



# Looking Beyond Hospital Walls: How community collaboration brings value to community health assessments and implementation plans

March 19, 2013  
 2:00 – 3:00 p.m. EST

## Agenda

2:00-2:10	<b>The Case for Collaboration</b>	<b>Lisa Wolff</b> , Director of Research and Evaluation, Health Resources in Action <b>Rose Swensen</b> , Director of Strategic Planning and Organizational Effectiveness, Health Resources in Action
2:10-2:40	<b>Case Studies: Learning from Partnerships in Action</b>	<b>Monica Lowell</b> , Vice President of Community Relations, UMass Memorial Health Care, Inc. <b>Pilar Oates</b> , Former Executive Director, Methodist Healthcare Ministries and Board Member, The Health Collaborative
2:40-2:50	<b>Key Strategies &amp; Lessons Learned</b>	<b>Rose Swensen</b>
2:50-3:00	<b>Final Q&amp;A</b>	<b>All</b>

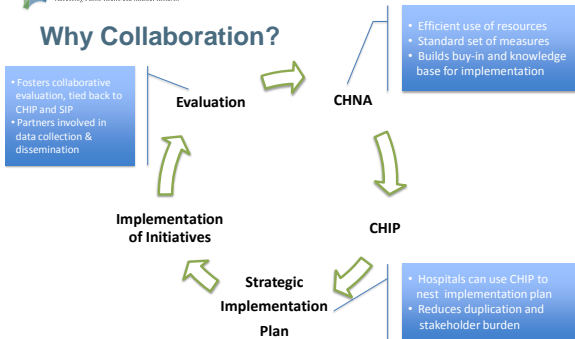
## Objectives

- Understand and communicate the benefits of engaging community partners early in the community health needs assessment/planning/implementation process
- Learn strategies for effective engagement and collaboration at multiple levels
- Learn lessons from two effective hospital /health department /community collaborations

## Why Consider Partner Collaboration?

- Aligns efforts around a similar goal to improve population health
- Minimizes duplication of services
- Leverages hospital resources and expertise into the community
- Can nest the hospitals' community benefits plan within a larger community initiative
- Provides a foundation for sustainability

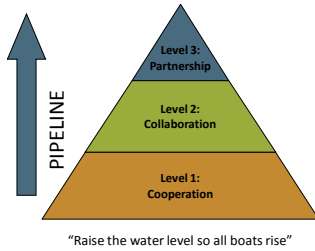
## Why Collaboration?



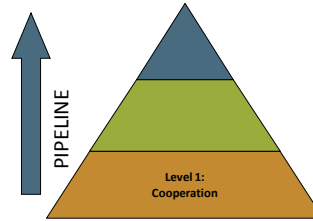
## Consider This as a Change Process

- What does change mean?
  - Organizational
  - Systems
  - Population health
  - All of the above?
- What if we were to consider CHA and CHIP activities from the perspective of initiating, managing, and sustaining change at these levels?
- What would we do differently?

A Model for Deepening Our Relationships and Work



A Model for Deepening Our Relationships and Work



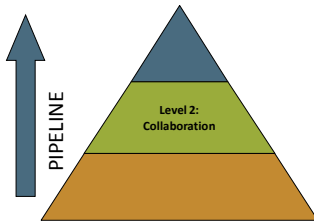
**Description:** Point of entry in the pipeline. Low-risk, lower impact engagement of an inclusive, broad group of stakeholders around a "common table."

**Characteristics:** Collegial, supportive, non-obstructionist.

**Objectives:** Build trust, develop relationships, get to know each other and each other's work, share information, build ownership for shared success.

**Focus:** Creating opportunities rather than "overcoming resistance" for collaboration (co-sponsored events, networking, opportunities to cooperate with each other's work in a local context, etc.).

A Model for Deepening Our Relationships and Work



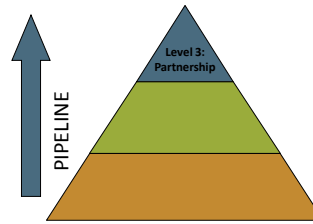
**Description:** Smaller group of stakeholders working together (side by side) around a defined objective (e.g., policy). Stakeholders will be those whose interest, expertise, and availability match the needs of the identified focus.

**Characteristics:** Support each other's work, align with each other's work, share ideas and knowledge, refer work to each other.

**Objectives:** Achieve common goal(s) in an area of focus that stems from (but is an addition to) the normal domains of work; identify opportunities for partnership.

**Focus:** Arises organically from cooperative conversations.

A Model for Deepening Our Relationships and Work



**Description:** Strategic and integrated work of one or more stakeholders to achieve expansive, common goals that are fundamental to each other's success and core business, but difficult (and/or potentially impossible) to achieve individually.

**Characteristics:** Mutually beneficial, interdependent relationships. Higher intensity of engagement, higher risk, and greater potential for reward/impact.

**Objectives:** Achieve synergy and build capacity across organizations.

**Focus:** Opportunistic and relationship history-based.

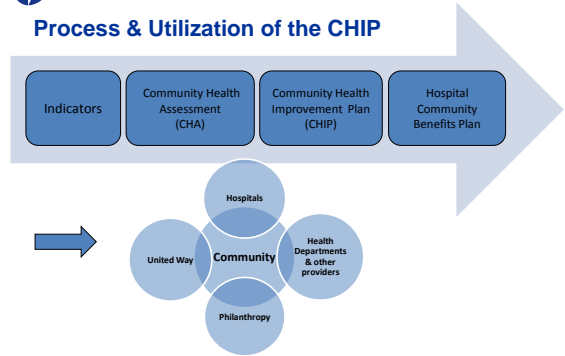


**Monica Lowell**  
Vice President, Community Relations  
UMass Memorial Health Care, Inc.  
Worcester, MA

CHIP: Collective Impact to Improve Health



Process & Utilization of the CHIP



Building the Partnership: Hospital & Health Department

- In 2009 Worcester Health Department faced massive budget cuts.
- City Manager asked UMass Memorial CEO John O'Brien and Vanguard Health Systems to form and co-chair a Public Health Task Force that would develop a roadmap based on national best practices and a sustainable financial model.
- Established Task Force on Public Health produces report with recommendations that is presented to and adopted by the Worcester City Council.
- Hospital funds the position of Commissioner of Public Health Department.
- Hospital and Health Department co-chaired the development of the Community Health Needs Assessment (CHA) and the Community Health Improvement Plan (CHIP).
- Developed the hospital Community Benefits plan based on CHA & CHIP with the collaboration of the Health Department.

Collective Impact of the CHIP

Educating and Rallying the Community:

- Identify Work Group conveners for each CHIP Priority Area
- Identify and recruit stakeholders that will work on specific deliverables
- Leverage funds and opportunities to support staffing that address CHIP Priority Area strategies
- Educate funders on the CHIP and the importance of investing in a collective impact approach
- Develop a monitoring, reporting and communication process on CHIP strategies

Q&A

Pilar Oates

Board Member, The Health Collaborative and Former Executive Director, Methodist Healthcare Ministries San Antonio, TX

## Organizational History and Purpose

- Organization informally began in 1997 and was designated as a 501(c)3 in 2000.
- Unique collaborative model of addressing community health issues with multiple hospitals based on data and surveillance information
- Mission: To improve community health through collaborative means.

## Organizational History and Purpose (Cont'd)

- Purpose:
  - To provide a Community Health Assessment that would meet the needs of the local hospital systems in meeting the community health assessment requirements mandated by the Texas State Department of Health Services for hospitals receiving Medicaid disproportionate share funds and not-for-profit hospitals, while providing a unified voice across the systems.
- To guide local policy and programming in public health areas that were not being adequately addressed by the community
- Empower the community to take responsibility for their own health
- Build collaboration around priority health issues.

## 2010 Community Health Assessment: Best Yet

- One of the first cities in the country to use social determinant model as approach to describing community health
- Expanded involvement of Metro Health and Bexar County (Health Profiles, BRFSS data, hospital discharge data)
- Increased Community input (neighborhood meetings)
- Contract awarded to Health Resources in Action (HRiA), a nationally recognized health research firm out of Boston
- Will continue phased approach with:
  - more innovative analysis
  - greater depth of indicators
  - expanded data sources
  - neighborhood involvement

## Members of the Health Collaborative Today

- Addiction Studios
- Baptist Health System
- Bexar County Department of Community Resources
- CHRISTUS Santa Rose Health System
- Community First Health Plans
- Community Member (Charles Knight)
- Methodist Healthcare System
- Methodist Healthcare Ministries
- San Antonio Metropolitan Health District
- Our Lady of the Lake University
- University of Texas Health Science Center
- University Health System
- WellMed Medical Management Inc.
- YMCA of Greater San Antonio

## Q&A

## Key Strategies and Lessons Learned

## Definition of Sustainability

The process of maintaining an initiative by weaving a practice, a way of thinking, into the fabric of the community, or making a permanent home for a practice within the community independent of funding and funding cycles.

## Action Steps for Sustainability

- Begin with the end in mind
  - What is the vision for our preferred future?
  - Think of the end of the funding cycle at the start of the funding cycle, and plan from there
- Engage community members and partners early and often in the process
- Identify potential places and people to carry on the torch
  - Think from the beginning of the project/process about capacity building, knowledge transfer, and leadership development

## Action Steps for Sustainability

- Consider financial resources broadly
  - Develop a resource plan with diverse funding streams and cultivate in-kind (materials, human, other) resources
- Consider how to monitor, evaluate and enforce policies
- Design a well thought out communication strategy
  - Provides regular and ready access to program updates
  - Provides opportunities for input
  - Makes use of current technology (e.g., web, social media)

## Action Steps for Sustainability

- Integrate efforts
  - Look for interdisciplinary, multi-sectoral opportunities to connect programming goals
  - Institutionalize efforts by integrating programs, policies and services into other community initiatives
  - Look for opportunities to leverage and match resources
- Look at potential collaboration
  - Look to move people up the pyramid from cooperation to collaboration to partnership

## Final Q&A

Thank You!

For more information, please contact Health Resources in Action ([www.hria.org](http://www.hria.org)):

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