Tools for Effective Collaboration: Exemplary Strategic Partnerships in the Community Health Setting

Keys to Health Center Success
June 6, 2013
Who We Are

Care Alliance Health Center

Our mission is to provide high-quality, comprehensive medical and dental care, patient advocacy and related services to people who need them most, regardless of their ability to pay.
Our History

- 1985: Health Care for the Homeless
- 1993: Independent Nonprofit Organization
- 1998: Public Housing Primary Care
- 2000: Ryan White Part C
- 2002: Dental Program
- 2012: Electronic Medical Record, Epic
- 2013: NCQA Level 3 PCMH recognition
- 2013: Electronic Dental Record, Dentrix
In 2012, Care Alliance provided care to 9,600 patients, generating more than 35,000 encounters.
Demographics

- **79 percent** completely uninsured
- **94 percent** living with incomes below 100% FPL
- **56 percent** experiencing homelessness
- **44 percent** living in or around public housing
Our Clinics

- Downtown Clinic – St. Clair, primarily serves homeless
- Eastside Clinic – Carl B. Stokes Social Service Mall
  - 296 total units in immediate area – 174 units in building, 24 family units, 98 newer units
- Westside Clinic – Riverview Towers
  - 490 units, 8 nearby family units
- Outreach clinics – focus on homeless
Care Alliance Locations
Services

Medical Care
• Across the lifespan
• For people living with HIV/AIDS
• HIV & STD testing
• Chronic care programming
• Women’s health services
• Podiatry
• Physical Therapy
• Immunizations

Dental Care
• Partials & Dentures
• X-Rays
• Extractions
• Fillings
• Cleanings

Supportive Services
• Medical Case Management
• Health Literacy
• Behavioral Health Therapy
• Chemical Dependency Counseling
Unique Health Needs

BARRIERS TO CARE

- Lack of income
- Lack of health insurance
- Lack of personal identification
- Lack of transportation
- Distrust of the system

HEIGHTENED RISK FOR POOR HEALTH

- Prolonged exposure to the elements
- Lack of consistent medical care
- Years of untreated diseases
- Living in communal environments
- Limited food access
Our Funding

REVENUE

EXPENSES

$6.2 million annual operating budget (FY 2013)
Partnering for our Patients
Care Alliance Partners

- Mental Health Services for Homeless Persons, Inc.
- Beech Brook
- The Centers for Families and Children*
- Cuyahoga Metropolitan Housing Authority*
- Mental Health Services for Homeless Persons, Inc.
- Lutheran Metropolitan Ministries
- Drop-In locations
- Housing First
- University Hospitals Case Medical Center
- Case Western Reserve University
- CSU/NEOMED
- Colleges and universities
- Cleveland Clinic Lab Services*
- St. Vincent’s Medical Center
- The MetroHealth System
- Podiatry Services
- Physical Therapy
- Prevent Blindness Ohio
- AmeriCares Foundation, Inc.*

* denotes in-kind organizational partnership; the above does not include individual volunteers
Building Capacity: Strengthening the Community

- Care Alliance must grow to meet the needs of the community, to ensure we optimally reach and serve our patient populations
- Expansion to promote economic vitality and neighborhood revitalization
- Expansion to improve access to health care services, empower individuals to take charge of their health care
- Focus on public housing and PSH
First Housing Authority in the U.S., chartered in 1933
One of the ten largest Housing Authorities
60 Public Housing Developments – 10,500 Units
15,000 Housing Choice Vouchers
55,000 People Served
Average Annual Income of Public Housing Residents: $7,000
Average Annual Income of Voucher Participants: $13,000
Partnering with CMHA

- Free rent and utilities for clinics
- Share data of residents
- Funding / grant opportunity support
- Leadership and organizational recognition
- Renovation and construction
  - Riverview: 25 year rent-free lease, option to renew at 20 years; utility-free until 18th year, negotiated rate moving forward
  - Central: 99 year ground lease for $10 nominal fee
Care Alliance received two capital grants from the U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA)

- Total grant amount: $5.5 million
- Objective: To make much-needed renovations to the Riverview clinic in Ohio City and build a brand new, state-of-the-art facility in the Central neighborhood
Expand formerly part-time medical clinic into a full-time hub for medical, dental, and supportive services
Capacity increase: 500 patients to 3,800 patients

Target completion date: August 2013
No primary health care for large number of women and children, contributing to high ED usage, infant mortality twice the city average, and type-2 diabetes twice the city average.

- 30,000 square foot facility
- 13,000 patient annual capacity

Target Completion date: May 2015
Central: By the Numbers

- 40% of residents are younger than 18 years old
- 0 pediatricians in the Central neighborhood
- 25% increased likelihood that residents will utilize hospital care
- 1 hospital in Central (St. Vincent Charity Medical Center), providing mainly specialty care
- 1/3 of Central residents used the emergency room for non-emergent care in the last year
- 0 family planning services available in Central
Community Impact

Before
- 10,000 patients served
- 8 dental chairs
- 14 medical exam rooms
- 2.5 full time clinics
- 60 employees
- $5.1 million in annual community benefit
- Focus on chronic disease
- Insufficient primary care providers in the Central neighborhood

After
- 23,000 patients served
- 22 dental chairs
- 32 exam rooms
- 4 full time clinics
- 116 staff ranging from medical professionals to support staff
- $13.3 million in annual community benefit
- Expanded expertise in wellness, prevention, and chronic disease care
- Comprehensive, integrated physical and behavioral health care
Lesson Learned (Learning!)

- Important to establish shared vision and language
- Important to work with all levels of organization
  - Leadership
  - Housing-specific management
  - Resident representation
- Establish referral relationships with benefit-like offices and programs
  - Family Self-Sufficiency (FSS) Program
- Don’t take for granted the need to market, clear signage and direct outreach
Your Experience?
Embedding Behavioral Health at Care Alliance

- Two of every five Care Alliance patients have serious mental health issues
- Needs often untreated due to access issues and barriers to care

Embedding Care Alliance in Behavioral Health

- Physical health needs often ignored
- Grow Medicaid reimbursement

Commitment to provide accessible, comprehensive services to improve the health of Cleveland’s most disenfranchised
Care Alliance Partners

- The Centers for Families and Children
- Mental Health Services, Inc.
- Beech Brook
Lesson Learned (Learning!)

- Important to establish shared vision and language
- Integrated care is comprehensive, more complete and efficient
- Important to establish a multidisciplinary team
  - Essential to involve behavioral health case managers in primary care
  - Integrate EHRs as best as possible so have access to both primary care and behavioral health record
- Integration takes time, model varies by partner, and it’s constantly evolving!
Partnering with Academics: Teaching Health Center (THC)

- Workforce Development
  - Create pipeline for the future
  - Address primary care shortage
  - Train the next generation of urban health doctors
- Partnership with Department of Family Medicine Residency Program at Case Western Reserve University
- Currently funded by the Saint Luke’s Foundation
- Closely monitoring available federal dollars
## Steps to THC

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<th>Phase</th>
<th>Goal</th>
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<tr>
<td>Phase I</td>
<td>Certify Care Alliance as a Family Medicine Center of the Case-UH Family Medicine Residency Program</td>
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<td>Phase II</td>
<td>Establish a stand-alone Care Alliance Family Medicine Residency Program</td>
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<td>Phase III</td>
<td>Designate Care Alliance as a Teaching Health Center</td>
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Lesson Learned (Learning!)

- Important to establish shared vision and language
- Multidisciplinary team key
  - Knowledge of academics and resident criteria
  - Knowledge of community health center world
- Don’t be frustrated by red tape!
Tools for Effective Collaboration
Research question: What are characteristics of successful local community partnerships or collaborations responsible for implementing national strategies or federal strategic plans?

Inclusion Criteria:
- U.S. based, peer-reviewed journal since 2000, English, human
- Focus on a health topic
- Discuss the experience, plans or strategies implemented by a community partnership at the local level
- Outline partnership characteristics of success
Key Concepts Defined

- **Partnerships or collaborations** (or coalitions, alliances or similar related descriptor, all often used interchangeably) represents a group of local agencies, organizations and/or individuals working together to improve the health of their community.

- **National strategies or federal strategic plans** was expanded to include community partnerships or collaborations working together to address a public health issue of national significance.
## Search Strategy

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Included Studies


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## Framework

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<td>Leadership</td>
<td>Included in all studies, to be successful, a partnership needs to have a defined leader, supported and recognized both internally and externally. The leadership should have extensive knowledge of the issue and the external environment within which the partnership is working.</td>
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<td>Purpose and Commitment</td>
<td>The purpose and commitment of the partnership includes both a clear vision and mission (purpose) and the commitment of the partners to that stated purpose given their individual expertise. The purpose provides focus for the partnership as well as a favorable cost-to-benefit ratio ensuring individual members remain connected to one another and to the partnership. This will allow for flexibility of contributions by the individual members that are focused on the greater good of the partnership and reflective of subject matter expertise of the individual members.</td>
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<td>Communication</td>
<td>Clear and consistent communication, internally and externally, of the purpose of the partnership and benefits to the community. Communication helps to establish the partnership as the established subject-matter experts.</td>
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<tr>
<td>Accountability</td>
<td>Accountability goes hand-in-hand with establishing clearly defined roles and responsibilities, and includes accountability of individual members, leadership, and in some instances, the community the partnership serves.</td>
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<tr>
<td>Funding / Resources</td>
<td>Funding and resources enable the partnership to do the work. This likely includes pooled financial resources, in kind contributions of members and joint fundraising.</td>
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<tr>
<td>Planning / Operations</td>
<td>Planning and operations represents the actual work of the partnership, including development, implementation and technical assistance. A feedback process, with a shared information system for data collection and analysis, should also be included to allow for outcomes measurement and continuous improvement.</td>
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Questions?

Thank you!

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Care Alliance Health Center
knagel@carealliance.org