals from diverse backgrounds, experiences, and communities, creating a healthcare workforce that reflects the patients it serves.

Role within Community Health Centers

IHN collaborates closely with community health centers (CHCs) to enhance workforce diversity. By supporting workforce development initiatives within CHCs, such as outreach programs, scholarships, and mentorship opportunities, IHN attracts Black, Indigenous, and People of Color (BIPOC) individuals to pursue healthcare careers, increasing representation within the healthcare workforce and contributing to more equitable care for underserved populations.

Role within Health Systems

IHN collaborates with health systems to promote diversity and inclusion within their workforce. Advocating for inclusive hiring practices, cultural awareness training, and mentorship programs, IHN supports the professional growth and advancement of historically underserved communities. This strategy ensures a healthcare workforce that possesses cultural awareness and can provide equitable care to diverse patient populations.

IHN recognizes that diversifying the healthcare workforce is crucial in advancing health equity and decreasing disparities. A diverse workforce contributes to reduced health disparities, increased access to care, and improved patient satisfaction.

Through its commitment to workforce development and diversity, IHN aims to break down barriers limiting growth opportunities for underserved communities. By influencing policies, supporting CHCs, and collaborating with health systems, IHN creates a more inclusive healthcare workforce that delivers culturally competent care to diverse patient populations, advancing health equity and creating a more just and equitable healthcare system for all.

Prioritizing Workforce Development for a Resilient Healthcare System

IHN recognizes the critical importance of a skilled and adaptable healthcare workforce in meeting our community's evolving needs. To enhance the quality and accessibility of care within the safety net and health systems, workforce development must be a strategic pillar.

We prioritize addressing emotional health and well-being among healthcare professionals and promoting career mobility within the healthcare system, starting from support occupations to technical and practitioner positions.

Recruiting and retaining qualified professionals, particularly in support occupations, has become increasingly challenging. This dual challenge hampers individual advancement and inhibits overall workforce growth and sustainability. With rising demand for healthcare services due to population growth, aging demographics, and technological advancements, a skilled and mobile workforce is crucial.

By focusing on career mobility, beginning with support occupations, we create transformative opportunities for healthcare professionals seeking advancement. Workforce development initiatives that provide growth pathways attract and retain talented individuals, building viable routes between support roles and higher-skilled positions.

Workforce development, especially career mobility, has a significant impact on decreasing health disparities. Investing in education and training programs that facilitate career progression enhances cultural congruence and diversity within the healthcare workforce, improving care quality for underserved communities and addressing health inequities.

A stronger healthcare workforce with increased career mobility leads to better resource distribution and services. By attracting and retaining professionals in areas with workforce shortages, we improve access to care, ultimately reducing health disparities and addressing social determinants of health.

Additionally, intentionally recruiting and supporting individuals from underrepresented backgrounds creates a healthcare workforce that reflects our communities. This fosters trust, cultural understanding, and effective communication, resulting in patient-centered care for individuals from diverse backgrounds.

Prioritizing workforce development, particularly career mobility in support occupations, is essential for meeting

community needs and decreasing health disparities. Through investments in education, training, and diversity, we empower individuals to advance their careers and contribute to an equitable healthcare system. A skilled and mobile workforce not only improves care quality and accessibility but also plays a pivotal role in addressing health disparities and promoting better health outcomes for all, regardless of socioeconomic status or background.

Collaborative Approach and Partnership

Recognizing the importance of collaboration and partnership, IHN acts as a facilitator, intermediary, and thought partner in workforce development. By co-developing effective strategies, we dismantle barriers and serve the collective initiative's best interests. Through measurable strategic goals and collaborative efforts, IHN's workforce development initiatives actively contribute to a more equitable and thriving healthcare workforce, enhancing representation, diversity, and inclusivity within the healthcare field and supporting professionals to reach their full potential, contribute to the community, and enjoy the rewards of growth. Together, we will build a resilient healthcare safety net that adapts to evolving needs, fosters economic mobility, and reduces health inequities in the St. Louis region.

Key Recommendations:

To foster economic and career advancement while removing barriers, it is imperative to establish systemic changes that effectively support the growth and development of every individual within the healthcare workforce ecosystem. The recommendations below outline the initial steps towards creating a more integrated and collaborative workforce ecosystem.

1. Support New and Established Healthcare Career Pathways for Placement and Advancement Geared Toward Economic Mobility:

Implement a comprehensive career pathway program that supports individuals at various stages of their healthcare careers, including both new entrants and established professionals. This program should offer guidance, mentorship, and training opportunities to help individuals advance within the healthcare sector. By tailoring these pathways to promote economic mobility, the program aims to enable workers to achieve financial stability and success in their careers.

2. Adequately Assess the Workforce Needs of All Healthcare Partners:

Conduct a thorough and systematic assessment of the workforce needs of all healthcare partners, including hospitals, community health centers, clinics, and other healthcare facilities. This assessment should analyze current and projected demand for various healthcare roles, identify areas of workforce shortages, and understand the skill sets required to address emerging healthcare challenges. The findings will serve as a foundation for targeted workforce development strategies and resource allocation.

3. Coordinate and Collaborate with Key Partners Regarding Health Workforce Initiatives:

Foster collaboration among key partners within the healthcare industry, including healthcare providers, educational institutions, government agencies, and community-based organizations. Facilitate regular meetings and working groups to exchange information, share best practices, and collectively address workforce development challenges. By pooling resources and expertise, the healthcare ecosystem can implement more effective and sustainable initiatives to strengthen the workforce.

4. Align Occupation Requirements and Qualifications between Health Partners:

Work towards standardizing occupation requirements and qualifications across different healthcare partners. Create a framework for credentialing and professional development that is recognized and accepted by all entities within the healthcare ecosystem. This alignment will facilitate seamless workforce mobility, allowing individuals to transfer their skills and qualifications more easily between different healthcare organizations.

5. Create Partnerships to Provide Social Supports to Workforce Throughout Workforce Journey:

Establish partnerships with social service organizations and government agencies to provide comprehensive support to healthcare workers throughout their career journey. Offer programs that address financial stability, childcare, transportation, and other social determinants of success. By removing non-work-related barriers, these partnerships can ensure that healthcare professionals can fully focus on their jobs and career advancement.

6. Foster a Positive Narrative Regarding Education, Training, and Employment in the Health Sector:

Launch a public awareness campaign to promote the value and importance of careers in the healthcare sector. Highlight success stories of healthcare professionals who have achieved economic mobility and personal fulfillment through their careers. Emphasize the various educational and training opportunities available and the potential for long-term career growth within the healthcare industry. By shifting the narrative, this campaign aims to attract more talent to the healthcare workforce and reduce stigmas associated with certain healthcare roles.

By implementing these strategic recommendations, the healthcare industry can create a more supportive and cohesive workforce ecosystem that fosters economic and career advancement while addressing the needs of both current and future healthcare professionals. These initiatives will not only strengthen the healthcare workforce but also contribute to the overall improvement of healthcare delivery and outcomes within the community.

IHN's commitment to workforce development not only benefits the overall health and well-being of the community but also plays a vital role in fostering economic mobility for individuals and families. By engaging in strategic partnerships with organizations that align with our values and have demonstrated momentum, we aim to create opportunities for skill development, job growth, and upward mobility. This vision of a healthier and more equitable future will allow individuals and families to thrive, achieve greater economic stability, and contribute to the overall prosperity of the community.

Ultimately, by prioritizing workforce development and fostering a positive narrative around healthcare careers, IHN aims to create a more integrated and collaborative healthcare workforce ecosystem. Through these efforts, we strive to enhance economic mobility, promote health equity, and provide high-quality care for all individuals, ensuring a brighter and healthier future for the St. Louis community.

Please find additional supporting research within the appendix of this strategic plan.

Strategic Priority 3: Community-Driven Innovation

Community-Driven Innovation drives our pursuit of unique solutions tackling health inequities, as we proactively and continuously involve communities and grassroots organizations to co-create initiatives based on lived expertise and relevant needs.

3.1 Engage in policy advocacy at local, state, and national levels to promote policies that support community-driven approaches, health equity, and inclusive decision-making.

3.2 Provide opportunities for partnership between community and academic institutions to increase the use and availability of opportunities through IHN's Network Community Academic Partnerships (NCAP).

3.3 Partner with academic research sites to co-develop structures to inform and implement culturally responsive clinical trials. Ensuring lived-experience and local context is embedded in the framework and design.

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Impact Statement

At IHN, we prioritize Community-Driven Innovation to empower communities, address health disparities, and advance health equity. Through collaborative partnerships, amplifying community voices, cultivating leadership, human centered design, knowledge sharing, fostering innovation ecosystems, measuring impact, and influencing systems change, we transform health systems and enable communities to shape their own well-being.

Introduction

Our approach to Community-Driven Innovation unlocks the potential and wisdom within our diverse communities, leading to transformative impact on health equity and well-being. By embracing Community-Driven Innovation, we guide individuals and communities to be the architects of their own solutions. We believe that community members possess invaluable insights and creative ideas that can address real and complex challenges that are relevant to the needs of the collective. Through collaboration and engagement, we tap into their collective intelligence and resourcefulness.

Community-Driven Innovation aligns with our mission of advancing health equity through collective impact. It serves as a catalyst to dismantle barriers, address social determinants of health, and uplift voices that are often unheard. By centering community members as co-creators and decision-makers, we strive for inclusive, culturally responsive, and sustainable outcomes.

Through strategic objectives, we foster collaborative partnerships, amplify community voices, cultivate community leadership, support participatory design, build knowledge-sharing platforms, foster innovation ecosystems, measure impact and learning, and influence systems change. These objectives enable us to create an ecosystem where communities actively shape their health and well-being.

Empowering Communities for Innovative Solutions: Harnessing the Power of Collective Ingenuity to Drive Sustainable Change

Community-driven innovation refers to a collaborative and participatory approach to problem-solving and creating innovative solutions that are rooted in the needs, experiences, and aspirations of a specific community or group of people. It recognizes that communities possess valuable knowledge, insights, and assets that can contribute to the development of effective and sustainable solutions to address their own challenges.

In community-driven innovation, community members are actively involved in all stages of the innovation process, including problem identification, idea generation, design, implementation, and evaluation. It emphasizes the importance of engaging and empowering community members as co-creators, rather than passive recipients of solutions imposed from external sources.

Key elements of community-driven innovation include:

Community Engagement: Actively involving community members as equal partners in the innovation process. This includes seeking their input, listening to their needs and concerns, and valuing their lived experiences and local knowledge.

Co-Creation: Collaborating with community members to develop and refine innovative ideas and solutions. This involves creating spaces and platforms for meaningful participation, dialogue, and collective decision-making.

Contextual Understanding: Recognizing the unique social, cultural, economic, and environmental context of the community. This understanding helps ensure that solutions are tailored to the specific needs, values, and aspirations of the community.

Asset-Based Approach: Identifying and leveraging the existing strengths, resources, and capabilities within the community. This approach values and builds upon the community's assets rather than focusing solely on deficits or needs.

Sustainability and Ownership: Ensuring that the community has a sense of ownership and long-term sustainability of the innovation. This may involve building local capacity, fostering leadership within the community, and establishing mechanisms for ongoing collaboration and support.

Community-Driven Innovation can be applied to a wide range of domains, including healthcare, education, social services, economic development, and environmental sustainability. It recognizes that solutions that emerge from within the community are often more effective, culturally appropriate, and sustainable than those imposed from external sources.

By empowering communities to take an active role in driving innovation, community-driven innovation approaches foster greater inclusivity, social cohesion, and resilience. They enable communities to harness their collective agency, creativity, and problem-solving abilities to address their own challenges and shape their own futures.

Current IHN Initiatives that support Community-Driven Innovation

Network Community-Academic Partnership (NCAP) is a collaborative initiative established by the Integrated Health Network (IHN) in 2013. NCAP aims to foster increased communication and collaboration between safety net health providers and researchers, working towards a common goal of improving the quality, accessibility, and affordability of healthcare for underserved populations. NCAP operates with short-term, intermediate, and long-term goals, outlined as follows:

Short-term Goal: The primary objective in the short-term is to facilitate enhanced communication and collaboration between safety net health providers and researchers. By establishing strong partnerships, NCAP seeks to leverage the collective expertise and resources of both communities to address the immediate healthcare needs of underserved populations effectively.

Intermediate Goal: NCAP is dedicated to gathering evidence and increasing knowledge about ways to enhance the quality, accessibility, and affordability of healthcare for underserved populations. Through rigorous research and evaluation, NCAP aims to identify effective strategies and interventions that can positively impact the health outcomes of marginalized communities.

Long-term Goal: The ultimate aim of NCAP is to implement sustainable strategies that measurably improve population health over the long term. By combining the knowledge and expertise of safety net health providers, researchers, and community partners, NCAP seeks to develop evidence-based approaches that can address the underlying determinants of health disparities and create lasting positive change.

NCAP was established by IHN in response to several key factors. Firstly, funding opportunities increasingly required demonstrated collaboration with existing networks of community partners. Recognizing the significance of these partnerships, IHN sought to create NCAP to facilitate collaboration between community and academic entities to advance healthcare for underserved populations.

Additionally, IHN believes that community/academic partnerships have the potential to encourage an evidence-based, regional approach to local care delivery. By bringing together the unique perspectives and expertise of both communities, NCAP aims to foster innovative solutions tailored to the specific needs of underserved populations.

Finally, NCAP is grounded in the principles of Community-Based Participatory Research (CBPR). IHN recognizes that meaningful and impactful partnerships require a foundation of mutual trust, shared decision-making, and active involvement of community members. By embracing the principles of CBPR, NCAP endeavors to create partnerships that are equitable, collaborative, and driven by the needs and priorities of the communities they serve.

Through the collaborative efforts of NCAP, IHN aims to drive positive change in healthcare delivery, improve health outcomes, and reduce health disparities among underserved populations. By working together, community partners, safety net health providers, and researchers can create a more equitable and sustainable healthcare system that meets the needs of all individuals, regardless of their background or circumstances.

Community Information Exchange-Unite Us

The Unite Us Community Information Exchange (CIE) is a comprehensive technology platform and network designed to connect and coordinate health and social care services within a community. IHN plays a crucial role as the convener of the Unite Us CIE, bringing together diverse organizations, including healthcare providers, social service agencies, community-based organizations, and government entities, to collaborate and address the social determinants of health that many face.

As the convener, IHN serves as the driving force behind the implementation and adoption of the Unite Us CIE platform within the community. IHN takes on the responsibility of bringing together key partners, facilitating partnerships, and promoting engagement among service providers to create a unified ecosystem for coordinated care across the region.

The Unite Us CIE platform, under the guidance of the Integrated Health Network, facilitates secure information exchange and enables real-time coordination of services across sectors. It serves as a centralized hub where service providers can refer individuals to a wide range of resources tailored to their needs, such as housing assistance, employment support, food security programs, mental health services, transportation, and more.

With IHN as the convener, the Unite Us CIE platform fosters collaboration and care coordination among multiple service providers involved in an individual's care journey. It allows for seamless communication, data sharing, and real-time updates to ensure that everyone involved is well-informed and aligned, ultimately improving the overall well-being of individuals and communities.

Additionally, as the convener, IHN leverages the Unite Us CIE platform's data analytics and reporting capabilities to gather insights on community needs, service utilization, and outcomes. This data-driven approach enables IHN and its partner organizations to identify trends, gaps, and opportunities for improvement. The gathered insights inform resource allocation, program development, and policy decisions, allowing IHN to drive impactful change in addressing the social determinants of health and promoting health equity.

By serving as the convener of the Unite Us CIE, the Integrated Health Network takes a leadership role in bringing together diverse partners, promoting collaboration, and leveraging technology to create a more integrated and efficient system of care. Through these efforts, IHN aims to improve access to services, reduce disparities, and enhance the overall health and well-being of the community it serves.

IHN's Commitment to Service through Community Advisory Board Participation

IHN plays a vital role on community advisory boards by serving as a member and providing valuable input on strategic direction and visioning. Advisory boards are platforms that bring together representatives from diverse community groups and organizations to contribute their perspectives and insights in shaping programs, policies, and initiatives that directly impact the community's health and well-being.

IHN's participation with advisory boards demonstrates its commitment to community engagement and its recognition of the importance of including community voices in decision-making processes. By actively participating in advisory boards, IHN ensures that community perspectives are considered and integrated into the development and implementation of healthcare strategies and initiatives.

As a member of advisory boards, IHN brings its expertise and resources to contribute to the strategic direction and visioning processes. IHN collaborates with other advisory board members to identify community needs, assess existing healthcare services, and explore opportunities for improvement. By actively listening to community members, IHN gains valuable insights into the challenges and needs of the community, allowing them to align their strategies and initiatives accordingly.

One of the key ways IHN supports community-driven innovation is by leveraging its knowledge and experience to provide informed input and recommendations on program development, resource allocation, and service delivery models. IHN's presence on advisory boards enables them to contribute evidence-based insights, best practices, and lessons learned from their work in the healthcare field. This collaborative approach ensures that community-driven innovation is informed by both community voices and the expertise of IHN, resulting in more effective and impactful solutions.

Furthermore, IHN's involvement on advisory boards helps facilitate partnerships and collaborations between community organizations, healthcare providers, researchers, and other key individuals. By fostering dialogue and connections, IHN promotes synergy and collective action towards addressing

health disparities and improving health outcomes in the community. Through these partnerships, IHN supports community-driven innovation by facilitating the sharing of ideas,

Community-Driven Innovation lies at the heart of our mission at IHN, and it serves as the powerful engine driving positive change in the realm of health equity and well-being. By prioritizing the empowerment of communities, we recognize and embrace the invaluable insights and creative ideas that community members possess. Through collaboration and engagement, we unlock the potential and wisdom within our diverse communities, leading to transformative impact.

Our commitment to Community-Driven Innovation is not just a theoretical concept; it is a tangible approach that dismantles barriers, addresses social determinants of health, and amplifies the voices that have often been unheard. We firmly believe that individuals and communities are the architects of their own solutions, and as an organization, we are committed to nurturing their collective intelligence and resourcefulness.

As we forge collaborative partnerships, cultivate community leadership, and foster innovation ecosystems, we create an ecosystem where communities actively shape their health and well-being. By supporting participatory

design and knowledge sharing, we ensure that our initiatives are inclusive, culturally responsive, and sustainable. Our dedication to measuring impact and learning allows us to continuously improve and refine our strategies, ensuring that they remain effective and impactful.

Through Community-Driven Innovation, we not only transform health systems but also enable communities to take charge of their own well-being. As we move forward, we will continue to be guided by our vision of advancing health equity through collective impact, working hand in hand with communities to create a brighter and healthier future for all. IHN is committed to this transformative journey, one that empowers communities and ensures that their voices are heard, valued, and central to the pursuit of health equity for every individual. Together, we will build a world where health disparities are addressed, opportunities are accessible to all, and well-being thrives in the embrace of diversity and inclusion.

"The IHN really has the power as a connector and convenor in the region to show the healthcare system how to deliver better care and really advance the health of the community."

– Network Member

Key Recommendations:

Establish social impact innovation centers: Create physical or virtual social impact innovation centers that serve as collaborative spaces for community members, stakeholders, and experts to come together. These centers should facilitate ongoing engagement, ideation, and co-creation of innovative solutions to address local health disparities and promote health equity. The centers can also serve as platforms for knowledge sharing, capacity building, and networking within the community.

1. Develop Participatory Design Workshops:

Organize participatory design workshops where community members, healthcare professionals, and relevant stakeholders can work together to identify healthcare challenges and co-design innovative solutions. These workshops should prioritize inclusivity, cultural sensitivity, and respect for the community's values and perspectives. The outcomes of these workshops can inform the development of community-driven innovation initiatives and projects.

2. Implement Impact Measurement Frameworks:

Develop comprehensive impact measurement frameworks to assess the effectiveness and sustainability of community-driven innovation projects. These frameworks should include both quantitative and qualitative metrics that capture the social, economic, and health outcomes of the initiatives. By measuring the impact, IHN can continuously improve the interventions and allocate resources more effectively.

3. Foster Cross-Sector Collaborations:

Promote collaborations between IHN, community organizations, academic institutions, businesses, and other relevant stakeholders. Encourage cross-sector partnerships that leverage diverse expertise, resources, and perspectives to address complex health challenges. By fostering these collaborations, IHN can tap into a broader pool of knowledge and resources to support community-driven innovation.

4. Invest in Community Leadership Development:

Develop leadership development programs focused on empowering individuals within the community to take on leadership roles in driving innovation. Provide training, mentorship, and support to community members who are interested in leading or participating in community-driven innovation initiatives. This investment will foster sustainable leadership within the community and ensure the continuity of innovative projects.

5. Promote Knowledge Sharing and Learning:

Create platforms and forums for knowledge sharing and learning within and between communities. Encourage the exchange of best practices, lessons learned, and successful approaches to community-driven innovation. This knowledge sharing can accelerate the adoption of effective strategies and promote collective learning across different communities served by IHN.

6. Advocate for Systems Change:

Leverage the insights and successes of community-driven innovation to advocate for broader systems change within the healthcare sector and beyond. Engage with policymakers, healthcare institutions, and other stakeholders to influence policies and practices that support and amplify community-driven innovation approaches. By advocating for systemic changes, IHN can create an enabling environment for community-driven innovation to thrive.

By incorporating these recommendations into the strategic plan, the St. Louis Integrated Health Network can further strengthen its commitment to community-driven innovation, activate communities, and advance health equity through access to quality and timely care. Community members will be at the heart of problem-solving and decision-making processes, resulting in more relevant, impactful, and sustainable solutions that improve the overall well-being of the community.

Strategic Priority 4: Organizational Capacity Building

Build Organizational Capacity for safety net providers to increase access to health and social services through fiscal sponsorship, shared services, and regional planning.

4.1 Expand grants and contracts management infrastructure to enable IHN members in obtaining funding opportunities to protect, sustain, and transform the safety net.

4.2 Identify the feasibility of procuring shared services opportunities for community health centers to manage the purchasing of goods and services to reduce costs, streamline processes, and improve quality, furthering safety net capacity and financial sustainability.

Impact Statement

IHN's overarching impact is to empower and strengthen its membership organizations by providing strategic support and resources that enhance their organizational effectiveness and amplify their collective impact. By investing in capacity building, IHN aims to foster a thriving ecosystem of resilient organizations working collaboratively to address community needs.

Introduction

IHN is committed to driving collective action and creating meaningful change in the St. Louis region by embracing the Collective Impact 3.0 framework. As a backbone organization, IHN recognizes the importance of building the capacity of its membership organizations to effectively address complex social issues and improve community outcomes.

At IHN, we firmly believe that collaboration and strategic support are key to fostering a thriving ecosystem of resilient organizations. Our overarching impact is to empower and strengthen our membership organizations by providing them with the resources, tools, and training necessary to enhance their organizational effectiveness and amplify their collective impact.

"I'm hopeful that the future of IHN will be bright. I envision us being the main consultants that are contacted for any healthcare progress AND safety net goals. I also see IHN playing a part in systems policy change in some way. I'm hopeful that we can unite the region in a way that other regions will want to take notes to apply to their own areas."

– Kayla Bouchey, IHN Community Health Worker

Key Recommendations:

1. Foster Collaboration and Knowledge Sharing:

Encourage and facilitate frequent communication and knowledge exchange among member organizations. Establish a user-friendly communication platform or portal where members can share best practices, resources, and experiences. Organize webinars, conferences, and networking events to build a supportive community that fosters collaboration and continuous improvement.

2. Strengthen Capacity Building Initiatives:

Conduct a comprehensive needs assessment of member organizations to identify their specific capacity-building requirements. Tailor training programs and resources to address these needs effectively. Seek partnerships with subject matter experts and consultants to provide specialized support and technical assistance to member organizations.

3. Enhance Fiscal Sponsorship Program:

Develop a clear framework and guidelines for fiscal sponsorship aligned with Collective Impact principles. Establish effective systems and processes for financial management, grant administration, and reporting. Build capacity and expertise among staff and member organizations in fiscal sponsorship practices to ensure transparency, accountability, and successful joint initiatives.

4. Facilitate Shared Services:

Define clear governance structures and agreements to ensure clarity and alignment in roles and responsibilities among participating member organizations. Develop a centralized database or platform for resource sharing and knowledge exchange to optimize operations, reduce costs, and enhance efficiency. Implement evaluation and feedback mechanisms to continuously improve shared services based on member input.

5. Support Grant Writing and Administration:

Establish a dedicated grants team or department to provide direct support and expertise in grant writing and administration. Facilitate collaborative grant development processes among member organizations to leverage collective strengths and resources. Offer assistance in identifying funding opportunities and developing compelling grant proposals to improve funding prospects for shared initiatives.

6. Strengthen Collective Advocacy and Policy Influence:

Establish a dedicated advocacy and policy team to lead efforts in addressing systemic barriers and promoting policies that support the collective impact agenda. Cultivate partnerships with community and policymakers to broaden alliances and collaborations. Provide advocacy training and capacity-building programs to enhance the influence of member organizations in policy forums and decision-making processes.

Organizational Capacity Building serves as a crucial strategic pillar for IHN's mission to empower and strengthen its membership organizations. By providing strategic support and resources that enhance their effectiveness and amplify their collective impact, IHN aims to foster a thriving ecosystem of resilient organizations working collaboratively to address community needs.

IHN's impact is driven by its unwavering commitment to empowering and strengthening its membership organizations. By providing strategic support and resources, we foster a thriving ecosystem of resilient organizations that work collaboratively to address the pressing needs of the community.

Embracing the Collective Impact 3.0 framework*, we recognize that collaboration and strategic support are the cornerstones of meaningful change. Through our focus on key areas such as fiscal sponsorship, shared services, capacity building support, grant writing and administration, collective advocacy, and knowledge sharing, we equip our members with the tools they need to enhance their organizational effectiveness and amplify their collective impact.

Our vision is of a future where our members and partners excel in generating and sustaining measurable impact. By leveraging the power of collective impact, we strive to create an enabling environment that drives innovative solutions, addresses systemic barriers, and promotes policies supporting the well-being of the communities we serve.

Together, we are on a transformative journey, where organizations collaborate seamlessly, learn from one another, and drive lasting change in the St. Louis region's healthcare system. With IHN as a backbone organization, our collective efforts are amplified, and our impact is magnified, resulting in a stronger, more resilient community. As we continue to build capacity, foster collaboration, and drive collective action, we envision a future where the collective impact of our membership organizations leads to significant and sustainable improvements in community outcomes.

Ultimately, IHN remains steadfast in its mission to create meaningful change and drive collective action for the betterment of the St. Louis region. Together with our members, partners, and the community at large, we will continue to work towards a brighter future where the well-being of all is nurtured and thriving.

Read more about Collective Impact 3.0 in the appendix of this strategic plan.

Looking Ahead

IHN stands at a pivotal moment in our journey towards health equity in the St. Louis region. Through our strategic planning process, we have reaffirmed our purpose and expanded our impact, harnessing the power of collective wisdom to chart a clear path to success. With our strategic pillars as our guiding framework, we are poised to lead and collaborate in transforming the healthcare landscape.

Our commitment to building partnerships, fostering innovation, strengthening our internal capacity, and advocating for systemic changes is stronger than ever. We are determined to dismantle barriers to health equity and create a future where every individual in our community has equal access to high-quality healthcare and the opportunity to thrive.

Now is the time for action. We call upon our dedicated community and partners to join us in our pursuit of a brighter, healthier, and more equitable future for all. Together, we will continue to blaze trails and forge new pathways, leveraging our strategic plan as a emergent and iterative roadmap to drive greater impact, sustainability, and systemic change.

Let us stand united in our unwavering resolve, working collaboratively to build a healthcare landscape that truly serves historically impacted communities. The time for change is now, and with your support, the St. Louis region will become a beacon of health equity and access for all who call it home.

Join us in this transformative journey as we advance health equity through collective impact. Together, we will achieve a future where every voice is heard, every life is valued, and every individual has the opportunity to thrive. Together, we can create lasting change and build a healthier, more equitable St. Louis for generations to come.

Acknowledgments

We would like to extend our sincere gratitude and appreciation to all the individuals and groups who actively participated in the strategic planning process of the St. Louis Integrated Health Network. Your valuable contributions, insights, and commitment have been instrumental in shaping the future direction of our organization.

To the dedicated staff of the St. Louis Integrated Health Network, we acknowledge and appreciate your hard work, creativity, and passion throughout the planning process. Your unwavering dedication and deep understanding of our organization's mission and values have been the driving force behind the successful development of our strategic plan. Your valuable insights and expertise have ensured that our plan reflects the needs and aspirations of our staff and the communities we serve.

To our esteemed Board members, we extend our heartfelt thanks for your guidance, leadership, and dedication. Your strategic vision, governance expertise, and commitment to our mission have been invaluable in driving our planning process forward. Your thoughtful input and oversight have helped shape a robust and forward-thinking strategic plan that will guide us in achieving our goals.

To our beloved community partners, we express our deepest gratitude for your unwavering support and collaboration throughout the planning process. Your expertise, perspectives, and shared vision have been vital in ensuring that our strategic plan aligns with the needs and aspirations of the communities we serve. Together, we are committed to improving healthcare access and outcomes in St. Louis.

We extend our heartfelt gratitude to our valued community members for their integral contributions to the strategic planning process. Your insights, ideas, and dedication have been instrumental in shaping our collective vision for the future. Your active participation demonstrates a true commitment to our shared goals, and we look forward to realizing the positive outcomes that our collaboration will undoubtedly yield. Thank you for being an essential part of this journey.

Together, we have embarked on a transformative journey to enhance healthcare delivery and make a lasting impact on the well-being of our community. Your active participation and commitment have been invaluable, and we are grateful for the collaborative spirit that has characterized this process.

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INTEGRATED HEALTH NETWORK
Your Trusted Partner in Advancing Health Equity