What is 100 Million Healthier Lives?

It is:

- A unifying coalition that helps bring together those who are working to improve health across sectors to accelerate change.
- An improvement campaign designed to achieve a measurable goal of improving health and spark large-scale innovation about how to get there.
- A catalytic social movement whose purpose is to create a shift in culture, heart, and mindset.

What is the approach for impacting the health of millions of individuals and hundreds of communities by 2020?

At the highest level, achieving the goal of 100 million people living healthier lives by 2020 will be accomplished by:

- **Uniting** a guiding coalition to catalyze people and organizations to achieve 100 Million Healthier Lives by 2020.
- **Co-designing** core strategies and an asset-based implementation plan through workgroups.
- **Developing** infrastructure for learning, improvement, and motivation.
- **Engaging** health care, people, and communities to improve health.
- **Creating** enabling conditions.

(see appendix for more detail)

What might this look like in practice?

Here are just a few of the many examples of bright spots that we can learn from and ultimately spread to achieve better health:
Pathways Community HUB: Creates 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 birth-weight infants was reduced by 60% in the Community HUB intervention group compared with control.

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Varqa Foundation: Helps 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.

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Big White Wall: A 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 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 counselling available at a fee.

Example Outcome: 95% of members report feeling better, two-thirds 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/year for every 100 people using the service.

What is the Guiding Coalition for 100 Million Healthier Lives (“the Guiding Coalition”)?

The Guiding Coalition is a community of groups and individuals who will help support the activities to achieve the goal of 100 Million Healthier Lives by 2020. It includes some of the most forward-thinking leaders from across the country representing health care, community health, public health, employers, policymakers, funders, patients, and community members. Together, the Guiding Coalition is building novel relationships across sectors to improve health and catalyze action.

The coalition is built on the belief that the only way to achieve dramatic improvement in health is to work together and that long-term, large-scale results are possible only by working alongside and with communities instead of attempting to fix health by doing to people and communities.
The Guiding Coalition met for the first time in Cambridge, Massachusetts, on October 7-8, 2014. A summary of that meeting and a complete list of members to date can be found at [www.ihi.org/100mLives/](http://www.ihi.org/100mLives/). The coalition plans to meet three times per year and invites new members.

**How does the Guiding Coalition define health?**

A variety of definitions of health have evolved over the years. The Guiding Coalition has adopted a modified version of perhaps the most prominent definition used by the World Health Organization: "*Health is a state of complete physical, mental, and social [and spiritual] well-being and not merely the absence of disease or infirmity.*" Importantly, everyone defines health differently and it’s critical that we leave room for broader definitions like the one developed by Cristin Lind, the mother of a special needs child who defines health “not as 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.”

**What is the structure of the Guiding Coalition for 100 Million Healthier Lives?**

The structure is depicted in the diagram below.
Guiding Coalition for 100 Million Healthier Lives: The broad community of leaders, groups, and individuals who will help support the activities to achieve the goal of 100 Million Healthier Lives by 2020.

Founding Partners: Organizations that have committed to deeply supporting this initiative in alignment with their key competencies.

Leadership Team: Leaders actively working together across organizations to design and guide this initiative.

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

Implementation Team: The team of people working to execute on the vision, based on the input of the Guiding Coalition, the Leadership Team, Strategic Advisors, and the Board.

Sponsors: People or organizations providing direct financial support to the initiative.

What is the vision behind 100 Million Healthier Lives?

The Guiding Coalition believes the time is right for a major leap forward in the creation of health. The context created by the rise in chronic disease across the world, the attention to poor outcomes created by disparities in access, the evolution of the work on the Triple Aim,¹ and the sense that while health care costs spiral out of control, people are experiencing a less and less satisfying quality of life because of their health, have created a hunger for a different way of looking at the problems that weigh us down. Everyone in the Guiding Coalition agrees that we need to get to a fundamentally different result, that our goal needs to be exponential improvement, not incremental change. The Guiding Coalition wants 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 coalition is not interested in simply talking about these issues. Coalition members want to be part of creating bold, meaningful, “breakthrough” action to

¹ Better health and experience at a lower cost.
improve the health of millions in a way that accelerates learning and momentum across efforts and sectors. The need to change culture, strategy, structures, incentives, and approach to achieve meaningful improvement at scale has never been more apparent or felt more overwhelming to those struggling to create this change, often alone and in a silo.

The time is right to unite the community of people who are ready to work together across boundaries to create health into a collective effort. The time is right to build a Guiding Coalition that will lead and enable the collective and collaborative actions necessary to make a leap forward. There is also a hunger for this kind of connection and a shared vision among the patients, communities, health care systems, and organizations who are beginning to work on creating population health. There is moreover a call for coordination to avoid duplication of efforts and to achieve real improvements at scale that will be measurable and noticeable along the way and, by 2020.

In other words, the time is right to connect across organizations and sectors to achieve something collectively that is greater than what any organization or group could achieve alone. Through engagement at every level — individuals, communities, health systems (inclusive of health care as well as public and community health systems), organizations, employers, and key enablers — the Guiding Coalition hopes to build an improvement movement that will create a tipping point in our journey to health. This systematic adoption of a humble posture of learning and partnership in the process of creating improvement has the potential to accelerate change and create meaningful connection and results.

How does the Guiding Coalition and 100 Million Healthier Lives differ from other coalitions and initiatives working to improve the health of individuals and communities?

The goal of 100 Million Healthier Lives is to connect, catalyze, and build on important work underway around the world and to innovate and share best practices for the benefit of all. In this sense it is a coalition of coalitions, with representation from individuals and organizations already making strides in the achievement of better health. By changing ways of thinking, designing, and acting across boundaries, and by committing to a process of learning, partnership, transformation, and accountability, the vision is to not only achieve an audacious
goal but to transform our culture and develop capability within people and communities to own ambitions and goals around health for themselves.

**How can organizations join in this effort?**

**All are invited to...**

1) Co-convene the national campaign as a member of the Guiding Coalition for 100 Million Healthier Lives. This implies playing a leadership role in the co-design and implementation of the effort.

2) Be a member organization of the national effort, bringing the people, organizations, and communities you represent with you.

3) Connect key partners across sectors — individuals, communities, organizations, thought leaders, and enablers who are ready to work together in a results-oriented way to improve health at scale.

4) Bring communities and health systems you are working with into the effort.

5) Provide funding or other support for activities and development of campaign infrastructure so we can optimize resources.

**Is 100 Million Healthier Lives by 2020 a global goal or a US goal? Will there be other Guiding Coalitions worldwide?**

The goal of 100 million is a global goal with work already underway in the United States. Leaders and groups from other regions of the world have expressed interest in this effort and will create their own unique approaches. A group of global leaders will convene to discuss their next steps at the IHI 26th Annual National Forum on Quality Improvement in Health Care held in Orlando, Florida, in December 2014. More details will be released following that meeting.

**Why such a big goal? Is it realistic?**

100 million people living healthier lives is an audacious goal and deliberately so. Breaking free of the gravitational pull of current health care models requires a countervailing force and ambition. This goal has already had a galvanizing effect, bringing together representatives of tens of millions of individuals in hundreds of communities nationwide. While having connections to millions is not the same as
improving their health, it does provide a sense of the reach that is possible with a coalition that is horizontally integrated and vertically aligned across government, improvement organizations, communities, patient groups, and individuals. The goal provides a big enough tent to encompass a broad range of initiatives already underway. For example, one community’s effort to help people to live healthier lives might focus on the elderly, while another effort may center on investing in the early childhood years.

How will results be measured?

The Guiding Coalition has established an expert workgroup for determining metrics and measures and work is underway to develop logic models and a measurement framework. In early 2015 the output of that work will be shared more broadly.

Why did IHI sponsor and convene the first meeting for 100 Million Healthier Lives?

The Institute for Healthcare Improvement (IHI) has always had the dual mission of improving health and health care. IHI began to envision a more comprehensive view of health in 2008 with its work on the IHI Triple Aim — better experience of care and better health of populations at a lower cost — a framework now widely pursued and considered key to the future of health and health care.

But, despite the committed efforts of IHI and others, there has not been demonstrable improvement in the health of communities on a large scale. To address this gap, IHI sponsored the formation of the Guiding Coalition for 100 Million Healthier Lives and is now one of over 60 founding partners committing time, talent, and resources to this initiative. Other partners include Communities Joined in Action, Community Solutions, the National Institute for Children’s Health Quality (NICHQ), the Federal Reserve of San Francisco, and a host of others.

What is IHI’s role?

In addition to being a founding member and executive sponsor of 100 Million Healthier Lives, IHI will act as one of the backbone organizations providing infrastructure support. IHI also brings deep improvement experience, working with health care systems and communities in a range of population health outcomes projects around the world.
Who is funding 100 Million Healthier Lives?

100 Million Healthier Lives is supported by private grants, sponsorships, and pledges from private and public sponsors and funders.

This is the moment when, rather than pursuing many different 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 to improve the health and well-being of 100 million people by 2020.
Appendix

100 Million Healthier Lives Approach

**Unite:** A guiding coalition catalyzing people and organizations to achieve 100 million healthier lives by 2020
- Form Leadership Team; Strategic Advisers, Founding Partners (50+)
- Engage broader coalition across the “determinants” of health
- Establish guiding principles
- Understand and build on collective assets and initiatives; bring puzzle pieces together

**Co-design:** Core strategies and an asset based implementation plan through workgroups
- Create a healthcare system that’s good at “health” and good at “care”
- Build bridges between health care, community, public health
- Create healthy communities
- Promote peer-to-peer supports
- Create enabling conditions
- Develop new mindsets

**Develop:** Infrastructure for learning, improvement, and motivation
- Adopt an improvement paradigm for health and a measurement strategy
- Develop novel relationships to improve health across sectors
- Continuously redesign based on outcomes and lessons learned
- Create joy, motivation and community

**Engage:** Health care, people, and communities to improve health
- Engage at scale health care systems that want to be great at health
- Engage at scale communities that want to improve health
- Engage at scale people and peers in their own health
- Empower strong learning and action networks

**Create:** Enabling conditions
- Launch high impact strategic initiatives collectively
- Create payment reform, sustainable business models, policies
- Develop leaders, transform education and workforce, adopt new frameworks
- Develop technological solutions, media approaches, etc.

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