



Rhode Island Health Care System Planning Cabinet and Independent Advisory Council Meetings

March 10, 2025

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Welcome & Introductions

Review of the December Minutes

Health Care System Planning Cabinet Meeting Agenda

1) **Welcome & Introductions** – EOHHS Secretary Richard Charest

Review of the December 2024 minutes

2) **Presentation and Discussion** - Assistant Secretary Ana Novais

A) Office of Health Care System Planning Updates:

Office Structure

Published Reports

Consumer Engagement

Future Planning Process

B) Health Care System Planning Implementation

Short- and Medium-Term Recommendations/Implementation Steps

Advisory Committee Engagement

3) **Public Comment** – Secretary Charest

4) **Agreement on Next Steps** - Secretary Charest

5) **Public Comment & Closing Remarks** – Secretary Charest

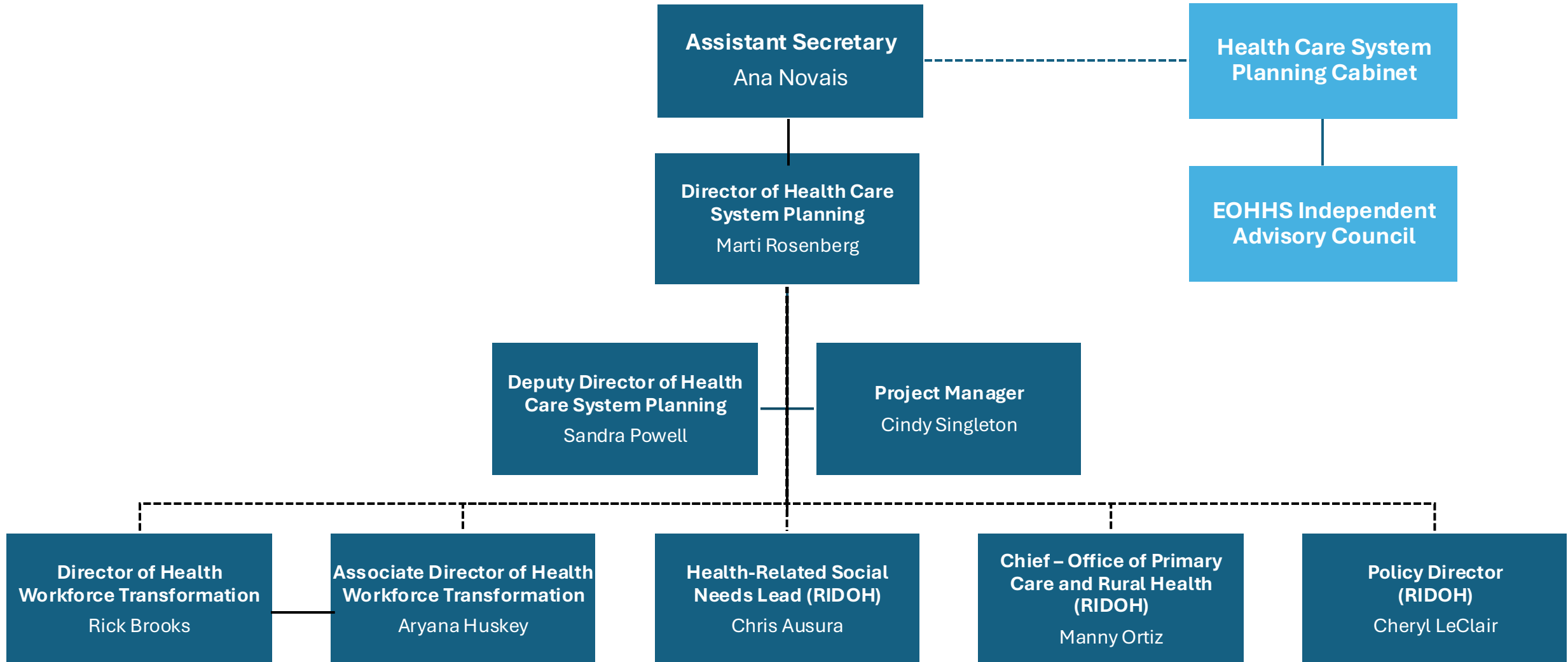
Health Care System Planning Authority

- On February 23, 2024, Governor Dan McKee signed [Executive Order](#) 24-04 establishing this State Health Care System Planning (HCSP) Cabinet, to take a unified, interdepartmental approach to evaluating and proposing recommendations for Rhode Island's health care system.
- “All Rhode Islanders deserve access to quality health care. As part of my administration's Rhode Island 2030 Plan, we have prioritized strengthening our state's health care system in ways that better support affordable and accessible services to maximize health outcomes for all Rhode Islanders,” said Governor Dan McKee.
- “The Health Care System Planning Cabinet will solicit feedback from a variety of stakeholders to develop the best path forward for Rhode Islanders.”

Health Care System Planning Updates

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

Office of Health Care System Planning



December 2024 Summary Report

[Main Health Care System Planning Page](#), with Cabinet and Advisory Council meeting materials

[Main Report Page](#), with all Report materials

[Data Page](#), with dashboards:

Direct Links to Report Documents:

[Summary Report, with full Recommendations](#)

[Short-term Recommendations](#) – At a Glance

[Full 2024 Foundational Report](#)

Key Toplines of the Health Care System Planning Process & Report

- 1) **Creating a strong, collaborative public/private structure for Health Care System Planning.**
 - Making health care planning more effective by consolidating structures under EOHHS, with active involvement by multiple state agency partners.
 - Actively involving private sector health care leaders and health care consumers in the process.
- 2) **Ensuring data-driven decision-making.**
 - Building out the State Data Ecosystem as a health care data hub.
 - Using data to catch problems before there are crises, so that state government can support the health care institutions and strengthen the overall system.
- 3) **Building a long-term initiative to support structural changes.**
 - Provides the ability for the State planning process to think beyond annual budget cycles.
 - Encourages the process to also focus on policy changes that will strengthen the system without necessarily adding additional cost.

Foundational Report Recommendations Summary

The 2024 Foundational Report includes approximately 120 broad-ranging recommendations from the public/private Workgroup process. EOHHS is focused now on prioritizing them and planning for implementation.

- The Recommendations fall into the following overarching categories. Please see the 2024 Foundational Report for a full list of Recommendations.
 - **Data Collection, Reporting, and Analysis**, including the creation of a health data hub for health care system transparency, financial and capacity planning, oversight and monitoring, and evaluation
 - **Workforce Strategic Development and Training**, to address workforce shortages by supporting pipelines and opportunities for career and wage growth
 - **Structural Changes in Rhode Island's Health Care System**, including state capacity for oversight and monitoring, support for expanding access to quality, culturally competent care, addressing gaps in care, and supporting effective care transitions.
 - **Community Engagement**, to ensure that health care system community partners continue to remain a part of the planning process and that Rhode Island's health care patients are part of the planning as well.

Consumer Engagement

- RIDOH is supporting the community-informed approach of the Health Care System Planning process, engaging Health Equity Zones to run community-led Health Care Planning Community Listening Sessions and a virtual statewide health care planning survey.
- Fourteen Health Equity Zones will carry out a total of 26 Community Listening Sessions across the state and will distribute surveys to community members to gather feedback. The facilitators have a shared discussion guide, to ensure an aligned data collection process.
- The results of the Community Listening Sessions and survey will be available to the Cabinet and the Health Care System Planning Workgroups, to inform their decision-making and implementation of the Foundational Report's recommendations
- Additional community engagement will take place in FY26, building on the results of the first round of data and information

Office of Health Care System Planning – Looking Forward

Here are the top priorities of the Office of Health Care System Planning for Calendar Year 2025, for your review.

- Prioritize Foundational Report Recommendations and Action Steps for Cabinet and Advisory Council feedback
 - Then, support Interagency Teams and Community Partners to begin Implementation Action Steps across Planning Sectors, which will begin with Workgroup meeting later this month
 - Continue work with data consultants to drive data collection and analysis activities
 - Monitor achievements, tracking progress toward goals
- Promote ongoing community engagement for feedback on the Foundational Report and planning components
- Begin the process towards future Rhode Island Health Care System Plan, with input from the Cabinet and the EOHHS Independent Advisory Council
 - Use Data Dashboards and ongoing Implementation Planning Process
 - Create supporting documents to the Foundational Report in 2025

Rhode Island's Health Care System Planning Draft Implementation Proposal

Implementation Planning for HCSP Recommendations

As a refresher, here is an example of a recommendation from the 2024 Foundation Report's Primary Care Chapter:

1. Collect, analyze, monitor, and report on data points describing the state of Rhode Island's primary care system and evaluate the impact and effectiveness of current and future programs and initiatives. Any additional activity the State takes on this recommendation should not increase administrative burdens on primary care clinicians in any way. Action steps include:
 - a. Establish and publicize a Primary Care Dashboard that tracks:
 - i. Current workforce (e.g., number of current primary care providers, level of clinical activity/FTEs, size of patient panels), with benchmarks from other states whenever possible
 - ii. Future workforce (e.g., number of trainees graduating from a Rhode Island institution of higher education)
 - iii. Patient experience accessing primary care (e.g., percent of adults reporting a usual source of care)
 - iv. Primary care quality of care metrics

Implementation Planning for HCSP Recommendations

The first step toward prioritization was to define short-term, medium-term, and long-term recommendations, and to identify a set of short-term steps to take in 2025.

- Short-term (ST) projects: Initial implementation steps for the recommendation would be completed by the end of the 2025 calendar year (although the project may be ongoing). ST projects would not include new financial resources.
- Medium-term (MT) projects: Could be begun immediately, with an aim to complete initial implementation steps within 12 to 18 months (although, again, the project itself might be ongoing). MT projects would not include new financial resources within the first two years.
- Long-term (LT) projects: Would take longer than two years to complete and could involve new resources.

Implementation Planning for HCSP Recommendations

The DRAFT Foundational Report Implementation Proposal lays out short-term projects for review and discussion today. It is important to note that the HCSP Office will retain the full set of Recommendations for future work.

- In the Draft Implementation Proposal, Recommendations in yellow signify a Top Priority for immediate work, and those in blue signify items that are either fully or partially in progress that can continue, and the HCSP Office can help support as needed or requested.
- The chart also includes the key state agencies that would be involved in each area of work, although all Cabinet agencies may participate.
- Community partners will also be encouraged to participate in each sector's work, with Workgroups starting up again very soon.

Implementation Planning for HCSP Recommendations

Here are the main types of activities reflected in the immediate priorities for implementation.

- Data Collection & Analysis
- Policy Development & Implementation
 - Some initial steps might be policy development, others might be where the policy is ready for immediate implementation, and others may include both steps.
- Program Development
- Community Engagement

Cabinet Discussion: Draft Implementation Proposal

Next Steps for State Agencies and Community Partners

Here is a proposal for next steps, through Calendar Year 2025.

- State agency staff confer on action steps for the top implementation priorities
- Sector Workgroups reconvene, supported by State staff. Together, the teams review implementation priorities and proposed action steps, to craft working plans and start implementation
- Health Care System Cabinet reconvenes bi-monthly throughout the year, to hear updates, consider questions, and help with roadblocks
- In parallel, the full Health Care Plan, as described in the 2024 Foundational Report, will be developed incrementally, with ongoing input from the Health Care System Planning Cabinet, and the EOHHS Independent Advisory Council, under the authority of Governor McKee's 24-04 Executive Order

Cabinet Discussion on Next Steps followed by Public Comment

Cabinet Discussion: Agreement on Next Steps

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Public Comment



EOHHS Independent Advisory Council Meeting Agenda

Welcome & Introductions – Assistant Secretary Ana Novais

Presentation and Discussion

- Office of Health Care System Planning Updates Recap
- Health Care System Planning Implementation Discussion:
 - Short- and Medium-Term Recommendations/Implementation Steps
 - Next steps on Advisory Committee Engagement

Public Comment