**Center for Care Innovations
ROOTS Program**

Convening Session: Partnership Design

Collaborative Consulting
Where Ideas Evolve Into Action

Momentum

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

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

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

From a Leadership Style of **Control** to **Influence**

Cross-Sector Partnerships

- Effective Design and Implementation Activates Better Health Systems

- Effective Conduit for Addressing Social Determinants

Our Focus

- Multi-Stakeholder Collaborative Design

- Cross-Sector Partnership Development

- Capacity Building and Leadership Development

- Change Activation and Management

Recent Cross-Sector Partnership Work

- **Foundations** investing in capacity building to position CBOs to partner with healthcare providers and payers to improve health outcomes by addressing the social risks
- **CBOs** repurposing their service models to strengthen their ability to partner with healthcare entities, achieving greater impact and sustainability
- **Health System** seeking to integrate medical and social care providers to address issues related to housing, nutrition, and care management by developing a network of CBOs ready to contract with healthcare entities for these services
- **Four Hospitals** testing the effectiveness of a social determinant screening tool and referral process in partnership with local CBOs
- **Hospital** seeking optimal performance by developing a community care network that better integrates providers to meet all care needs of individuals

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Strong Case

- Complex health problems have several different yet related causes and effects
- Organizations from different sectors try to solve things individually
- Many organizations have limited resources
- Partnerships increase capability and reach
- Partnerships help build a common understanding, and harness knowledge

Source: Development Impact & You: Building Partnership Map

Health Affairs **Blog**

HOME   TOPICS   JOURNAL   BRIEFS   EVENTS   PODCASTS   AR

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

THE HENRY J. KAISER FAMILY FOUNDATION

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

Issue Brief | Endnotes

Introduction

...fforts to improve health in the United States have t...
...iver of health and health outcomes. The Affordabl...

Harvard Business Review

HEALTH

Why Big Health Systems Are Investing in Community Health

by Taz Hussein and Mariah Collins

DECEMBER 06, 2016

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Leadership/Strategy   Quality/Safety

Paul Keckley: 2 Lessons Hospitals Can Learn from Uber | Hospital Improvement Innovation Network Aims to Build on Success, Pursue New Goals | New Nurses Specialize in Sepsis; Pet Therapy Works, but Follow the Guidelines

How to Build a Successful Acute/Post-Acute Care Continuum

Hospitals are forming networks with post-acute care and continuing care partners to ensure quality across the continuum.

May 19, 2016 | Kathleen M. Griffin and Jade Gong, R.N.

Alternative payment models for value-based payment, including the comprehensive care for joint replacement bundled payment model, put hospitals and health systems at risk for patient outcomes and the cost of care for a time period well beyond the acute hospital stay. With 42 percent of Medicare patients discharged to a post-acute venue, hospital...

Journal of Clinical Gerontology and Geriatrics

Volume 6, Issue 4, December 2015, Pages 111-114

open access

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, ✉], Ivy Kwon MPH [b], Carmen E. Reyes [c, d, e, f], Laura Trejo MSG, MPA [g], June Simmons [h], Catherine Sarkisian MD, MSPH [b, i]

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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

Social and Operational Impact

A hospital implemented a community care network and achieved:

.8 Day Reduction in Average Length of Stay for SNF Patients

Over $2.2 Million in Savings from Initial LOS Reduction Alone

Improved Efficiency in Door-to-Bed Times for Admitted Patients

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

85% Readmission Reduction for Respite Participants
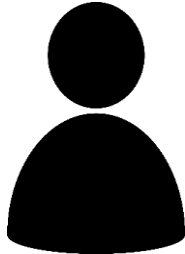
2 Week Reduction in Average Length of Stay for Participants

Serving over 200 Homeless Patients Annually

A health plan engaged a CBO to create a community care settings 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

No Universal Playbook

Complex Challenges v Complicated

But, Conditions to Support Effectiveness

- Leadership
- Financial Mechanism
- Capacity needed across the sectors
- Market conditions
- Design
- Partnership Phases
  - **Design for your phase**

Partnership Development Phases

Scoping
Understanding the challenge; gathering information; consulting with stakeholders and with potential external resource providers; building a vision of / for the partnership
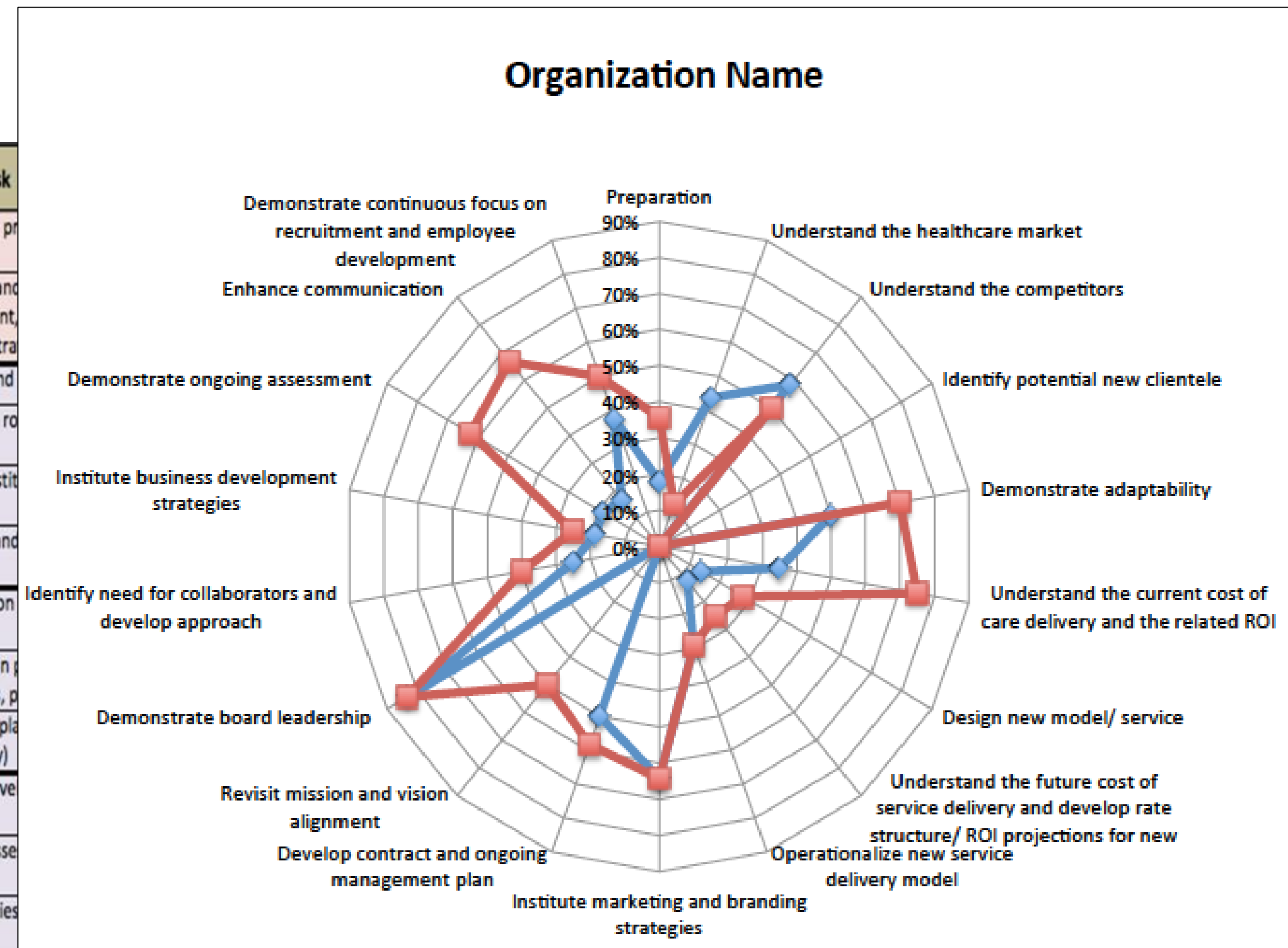
1

Identifying
Identifying potential partners and - if suitable - securing their involvement; motivating them and encouraging them to work together

2

Building
Partners build their working relationship through agreeing the goals, objectives and core principles that will underpin their partnership

3

Planning
Partners plan programme of activities and begin to outline a coherent project

4

Managing
Partners explore structure and management of their partnership medium to long-term

5

Resourcing
Partners (and other supporters) identify and mobilise cash and non-cash resources

6

Sustaining or Terminating
Building sustainability or agreeing an appropriate conclusion

12

Institutionalising
Building appropriate structures and mechanisms for the partnership to ensure longer-term commitment and continuity

11

Revising
Revising the partnership, programme(s) or project(s) in the light of experience

10

Reviewing
Reviewing the partnership: what is the impact of the partnership on partner organisations? Is it time for some partners to leave and / or new partners to join?

9

Measuring
Measuring and reporting on impact and effectiveness - outputs and outcomes. Is the partnership achieving its goals?

8

Implementing
Once resources are in place and project details agreed, the implementation process starts - working to a pre-agreed timetable and (ideally) to specific deliverables

7

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Source: Development Impact & You: Building Partnership Map

Design for the Phase You are In

1. Assess Internally
- Understand self - build capacities – change - organize

Design for the Phase You are In

2. Assess Externally
- Scan-identify-select

3. Engagement and Relationship Building
- Listen-understand-inspire-common ground alignment

4. Co-Design the Partnership Structure
- Design-integrate-manage-experiment

5. Incorporate Mechanisms for Monitoring and Evolving Partnership
- Sustain (or terminate)-measure-refine

6. Expand What is Working
- Grow- replicate-new populations-new partners

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What Phase of Partnership Development are you in?

What We Learned From You

- Partnership is one key strategy for Community Health Clinics to address social determinants

- Implementation of well-designed partnerships leverages strengths and opportunities of different community partners to improve
  - the system of health
  - the well-being and health outcomes of those being served by the partnerships
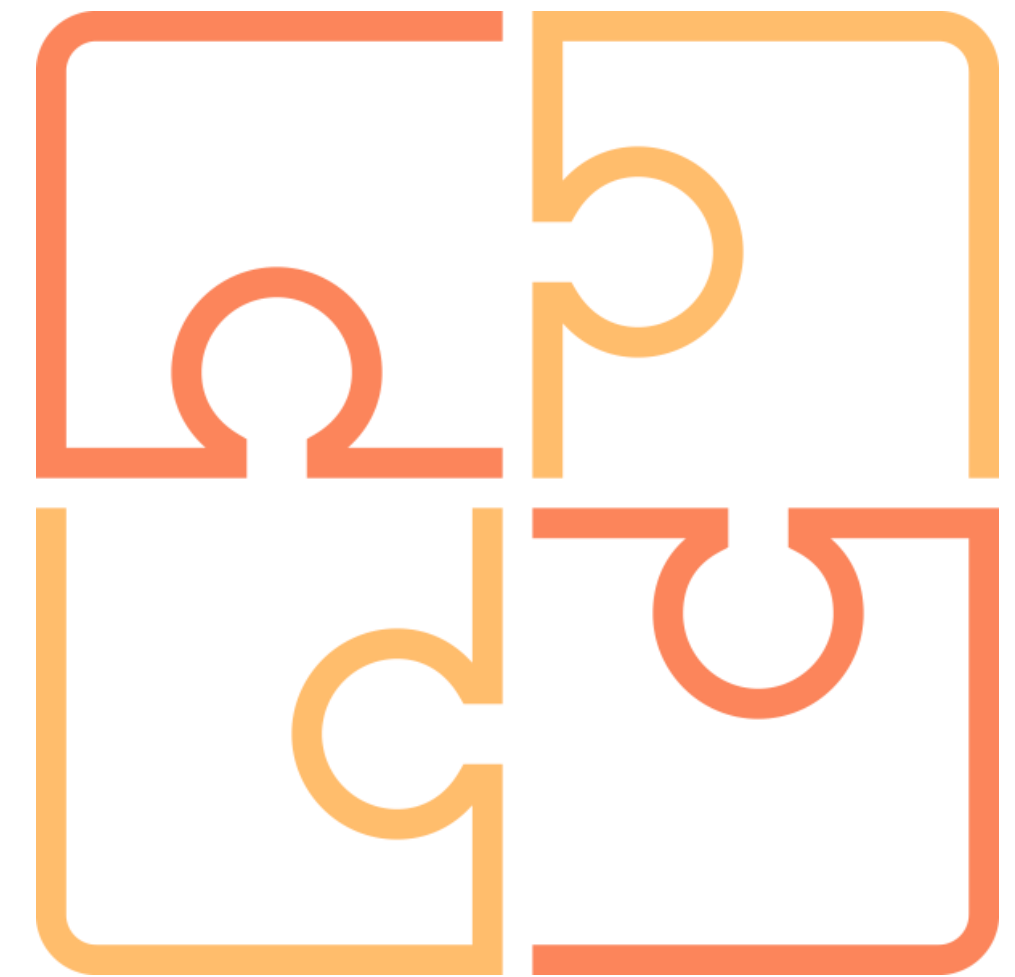
What We Learned From You

A clear plan is needed for:

- Identifying and engaging community partners to understand their priorities and needs

- Identifying and strengthening connections with community partners

- Providing data to community partners to prioritize the problem trying to be solved

- Co-designing a plan for action, including defining potential interventions informed by data and community input

- Developing partnership arrangements

What We Learned From You

You are grappling with...

- Generating interest from potential partners

- Developing criteria that will help select partners

- Creating more effectiveness in current relationships
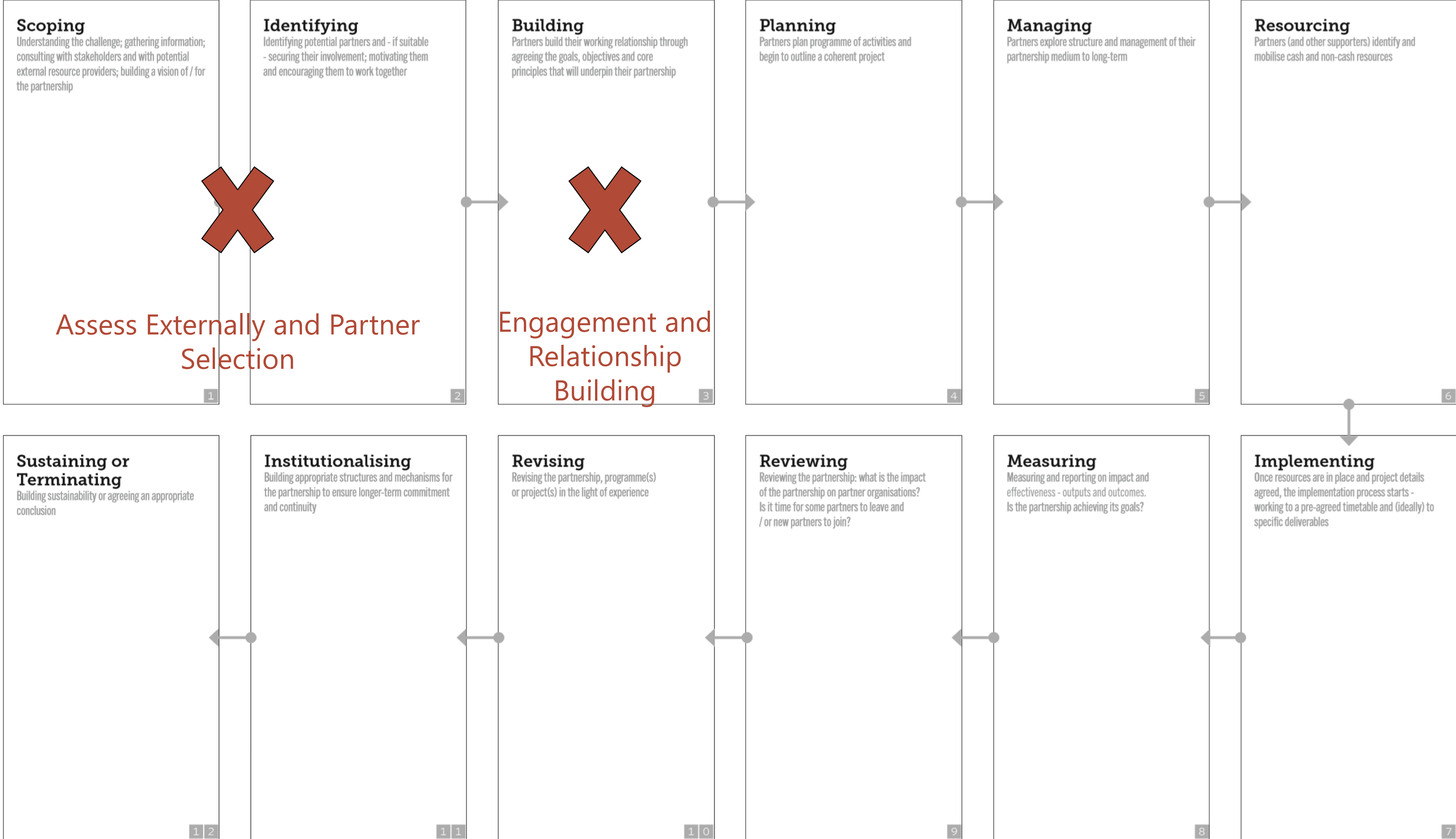
- Building influence with current and potential partners as well as within your own organizations and systems

Majority in Phase 2 and 3

Scoping	Identifying	Building	Planning	Managing	Resourcing
Understanding the challenge; gathering information; consulting with stakeholders and with potential external resource providers; building a vision of / for the partnership	Identifying potential partners and - if suitable - securing their involvement; motivating them and encouraging them to work together	Partners build their working relationship through agreeing the goals, objectives and core principles that will underpin their partnership	Partners plan programme of activities and begin to outline a coherent project	Partners explore structure and management of their partnership medium to long-term	Partners (and other supporters) identify and mobilise cash and non-cash resources

Assess Externally and Partner Selection

Engagement and Relationship Building

Sustaining or Terminating	Institutionalising	Revising	Reviewing	Measuring	Implementing
Building sustainability or agreeing an appropriate conclusion	Building appropriate structures and mechanisms for the partnership to ensure longer-term commitment and continuity	Revising the partnership, programme(s) or project(s) in the light of experience	Reviewing the partnership: what is the impact of the partnership on partner organisations? Is it time for some partners to leave and / or new partners to join?	Measuring and reporting on impact and effectiveness - outputs and outcomes. Is the partnership achieving its goals?	Once resources are in place and project details agreed, the implementation process starts - working to a pre-agreed timetable and (ideally) to specific deliverables

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Source: Development Impact & You: Building Partnership Map

Opportunities in Phases 2 and 3

- Find the right partners using systematic approach to partnership identification and selection

- Find the right people within your partner organization with authority and influence to activate change

- Position for sustainable success

- Incorporate learning early in the partnering process

- Create and strengthen fundamentals for relationship that will be needed in future phases of partnering

Common Pitfalls (or Accelerators?) in Phases 2 and 3

- Insufficient assessment of the business case for you and your partner
- Underestimating time and focus required to activate change
- Too many conversations about partnering, not enough action
- No clear partnership criteria
- Lack of understanding about sources of expertise
- Missing an important partner and / or influencer
- Hurrying agreements without full partner commitment
- Lack of sufficient understanding of cultures, decision-making structures, and who's who within your partner organization
- Not enough ownership, influence or power among individuals driving partnership efforts and/or within the partner organizations

"Creating a foundation is not a pilot… it is a commitment"

It takes a deep commitment to change and an even deeper commitment to grow -

Ralph Ellison

Building your Partnership Map

Revisit your aspiration

- What is the case for your organization in achieving your aspiration (as it relates to the ROOTS initiative)?
- What is compelling about your aspiration that would attract potential partners to work with you?
- What's possible if partnerships are effectively formed that isn't possible if they are not?

Ask them for it, but, first make sure you have something they want or need (*this last point is important*).

Building your Partnership Map

- Who are your most appropriate partners and why?
- How will these partner organizations be identified?
- Do they share a common goal? How do you know or How will you find out?
- What capacities do they bring to partnership? How will you assess if these exist in partner organizations?
- What resources or support can you offer your partners? What value does this bring to them?
- What criteria or expectations do you have for your partners? They for you?
- What can be learned from others and applied to your partnership selection and engagement work?

Building your Partnership Map

Once your partner organizations are identified

- What individuals do you need to be working with (who contributes, allocates resources, implements, makes decisions) per each organization?
- How will you build shared value and commitment? What is your shared partnership philosophy?
- What is the work each organization will need to do?
- What relationship terms need to be determined?

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Final Words

- Pace is accelerated *and* this work takes time

- Partnering can be difficult *and* resistance makes it more so

- Talk is not cheap *and* can create the illusion of collaborating / partnering

- Internal culture can trump external initiatives

- Upfront work is critical *and* often jumping in creates the clarity needed COLLABORATIVE CONSULTING

Your Final Thoughts

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