

Partnership Assessment Tool for Health: Bridging Health Care & Community-Based Human Services

Presentation to **Center for Care Innovations**
Safety Net Innovations Network

May 3, 2018

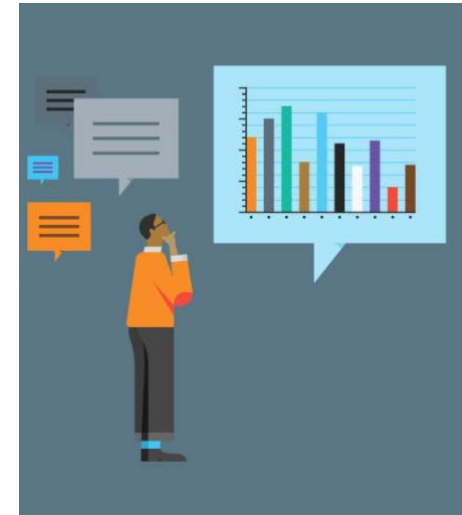
Presented by: Annie Chang & Brian Kellaway



NFF's Focus

Nonprofit Finance Fund® (NFF®) advances missions and social progress in underserved communities through **financing, consulting, partnerships, and knowledge-sharing** that empower leaders, organizations, and ideas.

A leading CDFI, NFF currently manages over \$310 million. Since 1980, we have provided almost \$700 million in financing and access to additional capital in support of over \$2.3 billion in projects for thousands of organizations nationwide.



NFF is currently engaged in various efforts focused on social determinants of health across the country. These include:

- **AIM Healthy Investment Fund**
- **The Colorado Health Foundation Change Capital Initiative**
- **The Healthy Outcomes Initiative**
- **The Partnership for Healthy Outcomes**

Workshop Goals

- Understand benchmark characteristics of effective partnerships
- Be able to identify areas for further development in your partnerships
- Prepare for strategic conversation between partners



Agenda

- **Introduction to NFF and Workshop Goals**
- **Overview of Partnership Assessment Tool for Health (PATH) and Table Discussions**
 - Internal and External Relationships
 - Service Delivery and Workflow
 - Funding and Finance
 - Data and Outcomes
- **Wrap-Up: Leading Partnership Discussions**

Partnership for Healthy Outcomes: PATH Tool Development



Goal: To identify, analyze, and distribute examples and lessons about partnership models between community-based organizations and healthcare organizations, particularly those that service low-income and/or vulnerable populations.

Request for
Information



Partnership
Case Studies



Knowledge
Sharing



The Partnership for Healthy Outcomes: a year-long project of Nonprofit Finance Fund, the Center for Health Care Strategies, and the Alliance for Strong Families and Communities, with generous support from the Robert Wood Johnson Foundation, which captured and shared insights for partnerships between healthcare and community-based organizations, particularly those that serve low-income and/or vulnerable populations.

Partnership Information Received



- Completed by **representatives from:**
 - Nonprofit or for-profit CBOs
 - Health care organizations

- Focus on **low-income and vulnerable** populations

- **Purpose:**
 - Identify promising models of and challenges to building effective partnerships
 - Inform funding and policies
 - Advance effective partnerships across the nation

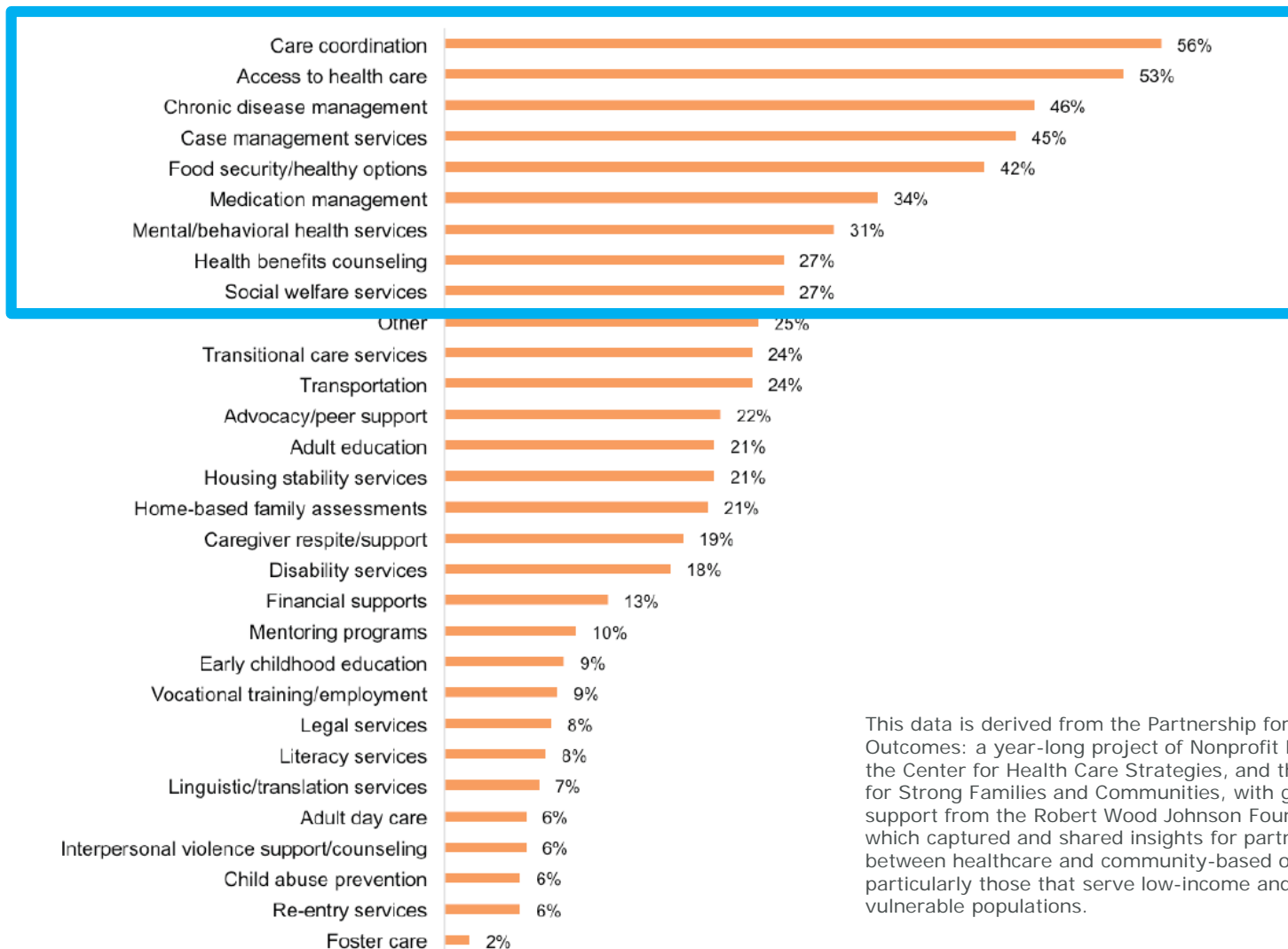
- **Convenience, self-selected** sample

The RFI defined partnership as: “a structured arrangement between a health care organization (e.g., health system, hospital, provider, insurer, state or local public health department) and nonprofit or for-profit community-based organization (e.g., housing organization, workforce development agency, food bank, early childhood education provider) to provide services to low-income and/or vulnerable populations.”

Partnership Services



Please select the category that best describes the services provided through the partnership (n=203)

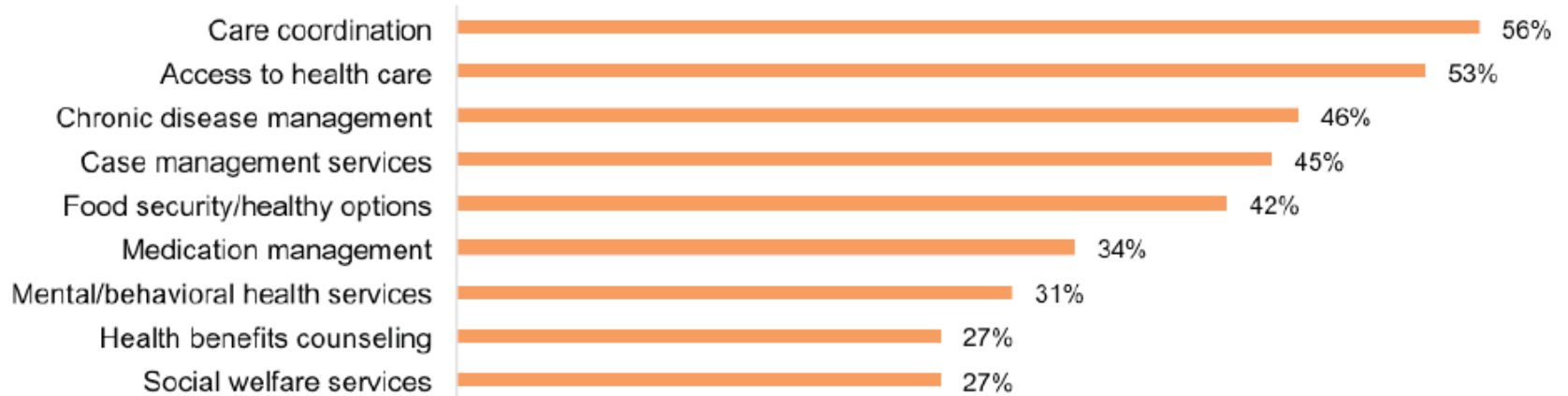


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Partnership Services – What Support is Needed by Safety-Net Providers?



Please select the category that best describes the services provided through the partnership (n=203)

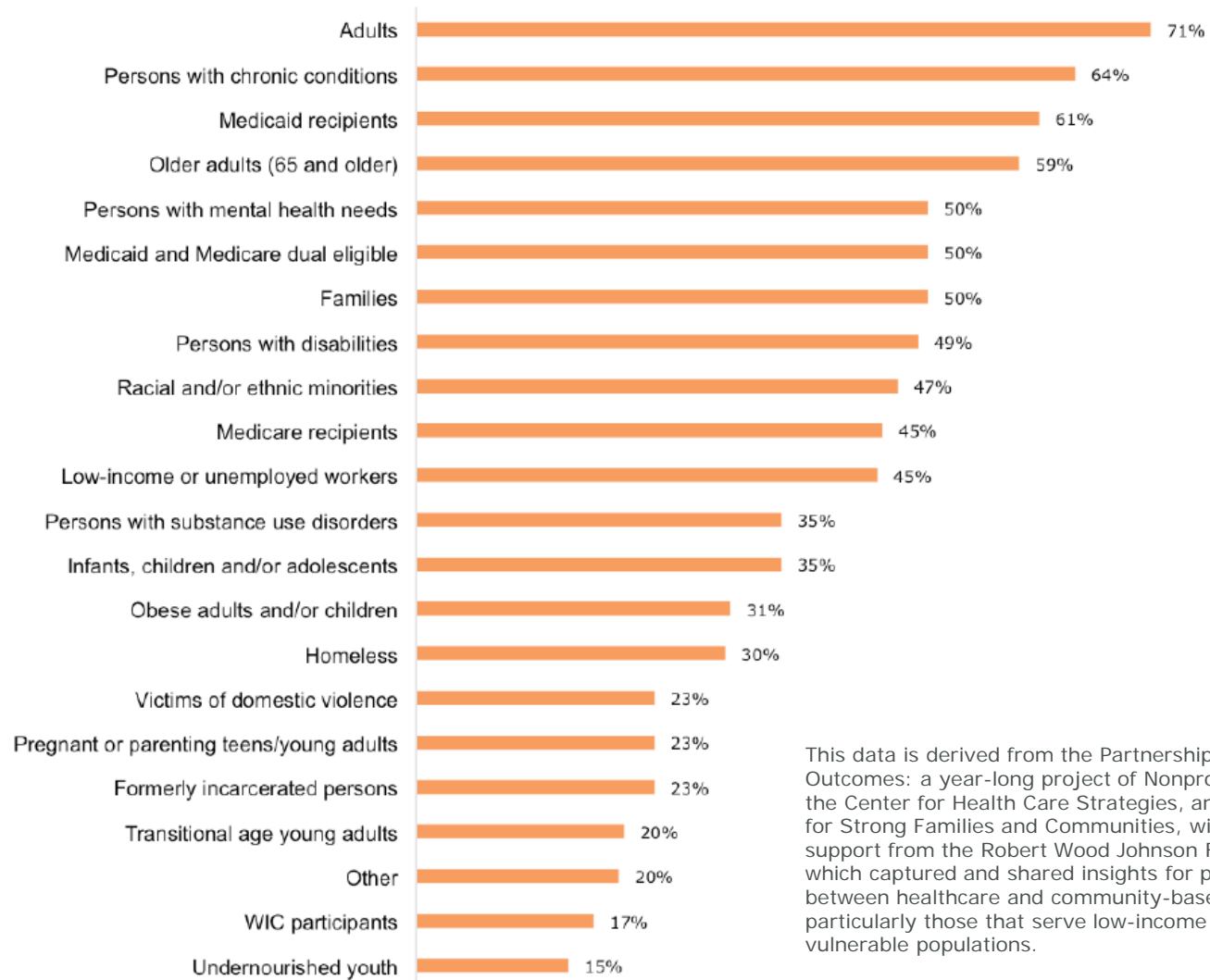


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Target Populations

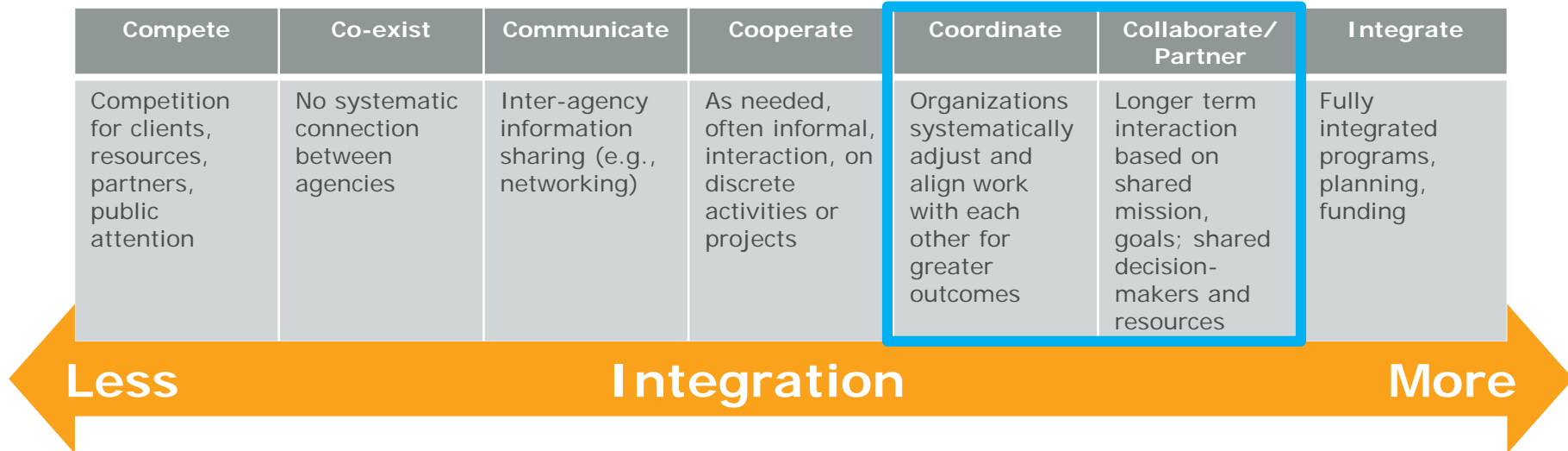


Please select the targeted population(s) served by the partnership (n=203)



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The Shift Toward Value & Improved Health Outcomes Requires Collaboration



- **Systems & processes**
- **Training & prof. dev.**
- **Referral agreements**
- **Patient care coordination**
- **Reimbursement rate negotiation**
- **Policy and legislation**
- **Shared revenue, expenses or savings**
- **Management agreement**
- **Funding & financing**
- **Innovation and R&D**
- **In-kind support**
- **Social Determinants of Health?**

Adapted from the Collaboration for Impact

What Gets in the Way of Collaborative Aspirations?

Common Motivations:



- Advance mission delivery
- Improve, expand, and/or preserve services
- Adapt and/or innovate business model or patient care model
- Gain operational efficiencies
- Leadership transition

Potential Barriers:



- Knowledge
- Resources
- Trust

Partnership Assessment Tool for Health (PATH)

- A tool for CBOs and health care organizations **currently engaged** in a partnership to:
 - Identify existing strengths and gaps
 - Consider areas growth and change
 - Align partners around key objectives
- The tool focuses on four **core elements** of partnership:
- Contributes to **growing body** of tools and resources in the field
- **How to use** the tool:
 - Both partners answer the check-up questions
 - Work together to identify areas to strengthen
 - Check-in periodically on the progress of those benchmarks



Core Elements of Well-Developed Partnerships

Internal and External Relationships

- Shared Goals
- Partner Value
- External Relationships
- Internal Buy-in

Service Delivery and Workflow

- Service Alignment
- Workflow Process
- Service Delivery Capacity
- Engaging the Community

Funding and Finance

- Covering Full Cost
- Securing Revenue
- Financial Goals and Priorities

Data and Outcomes

- Data Collection
- Data Usage
- Demonstrating Outcomes

Discuss with Your Table & Share with Your Peers

- Each table will **focus on one of the four core elements**
- **Review the benchmarks and questions** together
- **Discuss the following** questions at your table:
 - What partnerships are you leveraging currently? What partnership opportunities are you exploring for the future?
 - What topics and questions were most critical to address in the early stages of the partnership(s)? What topics and questions should have been addressed, that were not initially discussed between partners?
 - What recommendation(s) would you give to others to ensure that understanding and alignment is built and maintained in the context of this core element?
- **Share your insights with the room!**



Uncertainty in Health & Health Care: Impact on Key Stakeholders

Growing state/local-led approaches to comm. health

Heightened focus on costs, outcomes, accountability

Future of Medicaid coverage, block grants, per capita caps

Growing investment mindset (e.g. outcomes-based contracting)

While stakeholders will have different priorities and motivations moving forward, key principles remain critical to achieving better health outcomes:

- **Shift from volume to value**
- **Addressing social determinants of health**
- **Emerging health care/CBO partnerships**

Wrap-up: Reflections on Partnership Discussions

- How will you approach **partnership discussions differently?**
- Based on what was discussed, what is the **most important challenge to address**, in order to accelerate and sustain CBO-healthcare partnerships?
- In what areas or aspects of partnership would you want/need **additional support to advance your strategic goals?**



Thank you

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