CBO Capacity Building: OneCity Health's Investment Mechanism

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Challenge:

How do we build capacity in Community Based Organizations (CBOs)? DSRIP includes initiatives to encourage primary care practices to become Patient Centered Medical Home (PCMH) certified, including vendor support to build capacity and prepare practices for value-based payment.

How do we help CBOs prepare for a value-based payment (VBP) model?

What Does a VBP Ready Organization Look Like?

Elements of a Value-Based Payment Ready CBO (1 of 2)

Data/Information Sharing/Care Planning Capabilities

- A data system that is capable of capturing demographic information for all clients served by the agency (electronic registration)

- Ability to exchange/share information between internal and external partners

- Ability to demonstrate a connection between services rendered and their impact on health outcomes (i.e. reduction in emergency room usage and avoidable hospitalization)

Quality Track Record

- Conducts quality improvement activities

Program Implementation

- Implements at least one evidence based program/model

Financial Stability/Resources

- Financial sustainability model that includes non-grant funding sources

- Ability to cover administrative costs for several months without reimbursement

OneCity Health has created the elements of value-based payment readiness by reviewing available literature, discussions with community organizations, discussions with funders, and practical experience from contracting for DSRIP.

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What Does a VBP Ready Organization Look Like?

Elements of a Value-Based Payment Ready CBO (2 of 2)

Organizational Operations

- Maintains the appropriate level of supervision for staff

- Has standard operating procedures for staff and program management

Organizational Culture

- Willingness to respond to market analysis

- Willingness to expand leadership and management capacities, and effect change in organization's culture to support a value proposition

Governance

- Has Board support to move towards readiness for value-based payment

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Partner Stratification

Stage 1:
Operating in Absence of Needed Infrastructure

Stage 2:
Care Management Agencies (CMA)
Non-Care Management Organizations

Stage 3:
"Future State"

OneCity Health has created this stratification process based on the following key areas for each organization: funding sources, data collection/data tracking capabilities, program design, and operations/organizational culture.

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Technical Assistance for CBOs

In spring 2017, OneCity Health released a Project Participation Opportunity to all PPS partners in search of an organization who could conduct an assessment of CBO capacity and provide technical assistance in the form of learning collaboratives.

In August 2017, OneCity Health contracted with Community Service Society of New York (CSS) to conduct this work.

CSS subcontracted with Collaborative Consulting, a firm specializing in integrating health care providers and social service agencies nationally, for use of their organizational assessment tool.

From August 2017 – January 2018, we offered the assessment to 94 *direct social service providers* who were currently contracted with OneCity Health; 54 partners completed both portions of the assessment.
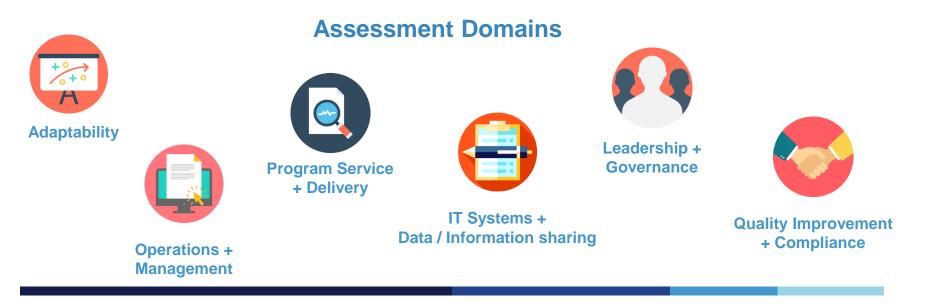
Organizational Assessment of Value-Based Payment Capacity

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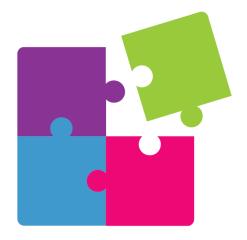
Online Organizational Self-Assessment

- Assessment takes approximately 3 hours
- Should be answered by "in the know" and executive staff

Onsite Visit

- In-person assessment with individuals that completed the self-assessment
- Will take approximately 3 hours

Learning Collaboratives and Trainings

- Assessment guided curriculum for learning collaboratives and trainings

Assessment Domains

Adaptability

Operations + Management

Program Service + Delivery

IT Systems + Data / Information sharing

Leadership + Governance

Quality Improvement + Compliance
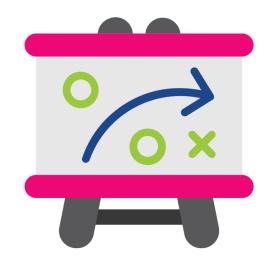
Organizational Assessment Findings

- CBOs were strong in mission related domains: Program/Service Delivery, Leadership/Governance

- CBOs struggled in areas that are less mission centric: Adaptability, Quality Improvement/Compliance

- Smaller non-Medicaid billing CBOs struggled more than larger multi-service agencies with the following domains: Operations/Management; IT/Data Systems; and Quality Improvement/Compliance

- All CBOs struggled with market analysis and identifying organizations to partner in a VBP arrangement

Learning Collaboratives + Technical Assistance

- Partnerships in Healthcare: Managed Care Organizations & Community Based Organizations

- Technology Solutions & HIPAA Compliance: Getting your CBO ready for VBP

- Understanding the Evidence that Links Your Services to Health Outcomes

- Finding Your Unique Value: Describing (Marketing) Your Services to Healthcare Partners

What we wish we knew in the beginning…

- Agree upon a clear definition for "CBO"

- Be specific when asking about service types. For example, housing is a broad topic - does the partner provide supportive or affordable housing, legal work around housing issues, shelters?

- Include CBOs at the table sooner to incorporate their feedback into design

- Complete an assessment process at the beginning to differentiate organizational strengths from aspirations

- Encourage formal collaborations among organizations to allow contracting entities to partner with a group of organizations

- Align with advocacy organizations to shape policy

- Invest in IT infrastructure for CBOs

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Hospital-Community Partnerships

Our year-long capacity building initiative with CBO partners culminated in March 2018 with each such partner's development of a value-proposition

CBO partners that completed their value-propositions have utilized them to support conversations with various potential funders

OneCity Health's Hospital - Community Partnerships initiative will afford CBO partners an opportunity to present their value-propositions to hospital and other potential funders:

- Meet and Greets – scheduled (re)introductory conversations between hospital and CBO partners that provide social services

- Strategic Collaboratives – organized discussion forums that will focus on strategic partnerships and approaches to improving health outcomes