



OBSTETRICS INITIATIVE STRATEGIC FRAMEWORK

2025-2027

FORWARD

Six years after our inception in 2019, the Obstetrics Initiative (OBI) is a unique asset for childbirth care in Michigan. With a vibrant community of multidisciplinary teams at over 70 hospitals, OBI is changing the culture of healthcare, advancing equity, and improving outcomes for all during childbirth in Michigan. We are fostering psychological safety and equitable care during labor and birth. We are generating the evidence base needed for more effective quality improvement. Our OBI registry—a best-in-class source of clinically credible data—is unleashing compelling data stories that inspire meaningful, measurable improvement.

Our success is rooted in our collaborative approach, which enables sharing of best practices among clinicians, quality improvement leaders, birthing people, and other coalitions. We are very fortunate to be part of the nationally and globally recognized Blue Cross Blue Shield of Michigan (BCBSM) Value Partnerships Program, which, for 25 years, has led pioneering efforts to bring together BCBSM, clinicians, and patients as partners in healthcare improvement.

We are incredibly proud to stand with and support our members in delivering high-value, compassionate perinatal care. And now, more than ever, we are dreaming big about the impact healthcare quality improvement can have in people's lives. Our ambition is to inspire transformative changes in birthing care that improve the lives of current and future generations. That means living by our shared values, building a strong sense of community, and moving people into action.

OBI's 2025-2027 Strategic Framework unites our Purpose (why we exist), Vision (the ideal future we desire), Values (how we'll behave), Core Business and Strengths (our essential business activities and distinctive capabilities), and Strategic Priorities (flagship efforts to innovate and curate impact). This document describes how OBI will continue, in 2025-2027, to create energy, focus, shared purpose, and collective action as we strive to improve birth for everyone.



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Table of Contents

| | |
|---|-----------|
| Strategic Framework Architecture | 4 |
| Our Purpose, Vision, and Values | 5 |
| Our Core Business and Strengths | 6 |
| Our Strategic Priorities, Impact, and Assets | 7 |
| <i>Build a Thriving Quality Improvement Community</i> | 8 |
| <i>Inspire Transformational Quality Improvement</i> | 10 |
| <i>Promote Operational Excellence</i> | 12 |
| Timeline | 14 |

Strategic Framework Architecture

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|--------------------|--|-------------------|---|---|
| Our Purpose | Inspiring high-quality perinatal care to improve the lives of current and future generations | Our Values |  Collaboration |  Growth |
| Our Vision | Better births for everyone | |  Courage |  Dignity |

CORE BUSINESS

- Operations
- Data & Analytics
- Engagement
- Pay for Performance (P4P) Program

OUR STRENGTHS

- Timely, Credible Performance Measurement
- Transformative Learning
- Quality Improvement (QI) Evaluation
- Collaboration with Patients


OUR PLAN

Our Strategic Priorities




Build a Thriving Quality Improvement Community

Cultivate a thriving maternity quality improvement community that drives impact through alignment, collaboration, and best practice sharing, and the celebration of diverse perspectives



Inspire Transformational Quality Improvement

Encourage the adoption of proven clinical practices and effective strategies aimed at transformational improvement in perinatal care, experience, and outcomes for all



Promote Operational Excellence

Enhance existing practices and develop novel approaches to achieve highly efficient, coordinated, and sustainable OBI Coordinating Center operations

Impacts & Assets

- OBI Optimization Groups
- Education/Training Activities & Outputs
- Joint QI Ventures
- Patient & Community Action Board

- OBI Precision QI Support
- Equity Metrics, Activities, and Outputs
- Academic Outputs

- Recognized Exemplar of CQI Coordinating Center Operations
- OBI Registry Expansion
- Diversified Funding Portfolio

Purpose, Vision, & Values

Our Purpose

Inspiring high-quality perinatal care to improve the lives of current and future generations

Our Vision

Better births for everyone

Birthing people continue to experience unwarranted variation in care and outcomes. Moreover, there are unacceptable, preventable inequities in maternity care delivery, care experiences, and outcomes in our state and nationally. Healthcare systems often lack the processes and expertise to successfully implement evidence-based care and improve and maintain excellent clinical outcomes.

The key to addressing these challenges is prioritizing shared action to promote better births for everyone. Since our inception in 2019, OBI has addressed the need to create shared focus, energy, and momentum for improvement by working collaboratively with maternity clinicians and leaders at 70 hospitals, birthing people, and other coalitions. In upcoming years, we will continue to move people into action to create a better world for birthing people.

Our Values



Collaboration

We build trust, care for others with kindness and respect, and prioritize collective problem-solving



Growth

We strive to always be better through curiosity, iteration, learning, and innovation



Courage

We embrace difficult and meaningful challenges with integrity, boldness, creativity, and grit



Dignity

We celebrate our shared humanity and act to create more equitable, just, and inclusive healthcare experiences

Core Business & Strengths





Our Core Business

OBI will continually deliver excellence in our four core domains of work:

| Coordinating Center Operations | Data & Analytics | Engagement | P4P Program |
|---|---|--|--|
| <p>Day-to-day management and optimization of appropriate workflows to meet all deliverables</p> | <p>Generation of actionable insights from the OBI registry & other data sources via robust analytics, real-time dashboards, push reports, & custom analyses</p> | <p>Supporting multidisciplinary QI teams through collaborative meetings, webinars, site visits, coaching calls, & other activities</p> | <p>Implementation, adjudication, & continued improvement of the OBI component of the BCBSM P4P Program</p> |

Our Strengths

In upcoming years, we will continue to consolidate OBI’s distinctive capabilities, in service of our purpose and vision:

| | |
|--|--|
|  <p>TIMELY, CREDIBLE DATA & ANALYTICS</p> <p>Real-time, comparative data and robust analytics, enabling actionable insights to drive quality improvement</p> |  <p>TRANSFORMATIONAL LEARNING</p> <p>Partnerships and processes that inspire collective, continuous learning on maternity units</p> |
|  <p>QI EVALUATION</p> <p>Expertise to develop and evaluate QI interventions, discover mechanisms of change, & advance the evidence-base for QI</p> |  <p>COLLABORATION WITH PATIENTS</p> <p>Commitment to actively incorporating patient perspectives, experiences, and expertise in ongoing activity</p> |

Our Strategic Priorities, Impact & Assets

We have identified three strategic priorities to focus OBI's efforts and contributions in 2025-2027. Carefully designed to generate needed impact and assets, these strategic priorities also align with and advance the Value Partnerships Program's priorities, as delineated in CQI Operations' 2023 Strategic Framework and by BCBSM.

OUR STRATEGIC PRIORITIES

IMPACTS & ASSETS



Build a Thriving Quality Improvement Community

Cultivate a thriving maternity quality improvement community that drives impact through alignment, collaboration, and best practice sharing, and the celebration of diverse perspectives

- OBI Optimization Groups
- Education/Training Activities & Outputs
- Joint QI Ventures
- Patient & Community Action Board



Inspire Transformational Quality Improvement

Encourage the adoption of proven clinical practices and effective strategies aimed at transformational improvement in perinatal care, experience, and outcomes for all

- OBI Precision QI Support
- Equity Metrics, Activities, and Outputs
- Academic Outputs



Promote Operational Excellence

Enhance existing practices and develop novel approaches to achieve highly efficient, coordinated, and sustainable OBI Coordinating Center operations

- Recognized Exemplar of CQI Coordinating Center Operations
- OBI Registry Expansion
- Diversified Funding Portfolio

Build a Thriving Quality Improvement Community

Cultivate a thriving maternity quality improvement community that drives impact through alignment, collaboration, and best practice sharing, and the celebration of diverse perspectives



IMPACT & ASSETS >>>

- OBI Optimization Groups
- Education and Training Activities and Outputs
- Joint QI Ventures
- OBI Patient and Community Action Board

Relationships are at the heart of what we do. OBI's vibrant community relies on meaningful human connections, safe spaces for experience-sharing and learning, and our shared belief that our goals will be better met when we advance toward them together. In the next three years, OBI will continue to forge genuine connections, co-create solutions with maternity clinicians, birthing people, and wider coalitions, and enhance our members' capabilities to achieve and sustain improvements.

Create Kinship

We will strengthen cohesion, connections, and collaborations between our hospital members, driven by our belief that we are better positioned to solve complex healthcare challenges when we work together. We will create OBI Optimization Groups – small groups of hospitals that work together longitudinally – to facilitate social cohesion, peer mentorship, and interpersonal support for OBI Champions.

Build Capability of Current & Future QI Champions

OBI's member hospitals have vastly different quality improvement processes, resources, and capabilities, and engagement of trainees and early career clinicians is often limited. Therefore, to advance OBI's vision and mission for decades, OBI will prioritize the professional development of interprofessional teams leading maternity care improvement efforts. In the next three years, OBI will support education, training, and upskilling; identify and disseminate best practices across our membership; inspire hospital leaders to invest in maternity care quality improvement; and ultimately, create capacity and capability for effective improvement efforts that drive lasting impact on maternity care and outcomes.

Build a Thriving Quality Improvement Community

Inspire Collective Action

With a goal of aligned and synergistic action, OBI will continue to nurture our relationships with other leading organizations committed to maternal quality improvement and health equity, including the Michigan Department of Health and Human Services, Michigan Hospital Association, Michigan AIM program, and other constituencies. We will also explore opportunities for cross-cutting initiatives with other COIs. These activities may reveal opportunities for joint ventures between OBI and other COIs or organizations that maximally leverage efficiencies of scale and existing infrastructure.

Elevate Patient & Community Voices

We will continue to carefully listen to the communities we serve, through OBI's Patient and Community Action Board, to center the needs and experiences of birthing people in our improvement initiatives. In upcoming years, we will more actively incorporate the PCAB in the design of OBI's P4P scorecard metrics and associated clinical initiatives.



ALIGNED COIO/BCBSM PRIORITIES:

- Impacting Health (COIO)
- Promoting collaboration across the COI portfolio (BCBSM)
- Supporting efforts to educate the consumers of healthcare (BCBSM)

Inspire Transformational Quality Improvement

Encourage the adoption of proven clinical practices and effective strategies aimed at transformational improvement in perinatal care, experiences, and outcomes for all



IMPACT & ASSETS >>

- OBI Precision QI Support
- Equity Metrics, Activities, and Outputs
- Academic outputs

OBI aims to make a measurable difference in improving the quality and value of healthcare for all birthing people. We wish for our work to elevate our shared humanity and create more equitable, just, and inclusive healthcare experiences. To support our ambitious goals, we will inspire measurable clinical impact via OBI Precision Support, an innovative model for supporting our hospital members' QI efforts; refreshed OBI performance incentives for hospitals and clinicians; and ongoing efforts to support processes that reliably promote justice and belonging on birthing units. We will also continue to build the evidence base for effective quality improvement efforts, now and in the future.

Curate Clinical Impact

To effectively advance health in current and future generations, OBI will design and launch OBI Precision QI Support, a personalized, tailored QI support model for our member hospitals. Just as precision medicine takes into account individual patient differences to guide precise and personalized diagnosis and treatment, OBI Precision Support will be an adaptive QI support model able to diagnose and respond to the unique needs of each of our members and different QI audiences (e.g., QI champions, clinicians, hospital leaders, birthing people). We will also continue innovating and refreshing OBI's performance incentive infrastructure to motivate and catalyze value-add QI activity.

OBI Precision QI Support



Inspire Transformational Quality Improvement

Promote Equitable & Respectful Care

OBI recognizes how social, political, and economic injustices have resulted in diminished health. We witness how these injustices – including obstetric racism and discrimination – adversely impact people before, during, and after childbirth. In response, OBI is committed to offering programming and resources that help our members offer psychological safety and equitable, humanistic care during labor and birth in our units. In upcoming years, we will continue to prioritize a health equity-focused performance metric on our OBI scorecard and utilize the birth equity definitions co-created by OBI and Dr. Karen Scott to evaluate the impact of OBI's equity-focused activities. We will optimize data collection and reporting in OBI Patient Voices – a statewide survey of birthing people in Michigan – to maximize inclusion and enable more extensive use of patient-reported data in OBI's efforts.

Advance the Science of QI

At OBI, we believe that improvement efforts in perinatal care should be based on evidence and should generate evidence. We will therefore seek to identify mechanisms of change and understand which hospitals benefit from which types of QI support. We will generate academic deliverables and continue to build our regional and national reputation as a trusted source of credible, actionable evidence for improving quality, safety, value, and experiences of birthing care.



ALIGNED CQIO/BCBSM PRIORITIES:

- Impacting Health (CQIO)
- Data Integration & Governance (CQIO)
- Collecting data efficiently and effectively (BCBSM)
- Moving to systems-level reporting (BCBSM)
- Incorporating the patient voice and patient-reported outcomes (BCBSM)
- Incorporating SDoH and health equity efforts (BCBSM)

Promote Operational Excellence

Enhance existing practices and develop novel approaches to achieve highly efficient, coordinated, and sustainable OBI Coordinating Center operations



IMPACT & ASSETS >>

- Recognized Exemplar of CQI Operations
- OBI Registry Expansion
- Diversified Funding Portfolio

In the next three years, we will deliver optimal value with the resources we have by realizing economies in our resource allocation, productivity metrics, staff engagement, and other day-to-day operations. We will re-imagine OBI's registry - a key asset for the maternity quality improvement community-to improve its efficiency, usability, and impact. We will also expand our scope and impact, and secure OBI's long-term sustainability, by diversifying our revenue streams.

Realize Operational Economies

We will convene quarterly sessions to support strategy implementation, effective planning, and balanced and transparent resource allocation to advance our strategic priorities. To maximize productivity and fiscal responsibility, we will assess, optimize, and standardize all key Coordinating Center operating procedures. We will also pursue curated professional development opportunities for Coordinating Center staff, to cultivate a highly skilled team and a curious, creative culture.

Use Data for Impact

OBI members highly value OBI as a trusted source of timely, clinically credible, peer-comparative performance data. In 2025-2027, we will improve the collection, usability, scope, and impact of registry data in OBI's Registry. Specifically, we will incorporate a broader sample of births, as OBI expands its program to address clinical outcomes in addition to the cesarean rate. We will also leverage data integration and intensify our CDA training activities to enhance efficiency and reliability of registry data collection. Our analytics and reporting will also evolve to incorporate systems-level data sharing. Finally, we will support our members in meeting new national requirements for data collection and reporting related to severe obstetric complications and social determinants of health.

Promote Operational Excellence

Secure Sustainability Long-term

To promote OBI's long-term sustainability, we will cultivate a diversified portfolio of funding for OBI's work. We will continue to demonstrate OBI's impact by measuring and communicating the value delivered by OBI-led initiatives to birthing people, hospitals, healthcare systems, and payers. We will also continue to build a shared vision for OBI with Blue Cross Blue Shield of Michigan, maternity clinicians, and birthing people and communities in Michigan.



ALIGNED CQIO/BCBSM PRIORITIES:

- Financial Responsibility (CQIO)
- Sustainability (CQIO)
- Demonstrating fiscal responsibility (BCBSM)
- Promoting the value of the CQIs (BCBSM)
- Establishing a shared vision for OBI (BCBSM)

Timeline

Activities & Accomplishments to Date

2018

Maternity care QI initiative launches within MVC

2019

OBI launches with 70+ hospitals

2020

OBI registry launches

2021

NTSV Cesarean initiative launches in hospitals

First in-person OBI Semiannual meeting convened

2022

OBI hospitals designate Nurse Champion

2023

OBI hospitals designate Physician Champion

100,000 births in OBI registry

OBI Patient Voices PRO initiative launches

OBI Precision Support launches



2.3% cumulative point reduction in NTSV Cesarean rate*

2024

COMFORT opioid stewardship initiative launches

P4P Health Equity metric launches

Patient and Community Action Board launches



8.6% cumulative point reduction in NTSV Cesarean rate*

* Since January 2023, among sites receiving intensive support from OBI Coordinating Center.