



**Commonwealth of Massachusetts**  
**Executive Office of Health and Human Services**



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Hospital Quality and Equity Incentives Program

<b>Deliverable:</b>	Cambridge Health Alliance Health Quality and Equity Strategic Plan
<b>Performance Year:</b>	<i>Performance Year 1</i>
<b>Due Date:</b>	<i>December 31, 2023</i>
<b>Gated Payment (Y/N):</b>	<i>Yes; PY1 Reconciliation Payment</i>
<b>Submission via:</b>	<i>OnBase</i>
<b>File Naming Convention:</b>	<i>HospitalAbbreviation_Strategic Plan_YYYYMMDD</i>



## Context

One of MassHealth's key goals in this demonstration period is to improve quality of care and advance health equity, with a focus on initiatives addressing health-related social needs and health disparities demonstrated by variation in quality performance. MassHealth has implemented the Health Quality and Equity Incentive Program ("HQEIP") for Massachusetts acute hospitals participating in the MassHealth program (hereinafter, "Hospitals"). HQEIP aims to incentivize participating entities to achieve key goals by: 1) attaining complete, beneficiary-reported demographic and health-related social needs data, 2) identifying disparities and intervening to reduce disparities in access and quality, and 3) strengthening organizational capacity for health equity through collaboration with health system and community partners.

The HQEIP requires, among other things, that Hospitals complete and submit to MassHealth this Health Quality and Equity Strategic Plan (hereinafter, the "Strategic Plan"), which connects to important components of the HQEIP. This Strategic Plan serves as an opportunity for Hospitals to create a plan that guides their implementation of health quality and equity activities over the next four years. To ensure an equitable and community-driven plan, Hospitals are encouraged to collaborate with their Health Quality and Equity Committee to develop their Strategic Plan.

The Performance Year (PY) 1 Reconciliation Payment is contingent upon completion and submission of the Strategic Plan.

## Instructions and Reporting Template

Each Hospital will submit a Strategic Plan deliverable annually. While some overlap amongst entities in a Hospital system/health system is expected and acceptable, each Hospital should respond to the Strategic Plan prompts included in this Strategic Plan template (the "Template") at the individual Hospital level. Hospitals may cite relevant information from existing strategic plans or other relevant sources that directly pertains to prompts in this Template. Additionally, information submitted can be broader than activities within the HQEIP; however, the information should explicitly consider the MassHealth population.

This Strategic Plan is to be completed, in accordance with this Template by each Hospital, and submitted to MassHealth by December 31, 2023. **All completed Strategic Plans must be submitted via OnBase.**



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## Health Quality and Equity Strategic Plan Deliverable Template

### *Section 1. Hospital Submission Information*

**Names and titles of person(s) submitting the Strategic Plan on behalf of the Hospital.  
(please add more names, titles, and email addresses as needed):**

Name:

Title:

Email:

### *Section 2. Hospital Commitment to Equity*

Respond to the following prompts related to the Hospital's commitment to equity:

- i. Does the Hospital/Hospital health system currently have a public statement of commitment to equity?

- ☐ Yes. Please provide the public statement if it exists below:  
☐ No

Public statement of commitment to equity:

- ii. Please describe the composition of the teams contributing to health equity at the organization and where they sit within the organization.
- iii. Do health equity initiatives at the Hospital or the Hospital's health system have one or more executive-level leads and/or sponsors?

- ☐ Yes, please describe.  
☐ No, please describe.

- iv. Does the Hospital or the Hospital's health system have a Health Quality and Equity Committee (HQEC)?

- ☐ Yes
- ☐ No, please describe below the Hospital's or Hospital's health system's plan to establish and maintain a HQEC in CY24:



### *Section 3. Health Quality and Equity Strategic Plan*

#### *A. Executive Summary*

*(Suggested Page Count: 1-3 pages)*

Provide an Executive Summary of key sections of this Strategic Plan. Include the following information in the Executive Summary:

- i. Hospital name.
- ii. How the Hospital defines health equity.
- iii. What the Hospital hopes to achieve in the next four years related to health equity.
- iv. How the Hospital incorporates member and community voices into its health equity strategic planning and implementation efforts.

MassHealth recommends that this Executive Summary be published in multiple languages and in an accessible manner.

#### *B. Introduction*

*(Suggested Page Count: 1-2 pages)*

Provide a brief introduction to the Strategic Plan. Include:

- i. The Hospital's vision and mission statements, as well as any relevant existing guiding strategies related to health equity.
- ii. Describe the process used for developing the Strategic Plan and/or related strategic planning efforts that have contributed to this plan. MassHealth encourages Hospitals to consider doing the following activities as part of the planning process: key planning sessions, any activities used to develop the Strategic Plan, and meetings with the Health Quality and Equity Committee (if already established), the Patient and Family Advisory Committee (PFAC), other methods of soliciting patient input, and providers representing the population served by the Hospital such as other community hospitals, other community-based providers, Community Partners, members, and members' families.

#### *C. Needs Assessment and Analysis*

*(Suggested Page Count: 3-5 pages)*

Describe how the Hospital has assessed the health equity needs of its served MassHealth population. Include the following information for the served MassHealth population:

- i. Scope of services provided
- ii. Demographic characteristics, including but not limited to age, race, ethnicity, languages spoken, disability status, sexual orientation, gender identity.
- iii. Significant health needs



- iv. To the degree known at this time, observed differences in health and health care quality outcomes defined by race, ethnicity, language, disability status, sexual orientation, gender identity (RELDSOGI) and health-related social needs (HRSN); including intersectionality between one or more of these factors.

Responses should incorporate relevant information from the acute hospital's most recent Community Health Needs Assessment (CHNA), Community Health Improvement Plan (CHIP) and other relevant needs assessments conducted by the Hospital. Please specify the timeframe of when the CHNA or any other needs assessments were conducted and include time periods for all data points in the narrative.

*D. Member and Community Engagement*  
(Suggested Page Count 1-2 pages)

Please answer the following question if applicable.

- i. How does the Hospital engage with its town/city, neighboring areas, and community members?
- ii. How does the Hospital incorporate MassHealth member and community voices into its health equity strategic planning and implementation efforts?

*E. Health Equity Strategic Goals*  
(Suggested Page Count: 3-5 pages)

Provide 3-5 preliminary health equity strategic goals<sup>1</sup> for the period of 2023-2027 for the MassHealth population served at the Hospital. Strategic goals should be directly informed by identified needs and inequities described in Section C and other organizational strategic goals related to health equity. In annual iterations of this Strategic Plan, Hospitals will report on progress towards these goals, and potentially have the opportunity to modify goals over time.

Please list the aforementioned Hospital's two to three goals for the served uninsured population.

For each strategic goal, describe:

- i. Strengths, weaknesses, opportunities, and threats to achieving the goal
- ii. Anticipated actions in the upcoming year to make progress towards the goal
- iii. Key performance indicators that will be used to track progress towards the goal

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<sup>1</sup> Goals should be Specific, Measurable, Achievable, Relevant, Time bound, Inclusive, and Equitable (SMARTIE). For additional information on SMARTIE goals, please visit The Management Center (<https://www.managementcenter.org/resources/smart-to-smartie-embed-inclusion-equity-goals/>)



## Appendix A: Other information

Please provide additional information the Hospital/Hospital health system would like to share with MassHealth regarding its Strategic Plan.