



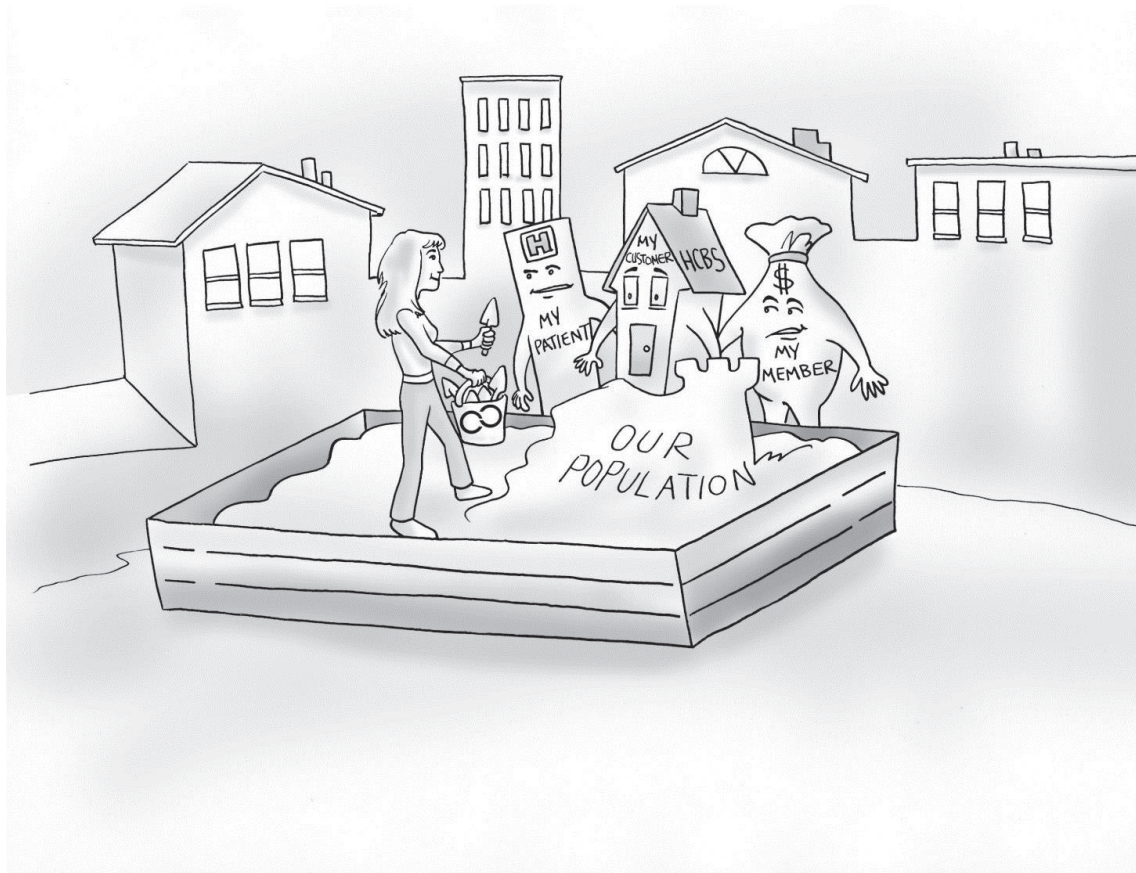
Activating Cross-Sector Partnerships to Address the Social Determinants of Health

Lori Peterson and Erin Lockwood
Collaborative Consulting



Objectives

- Explore the potential of better addressing social determinants of health through cross-sector partnerships
- Enhance learning through in the field examples
- Incorporate tools and resources to support application of the content



Impact of Social Determinants

WHAT DETERMINES HEALTH?
(ADAPTED FROM MCGINNIS ET AL., 2002)



GENETICS

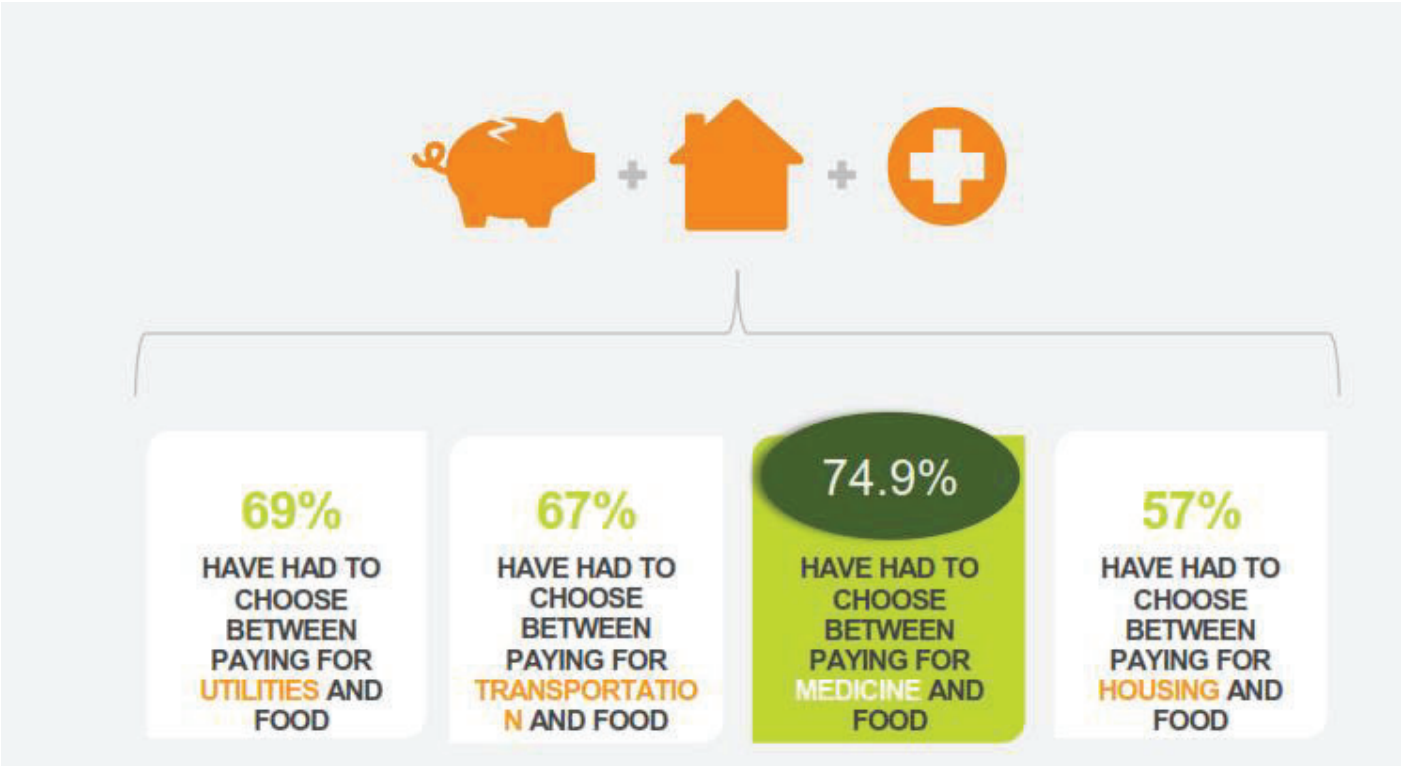
20%

HEALTH CARE

20%

SOCIAL, ENVIRONMENTAL, BEHAVIORAL FACTORS

60%



Sources: Feeding America (2016), Map the Meal Gap (2014), and Hunger in America (2014)

Changing Healthcare Landscape

From **More** is Better to **Better** is Better

From **Organizational** Incentive to **System** Incentive

From **My Patient** to **Our Population**

Changing Healthcare Landscape

- Healthcare providers increasingly confronted with
 - Declining income
 - Threat of financial penalties
 - Financial rewards
- Sickest 5% of patients account for 50% of healthcare costs
- Significant savings linked to addressing social determinants of health
- 80% of health outcomes related to factors outside of clinical healthcare

Social Determinants: Increasing Awareness

FierceHealthcare
HEALTHCARE IT PAYER

Hospitals

Hospital Impact—Hospitals can play a vital role in improving community health

by Raymond Hino | Aug 3, 2017 9:05am



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Disparities Policy

Home // Disparities Policy // **Beyond Health Care: The Role of Social Determinants in Promoting Health and...**

Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity

Nov 04, 2015 | Harry J. Heiman and Samantha Artiga



HealthAff

HOME TOPICS

ASSOCIATED TOPICS: GRANTWATCH, ORGANIZATION AND DELIVERY, POPULATION HEALTH

How Health Care And Community-Based Human Services Organizations Are Partnering For Better Health Outcomes

Quiana Lewis
June 29, 2017



Brief communication

Creating a "Wellness Pathway" between health care providers and community-based organizations to improve the health of older adults

Maria A. Han MD, MSHPM ^{a, b, c}, Ivy Kwon MPH ^d, Carmen E. Reyes ^{e, f, g}, Laura Trejo MSG, MPA ^h, June Simmons ^h, Catherine Sarkisian MD, MSPH ^{h, i}

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<https://doi.org/10.1016/j.jcgg.2015.06.004> Get rights and content

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Abstract

To effectively manage the health of older high-risk patients, health care organizations need to adopt strategies that go beyond the doctor's office and into patients' homes

HealthAffairs Blog

Linking The Clinical Experience To Community Resources To Address Hunger In Colorado

Sandra Stenmark, Loel Solomon, Jandel Allen-Davis, and Catherine Brozena
July 13, 2015



Moving from WHY...



to WHAT + HOW

Snapshot of Successful Partnerships

A hospital partnered with a CBO on a short-term respite program to achieve:



85% Readmission Reduction for Respite Participants



2 Week Reduction in Average Length of Stay for Participants



Serving over 200 Homeless Patients Annually

Details:

- Hospital launched a program in partnership with CBO
- Sought to reduce length of stay and readmissions for target population
- Hospital paid for the costs of the beds and for the services provided by CBO
- Program lasts 4 weeks – during which efforts are made to connect individuals with additional services (SNAP, Housing, etc.)

Snapshot of Successful Partnerships

A hospital partnered with a CBO on a short-term respite program to achieve:



85% Readmission Reduction for Respite Participants



2 Week Reduction in Average Length of Stay for Participants



Serving over 200 Homeless Patients Annually

Keys to Success:

- CBO had committed leader and made other staffing/leadership changes
- CBO performed significant work in building their value proposition, including ample research and education
- Partners communicate frequently
- Partners mutually make decisions

Snapshot of Successful Partnerships

A health plan engaged a CBO to create a transitions program achieving:



50% Reduction in Total Cost of Care per Member per Month



60% Reduction in Hospital Average Length of Stay



95% Retention Rate in Community Placement at 6 Months

Details:

- Health plan launched the program, seeking ideal CBO partners
- Sought to reduce utilization of and spending for skilled nursing and long-term care
- Health plan pays CBO for care management and often other services as necessary
- Care managers coordinate services with others, such as meals and transportation

Snapshot of Successful Partnerships

A health plan engaged a CBO to create a transitions program achieving:



50% Reduction in Total Cost of Care per Member per Month



60% Reduction in Hospital Average Length of Stay



95% Retention Rate in Community Placement at 6 Months

Keys to Success:

- CBO has developed a strategic plan centered around collaboration, committing to the effort
- Leadership believed in their value proposition
- The CBO recognized their need to build capacity in financial and data expertise and focused on these areas

Snapshot of Successful Partnerships

A hospital partnered with a CBO to implement a food prescription program:



Readmission reduction achieved for recipients



Medically tailored meals provided post-discharge



Serving at least 40 individuals a month

Details:

- Hospital launched a pilot program in partnership with CBO
- Sought to reduce readmissions and post-discharge complications
- Hospital paid for the costs of the meal
- Meal selection based on diagnosis and provided for at least 2 weeks

Snapshot of Successful Partnerships

A hospital partnered with a CBO to implement a food prescription program:



Readmission reduction achieved for recipients



Medically tailored meals provided post-discharge



Serving at least 40 individuals a month

Keys to Success:

- Built upon and leveraged an existing relationship
- Partnership was built together, with each partner providing their input and expertise
- Data collection and sharing was key to the development of the relationship

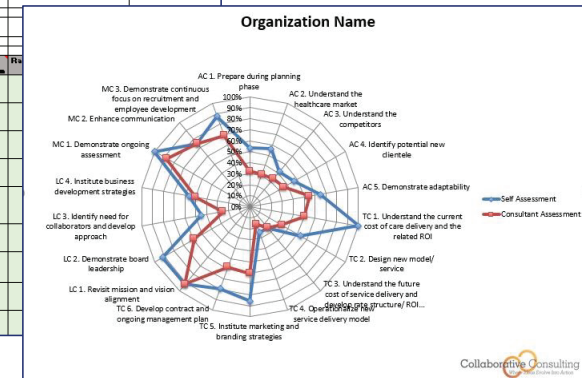
Example Health System's Perspective

- East Coast healthcare provider
- Recognized potential in partnering with community based organizations
- Identified 3 key areas of focus based on needs of population served and related impact on health outcomes:
 - Food insecurity
 - Housing
 - Care Management
- Working to assess readiness of CBOs to develop network of strong partners

Continued

- Assessing 7 key elements, including:
 - Data/Information Sharing Capabilities
 - Leadership and Governance
 - Organizational Culture
 - Evidence-Based Programming
 - Quality Improvement Efforts
 - Financial Stability
 - Operations
- Conducting thorough self and consultant assessments to analyze individual, and collective, organizational readiness to identify a network of CBOs to enter contractual agreements

Organizational Assessment Tool					
Key Definitions:					
Partners: Health care payer, provider, or other entity willing to enter in a contractual agreement for services provided					
Officer: End user, or recipient, of the services provided					
Stakeholder: Individual or group of individuals that are affected					
Primary Objective: Assess capacity and skills to create partnerships/ business agreements with the health care sector (providers & payers)					
Initial Questions	Please provide your organization's mission.				
	Please provide your organization's vision.				
	Please provide your organization's core and the health care sector in your service area.				
	Please provide your organization's most critical services.				
Initial Questions	Please provide a list of your organization's major financial reports.				
	Please provide your staff count for the following: Project/Client Staff FTE, Non-project FTE, Volunteer/Fixer				
	Over the year, are you serving a specific population?				
	Over the year, are you serving a specific geographic area?				
Domain	Sub-Objectives	Task	Self	Assessment	
Adaptability	A.1. Understand healthcare landscape and terminology	A1.1) Understand the basic components and terminology of payment and care delivery reform, including other forms of payment, reimbursement, etc.		2	
		A1.2) Understand how to use available data via the public domain, e.g. ICD-9, CPT, DRG, Charge Data to understand research and understand market opportunities		3	
		A1.3) Understand an organization's current and the local healthcare landscape, including identifying providers, payers, and key activities occurring		2	
	A.2. Identify potential partners, collaborators and competitors	A2.1) Investigate and identify potential partners might find of value, or need, from your organization and what you will need from the partner		3	
		A2.2) Identify your organization's competitors, including other payers, providers, and other entities in the marketplace		4	
		A2.3) Identify your organization's payers, including all payers, and identify individuals responsible for conducting a contract negotiation with the healthcare provider		2	
A.3. Demonstrate adaptability	A3.1) State objectives and strategies to place the organization in a competitive market		3		
	A3.2) State a plan to identify and address areas of opportunity and weakness		3		
	A3.3) State a plan to identify and address areas of opportunity and weakness		1		



Accelerating Factors

Leadership

Relating

Trust

Influence

Power

Strengthen Your Capacity for Successful Partnership Collaborative Consulting
Helping Leaders Drive Better Results

Use the canvas below to consider the following question: What specific capacity and skill building might be needed in the following areas to enhance your readiness for cross-sector partnership?

Services	Operations
Leadership	
Relationships	Quality

Assess Internal Readiness

Services

Operations

Leadership

Relationships

Quality

Identify the Opportunities

Consumer: needs, desires, challenges, gaps, solutions

Healthcare partner: needs, desires, challenges, gaps, solutions

Understand the Opportunities
Use the canvas below to describe your consumer, payer partner, and healthcare provider partner in detail. Identify each group's challenges as well as possible solutions you offer to address the challenges.

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	Describe	Challenges	Possible solutions
Consumer			
Payer Partner			
Healthcare Provider Partner			

Useful Tools and Methods

- Interview and Observe
 - Immerse yourself within the population you serve
 - Gain the perspective of the healthcare sector
- Research and Data Analysis

Develop a Value Proposition

Define your organization's value to potential partners

Consider the unique perspective of audience

Different from mission and vision

Clear and concise

Brainstorm Your Unique Value Collaborative Consulting
Use the canvas below to consider the inspiration from Step 1 and begin synthesizing the value your organization can assert to your consumer, your healthcare payer partner, and your healthcare provider partner.

If "Price is what you pay. Value is what you get." Identify your organization's value / value proposition

Define and articulate this value from the perspective of your consumer

Define and articulate this value from the perspective of your healthcare payer partner

Define and articulate this value from the perspective of your healthcare provider partner

A Value Proposition

MOW is an intervention that keeps high risk people, mostly older, mostly poorer, mostly homebound, and virtually all with chronic health conditions, safer, healthier, happier and – in their own homes – and – out of higher cost placements.

It is uniquely effective because it's more than a meal. It combines nutritional support with regular face to face visits by trained staff and volunteers. Through those home visits, delivery staff build strong, trusting relationships that reduce social isolation and fight depression.

-Charlie Teese, Meals on Wheels Greater Pittsburgh

Useful Tools and Methods

- Crafting Your Value Proposition
 - Focus Groups, Observation, Research, Concept Maps
- Testing Your Value Proposition
 - Role Play Activity, Feedback, Ask Yourself, “So What”

Useful Tools and Methods

Collaborative Consulting Value Proposition Tool

Collaborative Consulting
CBO Toolkit: Value Proposition Activity

Population Header	
Population Objective and Action [Fill in]	
Challenger [Fill in]	Potential Outcome of a Partnership [Fill in]

Our Header	
Our Objective and Action [Fill in]	
Challenger [Fill in]	Potential Outcome of a Partnership [Fill in]
Key Differentiator [Fill in]	

Overall System Impact	
Potential Shared Benefits [Fill in]	
Services Feasible [Fill in]	

Partner Header	
Partner Objective and Action [Fill in]	
Challenger [Fill in]	Potential Outcome of a Partnership [Fill in]

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Questions?





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