OBSTETRICS INITIATIVE

OBI STRATEGIC FRAMEWORK

2025-2027

FORWARD

The Obstetrics Initiative (OBI) is a unique asset for the quality improvement community in Michigan and beyond. With a vibrant community of multidisciplinary teams at 65+ hospitals, OBI is changing the culture of childbirth care and improving outcomes for all during childbirth in Michigan. We are generating the evidence base needed for more effective quality improvement. We are fostering psychological safety and patient-centered care during labor and birth. 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 the 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 on 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**

Build a Thriving Quality Improvement Community 8

Inspire Transformational Quality Improvement 10

Promote Operational Excellence 12

Timeline **14**

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Strategic Framework Architecture

Our Purpose

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

Our Vision

Better births for everyone

Our Values

- Collaboration
- Growth
- 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	Impact & 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 • Metrics, Activities, and Outputs to Promote Better Births for Everyone • 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

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

Pregnant and postpartum individuals continue to face significant and unwarranted variation in their care and outcomes, both across our state and nationwide. Many healthcare systems lack the necessary processes and specialized expertise to consistently implement evidence-based practices, resulting in missed opportunities to achieve and sustain excellent clinical outcomes and positive care experiences for all patients.

To meet these challenges, OBI fosters collaborative action to ensure better birth experiences for everyone. Since our founding in 2019, OBI has brought together maternity clinicians, hospital leaders from over 65 institutions, patients, and partner organizations to drive collective improvement. Together, we have generated a shared vision, enthusiasm, and meaningful progress toward elevating care. In the years ahead, we are committed to continuing this work—creating a future where everyone who experiences childbirth receives the high-quality care they deserve.

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 excellent healthcare experiences for everyone

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

Our Strengths

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

TIMELY, CREDIBLE DATA & ANALYTICS

Real-time, comparative data and robust analytics, enabling actionable insights to drive quality improvement

TRANSFORMATIONAL LEARNING

Partnerships and processes that inspire collective, continuous learning on maternity units

QI EVALUATION

Expertise to develop and evaluate QI interventions, discover mechanisms of change, & advance the evidence-base for QI

COLLABORATION WITH PATIENTS

Commitment to actively incorporating patient perspectives, experiences, and expertise in ongoing activity

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, 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

IMPACT & 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
- Metrics, Activities, and Outputs to Promote Better Births for Everyone
- 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
- Patient and Community Action Board (PCAB)

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, 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 CQIs. These activities may reveal opportunities for joint ventures between OBI and other CQIs 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 by partnering with the Patient and Community Action Board to center the needs and experiences of patients in our improvement initiatives. In upcoming years, we will actively incorporate the PCAB in the design of OBI's P4P scorecard metrics and associated clinical initiatives.

ALIGNED CQIO/BCBSM PRIORITIES:

- Impacting Health (CQIO)
- Promoting collaboration across the CQI 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
- Metrics, Activities, and Outputs to Promote Better Births for Everyone
- Academic Outputs

OBI aims to make a measurable difference in improving the quality and value of healthcare for all. 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 Excellent & Respectful Care

OBI is committed to offering programming and resources that help our members offer psychological safety and humanistic care to all patients during labor and birth in our units. In upcoming years, we will optimize data collection and reporting in OBI Patient Voices – a statewide survey of postpartum individuals 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)

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

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.*

= Outcome