ROOTS

Roles Outside Of Traditional Systems

May 2017
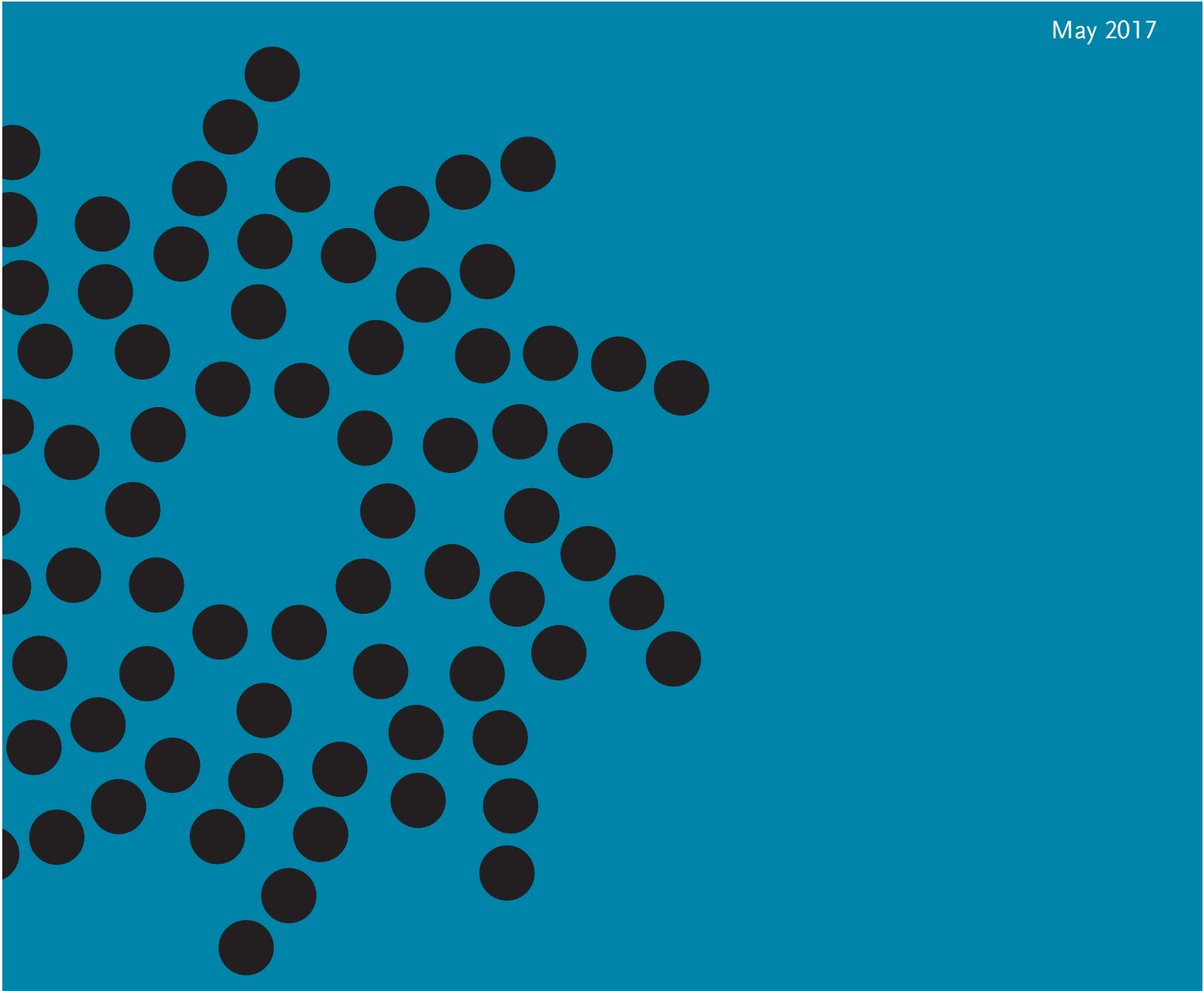
Important Dates

Informational Webinar:
May 30, 2017 – 1-2pm PT

Application Deadline:
June 27, 2017 - 5pm PT

Award Announcement By:
July 28, 2017

Program Kickoff Webinar:
September 14, 2017

Summary

Grants in the amount of $35,000-$60,000 will support between 5-7 clinics over 12 months through a learning collaborative focused on the role of clinics in addressing the social determinants of health. The program will include online and in-person sessions, technical assistance, site visits, and a SDOH related project that is a clinic and community priority.

How do I apply to participate?

Submit an application online here (https://www.tfaforms.com/4617595) by **5 pm PT on Tuesday, June 27, 2017.** Applicant organizations must submit the following materials:

- Application Submission Form
- Application Narrative
- Budget
- Tax Status Documentation
- Letter of Leadership Support

Who is eligible to participate?

Clinic corporations, ambulatory care clinics at public hospitals owned and operated by public hospitals (either at the hospital or in the community), and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply. Regional clinic consortia and statewide clinic associations are not eligible to apply.

Organizations must be a nonprofit and tax-exempt organization under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity.

Examples of eligible organizations that comprise the safety net include:
- ❖ Free-standing community clinics and health centers
- ❖ Ambulatory care clinics which are part of public hospital systems either located in the public hospital or out in the community
- ❖ Primary care health centers (including those sponsored by Public Health departments)
- ❖ American Indian Health Centers

Where can I find more information?

Join us for an Informational Webinar on **May 30, 2017 at 1:00pm** to hear a detailed description of the program and ask questions. **Register here** (https://cc.readytalk.com/r/qz32m9ido150&eom) for the webinar.

For any other questions, please contact:
Megan O'Brien
Program Manager
mobrien@careinnovations.org

Background

Safety net clinics have long played a role in addressing the social determinants of health (SDOH). The origins of this effort can be traced back to the pioneering work on community-oriented primary care developed over a generation ago. This work emerged in conjunction with the development of clinics in the U.S., and made strong links between clinical practice and community action. Today efforts to transform the healthcare system are increasingly moving beyond clinical walls to address the SDOH. This move has also broadened the focus from providing health care services to addressing overall health and equity of communities.

The shift in payment from fee-based services reimbursed by volume to a system that rewards value (defined by improvements in health and outcomes) has created opportunities and interest in focusing on population health. At the same time, in the age of big data and an increased development of health care oriented data tools, there is new call for clinics to collect and find ways to use data to improve health at both the individual and population-level. But clinics cannot address SDOH alone. There is a need to develop innovative partnerships and long-term solutions using data to address medical, behavioral and social needs and address the upstream factors impacting health.

The Center for Care Innovations (CCI), in partnership with the Blue Shield of California Foundation, is launching the Roles Outside Of Traditional Systems (or ROOTS) program to provide a renewed focus and opportunity to test and adapt this approach in today's healthcare environment, building on activities already underway in clinics across California. It provides a route for clinics to apply their assets, expertise, and credibility to the challenge of creating environments that support health and equity. It also provides a forum to experiment and begin to clarify the role of clinics in addressing SDOH.

Program Overview

The goal of the ROOTS program is to support clinics in discovering and testing the roles they can play in addressing SDOH over a 12-month period.

The key objectives of the program are to:

* ❖ Support and build capacity of clinics to use both information collected about individual patients' SDOH needs and community-level SDOH data
* ❖ Identify and test ways to integrate data to improve health that have the potential to be sustainable over time without a strong reliance on grant funding
* ❖ Clarify the role of clinicians and other team members to address SDOH and to integrate these roles into the fabric of the organization
* ❖ Identify and develop resources, tools, and lessons to share with the larger safety net health care community

A cohort of 5-7 clinics that have demonstrated a commitment to addressing SDOH and a commitment to experiment and learn with others will be invited to participate. At the start of the program, CCI will work with clinics to determine the priority areas for support and skill-building, and how to best connect participating clinics to appropriate resources to strengthen their abilities to advance their efforts.

Selected organizations will participate in a learning community to build capacity and strengthen connections with other clinics. This learning community will include two to three in-person sessions over the course of the program period, bi-monthly webinars to hear from experts, and discussions with other participants about their progress, opportunities, and challenges.

Key partners and exemplars from across the country will be available for participating clinics to connect with and learn from throughout the program. An external evaluator will develop a learning and

evaluation agenda and framework, document lessons, and begin assessing impact on organizational practice change and population health outcomes.

Participating clinics will also receive training and technical assistance in each of the following programs phases, including:

PHASE 1: DATA AND INQUIRY (SEPTEMBER 2017-DECEMBER 2017)

- ❖ Understanding opportunities to strengthen staff buy-in, support, and engagement for addressing SDOH
- ❖ Understanding issues that arise when SDOH data is collected from patients
- ❖ Collecting and integrating data streams together (including clinical, administrative, SDOH, and community level) to create a whole picture of the patients and community
- ❖ Identifying and engaging community partners to understand their priorities and needs

PHASE 2: DEVELOPMENT, ANALYSIS, AND CO-DESIGN (JANUARY 2018-APRIL 2018)

- ❖ Testing and clarifying the roles of staff within clinics to address SDOH and identifying any new capabilities that are needed to enable staff to succeed in these new roles
- ❖ Identifying and strengthening connections with community partners
- ❖ Taking data to community partners to prioritize the problem trying to be solved, and co-designing ways to address the SDOH
- ❖ Beginning to develop clear partnership arrangements

PHASE 3: DEVELOPING NEXT STEPS FOR ACTION (MAY 2018-AUGUST 2018)

- ❖ Documenting internal workflows and protocols to strengthen clinic infrastructure
- ❖ In partnership with community partners, creating a plan for action, including defining potential interventions informed by data and community input
- ❖ Communicating and spreading lessons within clinic and across the field

Clinics will focus on an applied project to solve a specific problem that is important for the community and the clinic. The applied project will aim to impact the following areas:

1. Respond to individual patients' medical, behavioral and social needs
2. Respond to the medical, behavioral and social needs of targeted patient population(s)
3. Inform and drive local and state care transformation efforts

Examples of projects that will not be funded in this program include:

- ❖ Projects that use grant money to hire new staff or create new roles
- ❖ Projects that focus on ONLY screening or collecting patient-level SDOH data
- ❖ Projects that use grant money to support established projects

KEY PROGRAM DATES:

- ❖ Program Start: Friday, September 1, 2017
- ❖ Kickoff Orientation Webinar (Save the Date): Thursday, September 14, 2017
- ❖ 1st In-Person Session (Save the Date): Thursday, October 5, 2017
- ❖ Program End: Monday, August 30, 2018

What We'll Provide

Selected organizations will receive between $35,000-$60,000 in grants to offset staff time, travel costs, and any other costs associated with implementation of the SDOH project. In addition to grant funds,

CCI will work closely with grantees to design a focused technical assistance program based upon the needs of the selected organizations.

Support may include (but is not limited to):

- ❖ Access to technical experts;
- ❖ Toolkits and resources to support implementation;
- ❖ Coaching support as needed;
- ❖ Learning community of grantees;
- ❖ Site visits to exemplar organizations;
- ❖ Support from CCI's program team.

What are we looking for?

The ROOTS program is intended to be flexible and responsive to the needs of participants, so we ask each organization to act as a partner in shaping the program by committing to the following:

- ❖ **Engaged Leadership** – Successful projects will require leadership that is committed to addressing the SDOH and understands how upstream approaches can improve health and be essential to an organizations mission and strategy.

- ❖ **Dedicated Project Team** – Project teams will need to allocate sufficient time to develop, test and implement their projects. Teams should include a member of the leadership team or have a clear communication with leadership and alignment with organizational strategy.

- ❖ **Commitment to sustaining successful projects** – We are interested in successful projects that can be sustained over the long-term through a clear alignment with strategic priorities. The intention is to identify successful approaches that add value and that can be spread to other safety net systems.

- ❖ **Participation** – Team members are expected to fully participate in program webinars and convenings, and share lessons learned by presenting examples of project successes and challenges.

- ❖ **Feedback** – Teams are expected to provide feedback to CCI and program evaluators to refine and improve the program content and delivery methods as the program progresses.

Other criteria for participation include:

- ❖ Early experience with collecting patient-level SDOH data and familiarity with tools (e.g., PRAPARE, IOM, homegrown tools);
- ❖ Early experience in bringing together multiple data sets to better understand the whole person;
- ❖ Experience in partnering with community groups to improve health;
- ❖ Openness to incorporating innovation approaches to co-design solutions with patients and partners.

Who's Eligible

Clinic corporations, ambulatory care clinics at public hospitals owned and operated by public hospitals (either at the hospital or in the community), and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply.

Organizations must be a nonprofit and tax-exempt organization under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity.

Examples of eligible organizations that comprise the safety net include:

- ❖ Free-standing community clinics and health centers
- ❖ Ambulatory care clinics which are part of public hospital systems either located in the public hospital or out in the community
- ❖ Primary care health centers (including those sponsored by Public Health departments)
- ❖ American Indian Health Centers

How to Apply

STEP 1 | ATTEND THE INFORMATIONAL WEBINAR (OPTIONAL)

Interested organizations are encouraged to participate in an informational webinar at **May 30, 2017**.

Please register at: https://cc.readytalk.com/r/qz32m9ido150&eom

STEP 2 | APPLY ONLINE

Your application and budget must be submitted online to CCI by 5:00pm **Tuesday, June 27, 2017** using the application submission form here: https://www.tfaforms.com/4617595

Applications should include the following:
- ❖ Application Submission Form
- ❖ Application Narrative: Please use size 11 font or larger and at least 1 inch margins when writing your 5-page maximum application narrative.
- ❖ Budget: Download the budget template here: http://www.careinnovations.org/uploads/CCI_Budget_Template_for_SDOH_Program.xlsx
- ❖ Tax Status Documentation
- ❖ Letter of Leadership Support

CCI and our program partners will review applications. Our intent is to select an engaged group of 5-7 clinics that are already collecting SDOH data and have begun to experiment with using that data to address social determinants of health. Awards will be announced via email on **July 28, 2017.**

APPLICATION TIMELINE

- ❖ Informational Webinar – May 30, 2017 at 1:00pm
- ❖ Applications Due – June 27, 2017
- ❖ Grant Awards Recommendations Announced – By July 28, 2017
- ❖ Kickoff Webinar (Save the Date): Thursday, September 14, 2017

Application Questions

1. **Data Collection & Tools**: What SDOH data do you already collect? How do you collect this data? What tool(s) do you use to collect these data? Who at your clinic collects these data?

2. **Using Data**: How have you started to use the SDOH data you collect? Have you started to aggregate or analyze data from other sources outside of your own clinical data? If so, please describe.

3. **Identified SDOH:** Based on the data you have already collected, what are the top issues facing your patient population connected to the SDOH? What preliminary work have you done to understand users' – provider, patient and community partner – perspectives about these issues?

4. **Past or Current SDOH Projects:** What past or current work has your clinic engaged in to address your patients' social determinants of health? *Please keep responses to this question brief.*

5. **Timeliness:** Why is it important at this point in time for your clinic to address this topic? What other projects or initiatives is your clinic involved with that address SDOH?

6. **Scope of Project**: Please describe a potential project you would like to work on in the context of this program. What is the specific problem you would like to address and how would you leverage the data and key community partners to tackle it? How do you plan to sustain your work and project beyond this program? How does your project impact the following areas:

   ❖ Individual patients' medical, behavioral and social needs
   ❖ The medical, behavioral and social needs of the targeted patient population(s)
   ❖ Local and state care transformation efforts

7. **Key Partners:** Please note any key external collaborators or informal groups you intend to engage in the process, and how they will contribute. For example, will you be involving external community partners? Patients? Who are the individual external partner roles who will be most engaged?

8. **Looking Ahead:** What challenges would you expect to face in implementing this project? What can CCI do to help address these potential constraints? For example, what resources might you need to implement your project (e.g., expertise, coaching, technology or other outside partner)?

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