Catalyzing Health Care and Public Health Collaboration

July 31, 2018
Speakers

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Agenda

• Welcome
• Introduction to the HCTTF & PHLF/ Framework Overview & Application
• Health System Perspective: Community Transformation and Addressing Upstream SDOH
• Public Health Perspective: State-Level Coordination
• Q&A
• Upcoming Webinars
Health Care Transformation Task Force

An industry consortium that brings together patients, payers, providers, and purchasers to align private and public sector efforts to clear the way for a sweeping transformation of the U.S. health care system. The Task Force is committed to rapid, measurable change, both for itself and the country. It aspires to have 75% of its member businesses operating under value-based payment arrangements by 2020.

Public Health Leadership Forum

A platform, hosted by RESOLVE with support from the Robert Wood Johnson Foundation, to engage a diverse set of public health leaders, practitioners, and stakeholders in dialogue on current challenges to public health and opportunities for leadership, partnership, and transformation within the context of the evolving health system.
A Shared Vision

Comprehensive Community Wellness

An approach that values and supports all people achieving their highest possible levels of health by simultaneously addressing all determinants of health.

Health care professionals, public health, social services, and community-based organizations partner to address acute and chronic illness and injury and the upstream environmental factors, community conditions, and barriers to preventive care that contribute to poor health outcomes in the first place.
Harnessing Momentum

There are already many factors driving us toward system transformation and integrated community wellness.

- Health professionals’ desire to address all determinants of health
- Models like PCMH & ACO and provider requirements in ACA, HITECH & MACRA
- Global payment, alternative payment models, value-based arrangements
- Continual evolution of public health field, “Public Health 3.0”
- Need to address persistent chronic diseases like asthma, obesity, addiction, etc.
- And others

Comprehensive Community Wellness
Comprehensive community wellness should include the full universe of programs and entities working to improve health, of which public health and health care are part.

This framework focuses specifically on public health and health care, believing that these entities can catalyze further cohesion.
The Framework

Comprehensive Community Wellness

Aim

Elements of Collaboration

- Governance Structure
  - Coordinate overall goals/efforts
  - Define stakeholders
  - Develop common priorities
  - Formalize project scope/charter

- Financing Plan
  - Identify initial capital
  - Secure demo phase funding
  - Ensure long-term sustainability

- Cross-sector Prevention Model(s)
  - Define clinical and/or community-based service(s), program(s)
  - Specify roles and responsibilities
  - Assign entities accountable for oversight

- Data-Sharing Strategy
  - Consider data availability
  - Align tech platform(s) with needs
  - Develop data-sharing agreements

- Performance Measurement and Evaluation
  - Establish evaluation plan
  - Define key process and outcome indicators
  - Create performance feedback loop
Governance Structure

- Coordinate overall goals/efforts
- Define stakeholders
- Develop common priorities
- Formalize project scope/charter

Case Example: Idaho
State Healthcare Innovation Plan
Financing Plan

- Identify initial capital
- Secure demonstration phase funding
- Ensure long-term sustainability

Case Example: Jackson County, Michigan
Health Improvement Organization (HIO)
Cross-sector Prevention Models

• Define clinical and/or community-based intervention(s)

• Specify roles and responsibilities
• Assign entities accountable for oversight

Case Example: North Carolina

Pregnancy Medical Home Initiative
Data-Sharing Strategy

- Consider data availability
- Align technology platform
- Develop data-sharing agreements

Case Example: Oklahoma

Route 66 Accountable Health Community Collaborative
Performance Measurement and Evaluation

- Establish evaluation plan
- Define key process and outcome indicators
- Create performance feedback loops

Case Example: Delaware
Delaware Health Tracker
The Framework

Comprehensive Community Wellness

Aim

Elements of Collaboration

- Governance Structure
- Financing Plan
- Cross-sector Prevention Model(s)
- Data-Sharing Strategy
- Performance Measurement and Evaluation

Tactics & Actionable Strategies

- Coordinate overall goals/efforts
- Define stakeholders
- Develop common priorities
- Formalize project scope/charter
- Identify initial capital
- Secure demo phase funding
- Ensure long-term sustainability
- Define clinical and/or community-based service(s), program(s)
- Specify roles and responsibilities
- Assign entities accountable for oversight
- Consider data availability
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The Journey to Community Wellness

Community Transformation and Addressing Upstream Social Determinants of Health from a Health System Perspective

Catalyzing Health Care and Public Health Collaboration

July 31, 2018

Mouhanad Hammami, M.D., MHSA
SVP Safety Net Transformation, Community Benefit, Health and Well-Being
Trinity Health
At Trinity Health, Our strategy is to deliver the Triple Aim for individuals, populations and communities

Better Health • Better Care • Lower Costs

People-Centered Health System

Episodic Health Care Management for Individuals
Efficient & effective episode delivery initiatives

Population Health Management
Efficient & effective care management initiatives

Community Health & Well-being
Serving those who are poor, other populations, and impacting the social determinants of health
A Well Community provides all tools for its residents to be Well

Source: SAMHSA, 2018
We use data and tools to assess our communities’ wellness

- **Community Health Needs Assessment (CHNA):**
  - Required by the IRS every three years
  - Ministries required to plan and budget for the process
  - Requires collaboration with community partners and collecting community input
  - Must assess the community’s health status which should include social and economic factors, the physical environment and other barriers to health
  - Is the basis for developing an Implementation Strategy

Significant health needs identified by CHNAs

Source: TH Ministries CHNAs 2015 -2017
Social determinants of health identified by CHNA

Source: TH Ministries CHNAs 2015 -2017
The CHNA drives the development of a three year Implementation Strategy

• Each licensed ministry develops an Implementation Strategy to address the significant health needs by:
  - Collaborating and engaging with the community to build partnerships
  - Including SMART goals
  - Implementing evaluation to measure the impact of actions taken by the hospital
  - Annual progress reporting to hospital CEO and Board

• Trinity Health hospitals are increasing their focus on addressing the social determinants of health through the strategies
Traditional allocation of resources does not match the needs to ensure health and wellness

Determinants of Health

- Clinical Care: 20%
- Social and Economic Factors (40%), Health Behaviors (30%), Physical Environment (10%)

Community Benefit

- Clinical Care: $1,066.2 M (94%)
- Community Engagement & Transformation: 64 M (6%)
Trinity Health Community Benefit Investments (FY17)

Clinical Care
- Healthcare
- Quality Healthcare
- Access to Healthcare

Community Engagement
- Healthy Behaviors
- Health Education
- Wellness & Prevention
- Coordination of Care

Community Transformation
Policy, Advocacy and system change

In Millions

- Clinical Care: $1,066.2 (94%)
- Community Engagement: $41.9 (2%)
- Community Transformation: $21.0 (<1%)
- Administrative: $9.2

Total $1,138.3
Strategic allocation of resources

• Allocation of funds should support successful implementation of CHWB strategy
• Funding more programs that provide care coordination within our communities
• Funding initiatives that address system change and community transformation
We aim to improve the health & well-being of ALL people in the communities we serve

Community Health & Well-Being’s purpose is to be a national leader in optimizing wellness and equity, and eliminating disparities in our communities.

- Leveraging resources and partnerships
- Focusing on those who are poor and vulnerable
- Addressing the social determinants of health

Clinical Services
Delivery of efficient and effective people-centered health care services focused on reducing clinical quality outcome disparities for the vulnerable and the poor within all of Trinity Health

Community Engagement
Connecting efficient and effective wrap around services, focusing on those who are vulnerable and poor, within Trinity Health communities by supporting individual healthy behaviors and addressing barriers to health

Community Transformation
Policy, system and environmental change strategies focusing on community building to address the physical environment, economic revitalization, housing and other social determinants of health
To optimize the health of our patients, we need to ensure that they have the tools to be well

Clinical Services

Delivery & Assurance of:
• Health Care
• Quality Health Care
• Access to Health Care

Community Engagement

Supporting:
• Healthy Behaviors
• Health Education
• Wellness & Prevention
• Coordination of Care

Community Transformation

Policy, Advocacy & Support for:
• Pre-K - Postsecondary Edu.
• Social Cohesion
• Neighborhood & Built Environment
• Community Safety
• Economic Stability
Example: Joe has diabetes and is seeking clinical care

**Clinical Services**

Joe receives clinical care and patient counseling for diabetes as well as financial assistance for his care.

**Community Engagement**

Our ministry coordinates and sponsors transportation for Joe to participate in diabetes self-management classes offered by the local community center and to receive a reduced cost membership to the gym.

**Community Transformation**

Joe, his family and neighbors can walk to the grocery store and to the well-lit community park. Joe's community parks are smoke-free thanks to the progressive tobacco policy in his community. The community is advocating for a sugar sweetened beverage tax.
Our strategy align with the framework to address **ALL** Social Determinates of Health

- Clinical Services
  - Education
  - Employment
  - Social & Community Context
  - Health & Health Care
  - Neighborhood & Built Environment

- Community Engagement

- Community Transformation
Our initiatives follow the same framework
The Good Samaritan Initiative (GSI) adds CHWs to care teams to improve the coordination of care of at-risk patients

- CHWB is investing $1.35M in 9 Ministries to support integration of 16 CHWs into the Care Management Teams.
- GSI will Improve Outcomes by
  - Reduced Medical Cost of Care (PMPM)
  - Reduced Acute Inpatient Admissions
  - Reduced Emergency Department visits
  - Reduced All Cause 30-Day Readmissions
- GSI Impact will be evaluated by
  - Total number of patients/encounters
  - Total number of pathways completed
CDC awarded Trinity Health $7M to expand the Diabetes Prevention Program that will reach over 5000 people by 2022

6 # of CDC recognized organizations by 9/2022
1,000 # of individuals enrolled in DPP classes by 9/2018
863 # of referrals from Trinity Health Providers by 9/2018 (20% of those referred)
TBD # of bi-directional referral systems developed
13 # of New Payer Agreements by 9/2022
TBD Participant Retention Rate
Eight of our communities are using policy, system and environmental change strategies to improve health

The Transforming Communities Initiative invested in communities using system change to improve health

GRANTS: $18 million for communities
$7 million in community match

LOANS: $40 Million in Community Loans

National technical assistance partners
TCI uses Evidence Based Initiatives to accelerate community health improvement and impact youth in our communities

1. Tobacco 21 and other tobacco control policies
2. School wellness policies addressing food and beverage environment
3. School wellness policies addressing increasing physical activity
4. Nutrition standards in early childhood settings
5. Complete Streets policies
6. Enhancement of breastfeeding policies within Ministries and in the community
Transforming Communities Initiative (TCI) is using policy, system and environmental change strategies

- 5 sites have passed Tobacco 21
- 162K Youth to be impacted by childhood obesity efforts
- 280K Youth to be impacted by tobacco policies at local, county and state level
- $200K investment in Springfield Greenhouse
- February 2018, Idaho passed legislation to protect breastfeeding mothers from indecent exposure and obscenity laws
Culinary and Nutrition Center: Springfield, MA

Performance Park: Syracuse, NY

- Safety
- Community engagement
- Physical activity

- Education
- Nutrition
- Quality
Free Farmers Market: Langhorne, PA

Community gardening: Maywood, IL

Healthy food
Reliability

Nutrition education
Local economy
Parent engagement
Low income job training
Trinity Health is driving tobacco control policies and the Smoke Free Movies campaign

- **Tobacco Control Policies**
  - Ministries are advocating for
    - Tobacco 21
    - Smoke-free parks
    - Smoke-free air policies (federal, state, and local levels)
    - Tobacco advertising restrictions
    - Social media campaign for tobacco control policies;
    - Tobacco coalitions to advance tobacco policies

- **Smoke Free Movies**
  - Coordinated social media effort / e-advocacy campaign during the Academy Awards / Oscars®
  - supported local youth groups apply for Truth Initiative® mini-grants, which are funded by System Office

- Trinity Health has licensed film rights to “Remembering Leonard Nimoy,” which highlights the life of the actor best known as the Star Trek character Spock and his battle with COPD. Ministries plan to use this film as part of their tobacco strategy over the next year.
Our ministries acting as Anchor Institutions that drive community health improvement by leveraging non clinical assets to create healthy communities

• Local Hiring
• Local Sourcing
  - Creating Connections and local capacity of existing local and diverse vendors to contracting opportunities
• Place-Based Investing
  - Designating investible assets and addressing community health needs through allocating discretionary community benefits funds towards sustainable solutions
• Addressing Climate Change
  - Using alternative sources of energy and green designs to protect the environment
Laundry Project: Fort Lauderdale, FL

35,000 ft² building
6 days/week
10 hours/day

Local jobs created

Competitive benefits
Pay, health insurance and paid holidays

Eco-footprint reduction
Undertook water and gas saving initiatives

22.3 Million pounds of laundry per year
Thank you

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Idaho Case Example

Carol Moehrle
Director
Public Health – Idaho North Central District
Statewide Healthcare Innovation Plan (SHIP)

Oversees the development of this performance driven population management system

Support practices in transformation to a PCMH

Idaho Healthcare Coalition

Provides primary care services and coordinates care across the larger medical neighborhood of specialists, hospitals, behavioral health and long-term care services and supports

PCMH and Medical Neighborhood Care Team

Improved health by receiving all primary care services through a patient-centered approach

Patient

Public Health
Idaho North Central District
Idaho’s Seven Local Public Health Districts.

Base for Regional Health Care Collaborative.
Medical Health Neighborhood –

Defining Stakeholders.

Ultimately, it’s everyone!
Patient-Centered Medical Home (the football way!)

Quarterback = Patient
Coach = PC Provider
Offensive line = PCMH Teammates, Neighborhood
Defensive line = Social Determinants, Disease, Environment
Bench = Neighborhood
Developing Common Priorities and Objectives

Data Driven

Clinical quality measures align with Community Health Assessment and Population Health Outcomes
Challenges and moving forward
Thank you!

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Questions? Use the Q&A tab on the Zoom webinar screen.

For more information:

https://hcttf.org/comprehensive-community-wellness-framework/
A Conversation on Value-Driven Contracting – Featuring Landmark Health and the Health Plan of San Mateo

September 11th 2018

Contracting between health plans and providers can be a lengthy and challenging process, especially when medically complex populations and value arrangements are at stake. These processes are often shrouded in secrecy due to competitive concerns, limiting shared learnings that could potentially benefit the industry. Join us for a candid conversation between Dr. Michael Le, Co-Founder and Chief Medical Officer of Landmark Health, and Khoa Nguyen, Chief Strategy Officer of the Health Plan of San Mateo, as they discuss the successes and challenges of contracting between their two organizations.

Register here:

https://zoom.us/webinar/register/WN_c6n5bqTKQT2rshdxA2o64w