100 Million Healthier Lives

An unprecedented coalition of leaders committed to improving health

DECEMBER 2014

Sponsored by

In collaboration with

THE GUIDING COALITION FOR 100 MILLION HEALTHIER LIVES
Improving Health Care AND Health

The Institute for Healthcare Improvement’s mission has long been to improve health and health care worldwide. For more than 25 years, we’ve worked alongside you to make health care safe, timely, patient-centered, effective, efficient, and equitable. Together we’ve made progress on this journey, and yet we know we have much further to go.

Eight years ago, IHI began to expand on these core principles of quality in health care, to address the challenges of improving health and pursuing the Triple Aim — better experience of care, better population health, and lower per capita cost. As we went deep into this work with hundreds of communities globally, we were reminded over and over that to truly improve health requires improvement in the many determinants of health and well-being that exist outside the walls of the health care system.

Our work with all of you has taught us that:

- We need to value the 5,000 hours that a person with a chronic disease spends at home managing their health every year, rather than simply the small number of 15-minute visits they might have with their provider.
- We need to ensure we ask, “What matters to you?” as well as, “What’s the matter?”
- We need to understand and respond to the factors that lead to massive variation in health outcomes that are based not on who you are, but where you live.
- And we need to find ways to support and deploy all of the assets in our communities.

Today, IHI believes we are at a moment of unparalleled possibility and convergence, one in which we have the opportunity to learn how to improve health care and health with new partners and novel collaborations. Over the past several months, we have actively convened and participated in a grassroots collaboration between community groups, public health, educational institutions, employers, individuals and patients, government entities, payers, and, of course, many in health care, including the newly formed IHI Leadership Alliance, all of whom are impatient with the pace of change and eager to combine efforts to accelerate progress toward health. When it comes to the pursuit of health, we share the belief that each of us holds an important piece of the puzzle.

Health care leadership in this context is not about being out in front, but about being generous contributors, willing to co-create solutions with a host of players from across sectors and stakeholder groups. We call on our colleagues in health care to join us in this continued evolution of the improvement journey, as we explore what it means to improve health care AND health.

Welcome to the journey!

Maureen Bisognano, President and CEO, Institute for Healthcare Improvement
Derek Feeley, Executive Vice President, Institute for Healthcare Improvement
A Coalition of Coalitions

As you read this document, a coalition is forming, and we invite you to join us. The Guiding Coalition for 100 Million Healthier Lives is built on the belief that the only way to achieve dramatic improvement in health is to work together. As early co-chairs of this coalition, we’ve been inspired to see change agents from all corners of the United States and, indeed, the world coming forward in wave after wave — people who collectively represent tens of millions of people around the globe — to say, “We’re in.” They believe that this is the kind of cooperation, shared learning, and engagement that it will take to optimize the health of the communities they serve: individuals and organizations willing to set aside differences to create the shift that is needed in our thinking and approaches.

The First Meeting: Just the Beginning

The first gathering of the newly formed — and rapidly growing — Guiding Coalition took place on October 7–8, 2014. That meeting, called *Escape Velocity to a Culture of Health*, brought together more than 200 people, including some of the most forward-thinking and committed leaders in the country representing health care, community health, public health, employers, policymakers, funders, patients, and community members. The goal of the meeting was to build on our rich history and co-create a shared vision and plan for improving health and well-being together.

We realized early on that we would need a common goal that was audacious enough to galvanize action, but broad enough to engage individuals and communities around the world. A goal that no one organization could achieve alone and that challenged us to think differently, partner differently, and act differently. A goal that could help us create a continuum of health across health care systems and communities.

The October gathering officially adopted the shared goal of **100 million people living healthier lives by 2020**.

Since then, our audacious goal has been adopted by a growing community of organizations and leaders who are eager to join the Guiding Coalition and have taken on the challenge of achieving that goal, together. With more than 250 members and others joining daily, these early members share a belief that the time is right for unprecedented improvement, and a commitment to work together to achieve this goal. **The work is just beginning and we hope you will join us.**

**Soma Stout, MD**, Executive External Lead for Health Improvement, IHI, and Executive Lead, 100 Million Healthier Lives Leadership Team; RWJF Young Leader; Cambridge Health Alliance

**Laura Brennan, LICSW**, Executive Board Member, Communities Joined in Action; Co-Chair, 100 Million Healthier Lives Leadership Team

**Cristin Lind, MBA**, Patient Leader; Co-Chair, 100 Million Healthier Lives Leadership Team
The Guiding Coalition: What We Believe

We believe the time is right…

…for a major leap forward in the creation of health. Everyone agrees that we need to get to a fundamentally different result, that our goal needs to be exponential improvement, not incremental change. We need to achieve “escape velocity” — the speed needed to break forth from the gravitational forces that keep us tied to the way we’ve always done things, to achieve improvement in health at scale.

The time is right to unite the community of people who are ready to work together across boundaries to create health. The time is right for a catalytic movement that will lead and enable the collective and collaborative actions necessary to make a leap forward. We need to build on our rich history in improving health — and expand to the next level.

As members of the Guiding Coalition, we are not interested in connecting to simply talk about these issues. We agree to hold ourselves accountable to an audacious goal: 100 million people living healthier lives by 2020. We want to be part of creating bold, meaningful action in a way that accelerates learning and momentum across efforts and sectors. We will need to change our culture, approach, strategy, structures, and incentives if we are going to achieve meaningful improvement at scale. We commit to making these changes, together. We will adopt a humble posture of learning; and we hold as a first principle that it is people, individually and collectively, who hold the keys to their health.

Through partnership, at scale, at every level, with those who are already innovating to improve health, and, above all, with the people and communities we hope to serve, we will build a collective improvement movement that will change culture and create a tipping point in our journey to health.

This is the moment when, rather than pursuing many isolated efforts to create health and well-being, we have the opportunity to build a unified, humble, empowering, learning-oriented movement to a culture and practice of health at the global level. We invite you to partner with us.

“If there is any period one would desire to be born in, is it not the age of revolution; when the old and the new stand side by side, and admit of being compared; when the energies of all men are searched by fear and by hope; when the historic glories of the old can be compensated by the rich possibilities of the new era? This time, like all times, is a very good one, if we but know what to do with it.”

— Ralph Waldo Emerson
The Guiding Coalition: **HOW We Will Get There**

*Wanted: Escape Velocity*

The guiding metaphor for the initial meeting of the Guiding Coalition was *Escape Velocity to a Culture of Health*. There are few moments more mythologized in modern American history than John F. Kennedy's May 1961 commitment that the United States would put a man on the moon and bring him home safely within the decade — a goal utterly audacious in its ambition. Jim Hester, former Director, Population Health Models Group for CMS, and an aerospace engineer at the time Kennedy set out the challenge, reminds us that when Kennedy made that famous pledge, NASA was not even three years old.

In getting to the goal, NASA scientists faced myriad problems of bewildering complexity in propulsion, computing, and life support, among others. The leaders recognized that with needs crossing so many disciplines, NASA would have to draw on the wisdom and learning of experts in dozens of fields. And they would need to learn their way to success taking a staged approach. NASA's achievement of this goal in 1969 is a testament to the instinct for inclusion, continuous experimentation, learning, and improvement. It is an enduring lesson about what can be achieved when committed people from disparate corners unite behind a common goal.

**A Staged Approach to Reaching Our Goal of 100 Million People Living Healthier Lives by 2020**

At the highest level, we’ve identified five integrated stages of work that will be required to move toward our goal; we anticipate experimentation, shared learning, improvement, and collaboration at each of these stages.

- **Unite** a Guiding Coalition across people and organizations to achieve 100 million people living healthier lives by 2020
- **Co-design** core strategies (see right column) and an asset-based implementation plan through workgroups
- **Develop** infrastructure for learning, improvement, and motivation
- **Engage** health care, people, and communities to improve health
- **Create** meaningful connections, removal of barriers, and ongoing support

With this high-level approach in mind, we took the first major step toward alignment, a face-to-face gathering of 200 people willing to roll up their sleeves and begin some of the early work of identifying opportunities, challenges, and the collective set of assets this diverse group could bring to such an effort.

**CORE STRATEGIES**

- Creating a health care system that’s good at health and good at care
- Building bridges between health care, community, and public health
- Creating healthy communities
- Promoting peer-to-peer supports to improve health
- Creating enabling conditions, such as sustainable business models
- Developing new mindsets — about partnership, co-design with the people we are hoping to serve, collaboration, and servant leadership
The Guiding Coalition: From Ideas to Action

At the initial meeting of the Guiding Coalition on October 7–8, 2014, our belief that the time is right for a major leap forward in the creation of health, and our hypothesis that we needed to achieve “escape velocity” to get there, took concrete form in a spirited, initial gathering of more than 200 leaders committed to improving health.

Beginning with a Reminder: What does health mean to you?

We began the meeting with the recognition that each individual defines health differently, a message communicated powerfully by Familias Latinas Unidas Por el Síndrome de Down (FLUPSD). We were privileged to see these children put on a dance performance, a reminder to all present that health encompasses not only traditional health care, but just as crucially, it includes the support that allows individuals to attain a sense of well-being. Patient advocate Cristin Lind delivered a similar message to the gathering, defining health as “not the absence of disease but the addition of confidence, skills, knowledge, and connection. Most importantly, it is simply a means to an end — which is a joyful, meaningful life.”

Building on Solid Foundations

To succeed in this ambitious effort, we must draw on the wisdom and learning of pioneers in movements for public health, healthy communities, improvement science, and many others. Their hard-won knowledge is what makes our goal achievable, and we plan to adopt several of the lessons from these fields as lodestars in the coming work.

A Broad Base

From the start, we adopted “radical inclusion” as a guiding principle of the Guiding Coalition, and its 100 Million Healthier Lives initiative, reasoning that an effort this ambitious will require all stakeholders to collaborate. Tyler Norris, a 25-year veteran of the healthy communities movement, offered a forceful argument for this conception, telling attendees at the October meeting that health cannot be understood as a silo, somehow independent of roads or jobs or education. Rather, he said, health is best viewed as “the byproduct of a community working.” Because our aim is to help millions, rather than thousands, we will need to venture outside of our traditional silos and learn from colleagues engaged in the hard work of health improvement, wherever they may be.
Focus Upstream

Public health leaders repeatedly stressed the need to reach beyond the time-intensive interventions focused on individuals, such as one-on-one counseling about diet and exercise. Such initiatives are immensely valuable, but we can do much to augment their effectiveness by focusing on the comparatively under-resourced interventions to enable healthy behaviors for whole communities and populations. Drawing on CDC Director Tom Frieden’s five-tiered pyramid of public health initiatives, Sonia Angell of the New York City Department of Health and Mental Hygiene noted that few of our resources go to remedying socioeconomic factors so pivotal to overall health. Investing here can enable improvement on a dramatic scale.

Measuring for Improvement

Asked to distill a lesson from health care’s quality improvement movement, former IHI CEO Don Berwick pointed to the need to use measurement for improvement, rather than for accountability. Measurement has a long history of use for accountability, even for punishment, in health care, education, poverty reduction, and elsewhere. So it is perhaps not surprising that the term can inspire misgivings among people toiling at the front lines of health creation. But, as Dr. Berwick noted, measurement can be a dynamic tool for improvement so long as it is used as part of a system of continuous learning. Health care’s success stories with quality improvement share a common thread of employing measurement to help and inform the efforts of the clinicians caring for patients, rather than as a means of punishment or reward. By adopting such a view of measurement, the 100 Million Healthier Lives initiative can help drive improvement in all the sectors vital to the health of people.

Getting Down to Work

To cast the widest net for health improvement interventions, attendees at the Coalition meeting adopted six core strategies (see page 5, right column) that include improving health care systems, enhancing peer-to-peer supports, and a focus on the underlying conditions that enable health creation. And within these broad areas, attendees drilled down, convening in 18 workgroups to grapple with pivotal challenges, among them devising new metrics and payment models, addressing poverty and social determinants of health, and creating learning systems to enable improvement.
Agreeing on an Audacious Goal

On October 8, 2014, at 2:52 PM, the assembled leaders made a commitment: to help 100 million people lead healthier lives by the year 2020 — a deadline just six years away. In doing so, we recalled one of space flight’s earliest and most daunting challenges. To deliver a spacecraft into orbit, NASA’s engineers needed to create enough propulsion to reach “escape velocity,” the speed at which a spacecraft could break free from Earth’s gravitational pull. Health needs change of similar magnitude — not incremental, but exponential. Our 100 Million Healthier Lives goal is audacious by design, grand enough to impact health on the scale now needed, and large enough that it will only be realized if we draw on ideas from every conceivable corner of health.

Putting the Pieces Together

An initiative this vast confronts a critical tension: To help 100 million people demands a big tent that not only encompasses health’s myriad drivers, but is also flexible enough to enable innovation at the front lines of health. But achieving this goal also requires that we begin immediately to disseminate those interventions that have proven successful, while of course still allowing communities the flexibility to adapt these interventions to local needs. We must thus strike a balance between bottom-up learning from front-line efforts and more top-down dissemination of teachings to front-line improvers.

Fortunately, we do not lack for interventions ready to be scaled up. Below are a few examples, each touching on a different strategy of health creation, from peer-to-peer counseling to addressing socioeconomic factors and building community health capacity.

Big White Wall

*Online Peer-to-Peer Support for Emotional Health — 95% Report Improvement*

**Puzzle Piece:** Peer-to-peer support platform for mental health, with seamless connection to online professional services as needed.

**How:** Online 24/7 platform where people struggling with emotional, mental, and behavioral issues can go to connect with others who face similar challenges.

**Innovation:** Visitors learn about their health conditions, join therapy groups, create poetry and art, and provide mutual support. The “wall” is professionally monitored, ensuring safety and quality. Monthly membership fee covers majority of services, with optional individual counseling available at a fee.

**Example Outcome:** 95% of members report feeling better, 2/3 of whom say they would not have sought help for their issue from a clinician. Big White Wall has partnered with the National Health Service (NHS) to dramatically expand access to mental health services across the UK, generating an estimated savings of $57,977 per year for every 100 people using the service.
We Need Your Piece of the Puzzle

Stories like these are just some of the “bright spots” that give us hope we can get to 100 Million Healthier Lives by 2020 if we work together. To get there will take many more of us bringing our ideas, stories, frameworks, and successes to the table.

Pathways Community HUB
*Connecting People Reliably to Basic Health and Human Needs*

**Puzzle Piece:** Create reliable connections to basic human needs (e.g., food, housing, transportation, legal aid) and health needs (e.g., mental health services, smoking cessation) across a community.

**How:** Based on an individual risk assessment, community navigators use nationally standardized pathways that help low-income people navigate to needed services. A community-wide IT platform tracks the points in the pathway to ensure completion.

**Innovation:** Community HUB leverages a tracking system to reward each provider of health or social service as each step is completed and the health outcome is achieved. The Community HUB technology platform operates across participating agencies, creating a community-wide hub of available services that allows for proactive service planning.

**Example Outcome:** After low-income pregnant women in Richmond County, Ohio, were connected reliably with prenatal services, housing, food, etc., via the team of navigators and the hub, the rate of low-birthweight infants was reduced by 60% in the Community HUB intervention group compared with control.

Varqa Foundation
*Empowering Indigenous Teams in Guyana to Create Breakthrough Solutions*

**Puzzle Piece:** Help teams of community health workers, villagers, and teachers develop leadership and improvement skills, and accompany them with coaching and tools as they work to improve.

**How:** In one region, the village health team assessed the community and identified an 80% incidence of malaria and high malnutrition among widows as major issues.

**Innovation:** The team helped widows to stop farming and instead form a sewing cooperative to weave mosquito nets in exchange for food through the winter.

**Example Outcome:** 90% reduction in malaria incidence, widows no longer malnourished.
We Invite You to Join Us

It’s not too late! The 100 Million Healthier Lives initiative will be a true learning initiative for anyone on the journey to achieving better health at scale for individuals, communities, states, even countries. We’re at the very beginning of this effort, and there are many ways you can stay connected and contribute.

To indicate your interest, go to ihi.org/100MLives and click on JOIN. You will be asked a few simple questions and we’ll follow up with you from there. We look forward to hearing from you.

At the end of his remarks at the October gathering, Jim Hester left us with a wonderful quote from Wendell Berry, and we’ll let that be the last word:

“It may be when we no longer know what to do, we have come to our real work, and that when we no longer know which way to go, we have begun our real journey.”

Guiding Coalition Founding Partners to Date

These organizations have committed to deeply supporting the Guiding Coalition.

AcademyHealth
Allegiance Health
Allina Health
American Academy of Nursing
Beacon Communities, LLC
Buffalo County Community Partners
Cambridge Health Alliance
Center for Courage & Renewal
Center for Public Health Quality
Child & Family Policy Center
Cincinnati Children's Hospital Medical Center
Colorado HealthOP
Communities Joined in Action
Communities of Excellence 2026
Community Solutions
Contra Costa Medical Center
Copley Raff, Inc.
DocsInk, LLC
Earth Institute
Family Van at Harvard Medical School
Federal Reserve of San Francisco
Gateway to Care
Harvard Medical School Center for Primary Care
HealthBeginns
HealthLeads
Healthways, Inc
HIICCup
IHI Open School Community
Insightformation, Inc.
Institute for Healthcare Improvement
Kaiser Permanente
National Institute for Children’s Health Quality (NICHQ)
Nemours Foundation
Network for Regional Health Care Improvement
Northwest Oregon Network
Northeastern Family Institute, Vermont
Oregon Public Health Institute
Patient-Centered Primary Care Collaborative
Perfect Health, Inc.
PFCC Partners
Prevention Institute
Primary Care Coalition of Montgomery County, Maryland
Raising Peacemakers
ReThink Health
Roanoke Chowan Community Health Center
Samueli Institute
South Carolina Health Coordinating Council
Southcentral Foundation
St. Charles Health System
The Arnold P. Gold Foundation
The Center for Physician Integration
The Conversation Project
The Walking Gallery
Thomas Jefferson University School of Population Health
Vermont Blueprint for Health
Westview Nursing and Rehabilitation
Guiding Coalition Leadership Team

Leaders actively working together across organizations to design and provide guidance for the Guiding Coalition.

John Auerbach, Senior Policy Advisor to the CDC; Director and former Massachusetts Public Health Commissioner
Kevin Barnett, Public Health Institute; Executive Board Member, Communities In Action
Kevin Berry, VP, Military Medical Research, Samueli Institute
Rick Brush, CEO, HICcup
Laura Jean Brennan, Executive Board Member, Communities In Action; Co-Chair, 100 Million Healthier Lives Leadership Team
Gail Freeman, Vice President, Strategy and Chief Marketing Officer at IHI
Katherine Gottlieb, President and CEO, Southcentral Foundation; MacArthur Fellow
Gary Gunderson, VP, Faith and Health, Wakefield Baptist Health and Stakeholder Health
Rosanne Haggerty, President and CEO, Community Solutions; MacArthur Fellow
Kate Hilton, Director, ReThink Health; Lead I-CAN Campaign
Charlie Homer, CEO, National Institute for Children’s Health Quality
Janhavi Kirtane, Director, Collaborative Health Network
Denise Koo, Population Health, Centers for Disease Control and Prevention
Uma Kotagal, Senior Vice President, Quality, Safety and Transformation, Cincinnati Children’s Hospital Medical Center
Ray Lewis, Health in All Policy Expert
Cristin Lind, Patient Leader, Co-Chair, 100 Million Healthier Lives Leadership Team
Rishi Manchanda, Author, The Upstream Doctors; Founder, HealthBegins
Leslie Mikkelsen, Managing Director, Prevention Institute
Tyler Norris, Vice President, Total Health Partnerships, Kaiser Permanente
Jess Perlo, Community Manager, IHI Open School
Lisa Schilling, VP, Healthcare Performance Improvement Center for Health System Performance, Kaiser Permanente
Hanna Sherman, Program Director, Health and Health Care, Center for Courage & Renewal
Prabjot Singh, Director of Systems Design, Earth Institute; Director, One Million Community Health Worker Campaign; RWJF Young Leader
Soma Stout, Executive External Lead for Health Improvement, IHI; Executive Lead Co-Chair, 100 Million Healthier Lives Leadership Team; RWJF Young Leader; Cambridge Health Alliance
Karen Watson, Senior Advisor to Health Initiative Coordinating Council

Guiding Coalition Strategic Advisors

Thought leaders, experts, and enablers in improvement and population health who are shaping key areas of work.

Sonia Angell, Deputy Commissioner, New York City Department of Health and Mental Hygiene; Former Chief, Global Noncommunicable Disease Unit, Centers for Disease Control and Prevention (CDC)
Pierre Barker, Senior Vice President, IHI, responsible for improvement initiatives in Africa and India
Gary Belkin, Executive Deputy Commissioner, New York City Department of Health and Mental Hygiene
Elizabeth Bradley, Professor of Public Health (Health Policy) and Faculty of Arts and Sciences; Director, Yale Global Health Initiative
Charlie Bruner, Executive Director, Child & Family Policy Center
Sir Harry Burns, Former Chief Medical Officer for Scotland; Professor, Global Public Health University of Strathclyde
David Erickson, Director of the Center for Community Development Investment, Federal Reserve Bank of San Francisco
Dan Fox, Editor Emeritus, Milbank Quarterly
Ian Galloway, Senior Research Associate, Federal Reserve Bank of San Francisco
Paul Grundy, Global Director of Health Care Transformation, IBM; Chair, Patient-Centered Primary Care Collaborative
Karen Hacker, Director, Allegheny County Health Department
Goran Henrik, Chief Executive of Learning and Innovation, Qulturum, Sweden
Jim Hester, Former Director, Population Health Models Group, Centers for Medicare and Medicaid Innovation, CMS; Aerospace Engineer
Wayne Jonas, President and CEO, Samueli Institute
Craig Jones, Director, Vermont Blueprint for Health
Becky Kanis, Co-Founder, Billions Institute; Former Lead, 100,000 Homes Campaign Network Coach
David Kindig, Co-Chair, Institute of Medicine Roundtable on Population Health; Emeritus Professor of Population Health, University of Wisconsin School of Medicine and Public Health
Laura Landy, President and CEO, ReThink Health
Sheila Leaetherman, Professor of Health Policy and Management, Institute of Medicine
Jason Leitch, Clinical Director, Scottish Government Health Department
Joe McCannon, Co-Founder, Billions Institute; Lead, IHI 100,000 Lives Campaign
John Moore, Co-Founder and CEO, Twine Health
Tom Nolan, Associate in Process Improvement; Senior Fellow, IHI
Kennedy Odede, President and CEO, Shining Hope for Communities, Kenya
Rebecca Onie, President and CEO, Health Leads; RWJF Young Leader; MacArthur Fellow
Enrique Ruelas, Senior Fellow, Institute for Healthcare Improvement, former Secretary of the General Health Council of Mexico
Jeff Sachs, Director, Earth Institute, Columbia University
Darshak Sanghavi, Director of Population and Preventive Health Models Group, Centers for Medicare and Medicaid Innovation
Doug Thompson, CEO, Perfect Health; former Chief Administrative Officer, ACO Development, Cambridge Health Alliance; CFO, Massachusetts Medicaid
Michelle Tierney, Vice President of Organizational Development and Innovation, Southcentral Foundation
John Whittington, Lead Faculty, IHI Triple Aim in Populations Initiative

Special thanks to The Arnold P. Gold Foundation and St. Charles Health System, who joined IHI to provide initial financial support to the 100 Million Healthier Lives initiative.
“The 100 Million Healthier Lives initiative, in partnership with IHI and so many talented and committed others, is an opportunity of a lifetime… Let's keep our eyes on the prize — and join forces to ensure healthier people and communities.”

—Laura Jean Brennan, Executive Board Member, Communities Joined in Action; Co-Chair, 100 Million Healthier Lives Leadership Team

“IHI knows how to build a movement. I want to be there when they move from health care to total population health improvement.”

—David Kindig, Co-Chair, Institute of Medicine Roundtable on Population Health; Emeritus Professor of Population Health, University of Wisconsin School of Medicine and Public Health

“I'm committed to 100 Million Healthier Lives because… we need a dramatically different way to think about health and well-being, one that includes all the ways in which we flourish as people.”

—Hanna Sherman, Program Director, Health and Health Care, Center for Courage & Renewal