



CCI

CENTER FOR CARE
INNOVATIONS

Articulating the Value Proposition
Nonprofit Finance Fund
October 30, 2018

- Prepare program managers/directors to clearly articulate the value of innovative approaches to patient care within their health centers, and
- Highlight ways that program managers/directors can think about the financial and mission impact of their programs on the enterprise-level business.



What You Do, How You Do It and Why You Do It Better Than Others!

Key Components:

1. Clear and compelling articulation of the problem/challenge your intervention is seeking to address considering the audience.
2. Qualitative description of how the program delivers services or an intervention that positively impacts your patients and/or health center.
3. Quantitative description of programmatic outcomes (social benefits) and potential cost savings (financial benefits) to the community and your health center.
4. Qualitative & quantitative description of how your program and health center can achieve results more efficiently and/or effectively than alternative options.
5. Support and resources that are needed to generate desired patient and financial outcomes

Value Proposition: Medically Tailored Meal Providers

Audience: Payors (MCOs & Insurers), State Medicaid Offices, Health/Hospital Systems, Home Health Providers

**Compelling
Problem to You &
Your Partner**

What are your (and your partner's) concerns & motivations?

- Elements of the Triple Aim
 - Improve health outcomes for individuals and communities
 - Increase patient satisfaction, improve patient experience, improve patient and provider relationships
 - Reduce the overall cost of care

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How Your Solution Provides a Result & the Outcomes Sought

Consider specific outcomes, target pop., track record and cost savings.

- Priority outcomes: reductions in hospital readmissions/ED visits, decreased utilization of inpatient services, and increased medication adherence
- Target population: post-discharge patients, individuals with one or more chronic illnesses, dual eligibles, disabled, and underinsured
- Cost savings (?): seeking improvements over against current state baseline data

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Why Your Solution is Better than Alternative Approaches

What financial, intellectual, social & human capital strengths can you offer?

- Value of the intervention, not just the meal
- Food = treatment, not just nourishment
- Wraparound services that include education
- Handmade/hand-prepared food
- History in community and relationships with constituents
- Addressing the needs of two customers – person who receives the food and the healthcare partner

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Support & Resources You Need

What capacities and investments are required, both financial and non-financial?

- IT infrastructure and team, data sharing/security (program, outcomes, financial data)
- Data management systems, software, protocol and team
- Staff positions w/job functions tied to partnership
- Capacity for freezing meals, shipping, scaling service provision
- Continued refinement of patient-centered, culturally-sensitive models of care
- Marketing strategy/support
- Legal consultation

Value Matrix: Telephone Visits North County Health Services



	Human	Social	Intellectual	Financial
Fiscal Value	<ul style="list-style-type: none"> Retention of providers and support staff 		<ul style="list-style-type: none"> Formalizes tracking mechanisms needed to report on effectiveness 	<ul style="list-style-type: none"> Generate capacity for additional visits Cost per patient decrease during P4P
Mission Impact	<ul style="list-style-type: none"> Quality/timely care Meets patients where they are in care journey 			
Short Term Impact	<ul style="list-style-type: none"> Increased contact w/chronic patients Increase in access Increase in patient exp. Provide/staff satisfaction 	<ul style="list-style-type: none"> Possibly increase capacity to collaborate with referring providers 	<ul style="list-style-type: none"> Testing of alternative encounter Development of TV workflow 	<ul style="list-style-type: none"> Alignment of visit types for providers vs. support staff
Long Term Impact	<ul style="list-style-type: none"> Higher quality care Increased patient engagement 	<ul style="list-style-type: none"> Reputation within community (residents and other stakeholders) 	<ul style="list-style-type: none"> Help determine if TV is an appropriate solution for patients and org Preparation for payment reform, P4P 	<ul style="list-style-type: none"> Increase cost savings across health system
Opportunity Cost	<ul style="list-style-type: none"> Provider/staff burnout and turnover 	<ul style="list-style-type: none"> Lack of confidence/trust within community 	<ul style="list-style-type: none"> Lack of innovation Preparation for future payment reform 	<ul style="list-style-type: none"> Cost to recruit, rehire, and onboard Loss of market share/patients

Telephone Visits: Feedback & Recommendations

**Compelling Problem
to You & Your
Health Center**

**How Your Solution
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the Outcomes
Sought**

**Why Your Solution
is Better than
Alternative
Approaches**

**Support &
Resources You
Need**

- What components of your value proposition are easiest to articulate? What components are the most challenging?
- Who else have you engaged to develop your initial value proposition? Who else do you need to engage?
- What additional support could you use to better identify the resource needs for the solution?

Value Matrix: Group Visits/Shared Medical Appointments



	Human	Social	Intellectual	Financial
Fiscal Value	<ul style="list-style-type: none"> Reduced provider burnout 		<ul style="list-style-type: none"> Generate efficiencies through standardization 	<ul style="list-style-type: none"> Maintaining budget neutrality Additional funding opportunities
Mission Impact				
Short Term Impact	<ul style="list-style-type: none"> Increased patient volume 		<ul style="list-style-type: none"> New approaches to patient care models 	<ul style="list-style-type: none"> Improved scheduling
Long Term Impact		<ul style="list-style-type: none"> Increased patient engagement 		<ul style="list-style-type: none"> Improved patient outcomes
Opportunity Cost				

Group Visits/Shared Medical Appointments: Feedback & Recommendations



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Value Matrix: Patient Portal



	Human	Social	Intellectual	Financial
Fiscal Value	<ul style="list-style-type: none"> Messaging via portal = less staff time spent on phone with patients 		<ul style="list-style-type: none"> Automation of tasks 	<ul style="list-style-type: none"> Streamline workflow / increase efficiencies Portal payment revenue
Mission Impact	<ul style="list-style-type: none"> Care coordination 	<ul style="list-style-type: none"> Increased access to care – no need to visit to address questions 		
Short Term Impact	<ul style="list-style-type: none"> Increased patient volume 	<ul style="list-style-type: none"> Increased patient engagement 		<ul style="list-style-type: none"> Increased productivity
Long Term Impact	<ul style="list-style-type: none"> Improved communication between patient – provider – care team 			<ul style="list-style-type: none"> Improved patient outcomes
Opportunity Cost	<ul style="list-style-type: none"> Patient satisfaction 	<ul style="list-style-type: none"> Competition 		

Patient Portal: Feedback & Recommendations

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Patient Portal: Altura Centers for Health's Financial & Outcomes Story



Compelling Problem to You & Your Health Center

- Streamline workflow to increase efficiency
- Automation of tasks
- Increase patient engagement
- Improve communication between the patient and provider/care team

How Your Solution Provides a Result & the Outcomes Sought

- Centralizes patient communication
- Tightly integrated into EMR
- Use of technology
- Patients can electronically get updates on referrals, labs, recall/reminders for preventive health, message providers, etc.

Why Your Solution is Better than Alternative Approaches

- Automates tasks such as patient communication
- Reduces manual processes
- No additional cost needed to sustain the portal

Support & Resources You Need

- Staff buy-in and support
- Ongoing training

Identify Resource Needs: What Does it Cost to Deliver Innovative Solutions?

An organization changes when adapting to a new way of delivering and funding patient services.

This impacts expenses in two ways:

One Time, Upfront Expenses

- Consultants
- Expansion costs
- Technology Investments



Additional Annual Expenses

- New Staff
- Program Supplies
- Compliance Costs

Resource Needs Include More than Just Expenses

EXPENSES

ASSETS

IN-KIND EXPENSES

RESEARCH & DEV'T



- All Direct & Indirect
- Personnel
- Travel
- Occupancy
- Materials & supplies
- Data systems & collection
- Finance & operations
- Contract management & development
- Leadership

- Wear and tear of facilities and equipment
- Additional facilities and equipment
- Working capital
- Reserves

- Donated professional services
- Volunteers

- Opportunity cost
- Time of leadership
- Upfront investments
- Data & building the evidence base

- Competing health center priorities and a resource constrained environment requires that management carefully consider change and adaptation.
- Program managers can best advocate for innovative approaches to delivering on mission by developing a compelling and articulate value proposition.
- Understanding the strengths and the resource needs for a program or intervention from the perspective of Intellectual, Social, Human & Financial capital will strengthen your value proposition.
- **What are your takeaways?**

Thank You!

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Nonprofit
Finance Fund

Where Money Meets Mission

Nonprofit Finance Fund: Where Money Meets Mission

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- **Tailored investments**
- **Strategic advice**
- **Accessible insights**

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