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

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

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?

Why Collaboration?

- CHNA
  - Efficient use of resources
  - Standard set of measures
  - Builds buy-in and knowledge base for implementation

- Implementation of Initiatives
- Strategic Implementation Plan
  - Hospitals can use CHIP to test implementation plan
  - Reduces duplication and stakeholder burden

- Evaluation
- CHAP
  - CHAP and CHIP activities
  - Measuring implementation

Why Consider Partner Collaboration?

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  - CHAP and CHIP activities
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Agenda

2:00-2:10 The Case for Collaboration
Lisa Wolff, Director of Research and Evaluation, Health Resources in Action
Rose Swensen, Director of Strategic Planning and Organizational Effectiveness, Health Resources in Action

2:10-2:40 Case Studies: Learning from Partnerships in Action
Monica Lowell, Vice President of Community Relations, UMass Memorial Health Care, Inc.
Pilar Oates, Former Executive Director, Methodist Healthcare Ministries and Board Member, The Health Collaborative

2:40-2:50 Key Strategies & Lessons Learned
Rose Swensen

2:50-3:00 Final Q&A
All
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.

Level 1: Cooperation

Level 2: Collaboration

Level 3: Partnership

*Raise the water level so all boats rise*

Two Case Studies:
Learning from Collaboration and Partnership in Action

Monica Lowell
Vice President, Community Relations
UMass Memorial Health Care, Inc.
Worcester, MA
CHIP: Collective Impact to Improve Health

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CHIP: Collective Impact to Improve Health

Process & Utilization of the CHIP

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Building the Partnership: Hospital & Health Department

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Collective Impact of the CHIP

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Q&A

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UMass Memorial

CHIP: Collective Impact to Improve Health

UMass Memorial

Process & Utilization of the CHIP

UMass Memorial

Building the Partnership: Hospital & Health Department

UMass Memorial

Collective Impact of the CHIP

UMass Memorial

Q&A

Health Collaborative

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

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

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