HOW TO: WEBINAR SERIES
How to Design a Multifaceted CBO Capacity Building Initiative to Meet the Rising Demand for Social Services
Shirin Vakharia serves as a program director for Health and Aging at the Marin Community Foundation. To this role, Shirin brings 20 years of experience in human services and public health in both community-based settings and the public sector.

Prior to joining the foundation, Ms. Vakharia worked for Napa County Health and Human Services Agency as the Prevention Coordinator. In this role she planned and oversaw substance abuse prevention, tobacco control, HIV and mental health programs.

She has a Masters of Arts in Community Counseling and a Bachelor of Arts in Psychology from the University of Cincinnati.
If Collaborative Consulting works at the heart of medical-social integration, Lori works at the heart of Collaborative Consulting. She launched the firm in 2010 when healthcare reform was still on the horizon and most health sector leaders felt a deep sense of uncertainty. With changes looming, Lori understood that the major challenge facing health and social care organizations would be reinvention, not the preservation of the status quo.

Given her years of experience in the healthcare industry and a background in psychology and organizational development, Lori’s areas of focus ranges from cross-sector collaborative development to multi-stakeholder facilitation, capacity building to leadership development to new service design to change activation and implementation.
Demand for Social Services Increasing

**Needs of the population:** Longer lifespans, higher incidence of chronic diseases, economic stressors, etc.

**Favorable policies:** Payment reform, managed care expansion, integrated care networks, etc.

**Growth of value-based payment mechanisms:** Up and downside risk, performance-based payments, etc.

**More research and evidence:** Social services effectiveness and efficiency studies on the rise

**New technologies:** Referral and coordination platforms, social risk screening, predictive analytics, health-social data interoperability, etc.

**SDoH & pop health strategies becoming the norm:** Part of HCO business model, economic investments in communities, new resource directories, new executive roles, etc.

**Most patients want their doctors to ask about social needs:** Kaiser Permanente (2019)
Demand for Social Services Increasing

U.S. News to Host Inaugural Community Health Leadership Forum

Leaders from the Aetna Foundation, Robert Wood Johnson Foundation and Kaiser Permanente will share insights into community health initiatives.

Jan. 28, 2020

Washington, D.C. – U.S. News & World Report, the global authority in health rankings and data-driven community health analysis, will convene stakeholders with a shared interest in improving the health of communities around the country for the inaugural Community Health Leadership Forum, on April 7, 2020 at the National Press Club in Washington, D.C.

Community leaders, policymakers, corporate social responsibility officers, public health officials, and hospital and health system executives will come together to discuss the social determinants of health, programs companies are implementing to give back to their communities and how to make a lasting impact on the well-being of populations.
CBO Capability & Capacity are Determinants for Meeting this Demand

A lot of attention on...
- The value of social services
- Directories and referral systems
- Clinical-community partnerships as viable value-based care strategies
- Growing opportunities for CBOs that can deliver social services

Less attention on...
- How to support the advancement of CBOs to be viable partners
- Making investments in CBO capacity- and capability-building efforts
- Formalizing partnerships that incorporate CBOs into networks and payment environments
Capacity Builders

A cohort of funding organizations from across the US have been developing and distributing tools, creating environments for learning and advancement, and offering technical assistance to help CBOs build healthcare partnership capacities, including:

- The Administration for Community Living (ACL)
- The Aging and Disability Institute (n4a)
- The Commonwealth Fund
- The John A. Hartford Foundation
- Marin Community Foundation
- National Council on Aging
- The SCAN Foundation
- Colorado Health Foundation
Capacity Building Definition in Context

**Capacity:** the skills, knowledge, infrastructure, and abilities necessary for an organization to be able to pursue, sustain and grow contractual relationships with healthcare payers and providers

**Capacity building** is the process of developing skills, knowledge and abilities
How to Focus for Today

1. Highlight the elements of designing multiyear, multifaceted capacity building initiatives that require balancing the current state with a clear vision of what could be

2. Illustrate the breadth and depth of capacity building needed to design, implement, and sustain equitable partnerships between the clinical and community sectors

3. Offer considerations for multiple stakeholders with invested interest in ensuring the durability of community-based organizations who can effectively deliver social services
**Initiative Details**

- 1 acronym: ABC (Accelerating Business Capacity of Aging Service Providers)
- 1 funder + 1 consulting firm
- 4 funders leading capacity building efforts role modeled possibility
- 5 CBO participants
- 6-member design team representing multi-stakeholder perspective
- 12-month design process, 6-month planning phase, 3 ½ years of implementation
- 15 convenings consisting of 67 sessions led by industry experts, academics, and peers
- 36 organizational competencies assessed for possession and deployment
- 45+ individual organizational onsite and/or coaching sessions
Sneak Peek at Results

- Nice cross-sector partnerships developed providing transportation, caregiver support, community-level care coordination, housing, behavioral health, and other services.
- Goals: Reducing hospital admissions, hospital length of stay, emergency department visits, and missed clinical appointments.
- 8 more cross-sector partnerships in process.
- 36 critical healthcare partnership and organizational competencies assessed across five domain areas, with 80% of competencies possessed and 33% deployed.
- Participating organizations are more market driven, performance focused, and operationally stronger.
Impact Example: JD + M3C

JD is a 34-year-old man who is living with end stage renal failure and major depression. His only source of income is through his part-time minimum wage job. JD does not own a car and is unable to take public transportation given his medical condition.

JD must travel to the dialysis center twice a week using a taxi or ride share service, costing him a total of $40 each week.

As a new patient at a community clinic and a participant in the M3C program, JD was connected to care coordinators who helped him connect to more affordable Paratransit mobility options provided by CBO X, an ABC Initiative participant. This offered JD consistent access to his medical care providers and alleviated costly travel expenses.

JD is now also able to access his weekly behavioral health group meetings.
Who is MCF

- Guides the giving strategies of more than 500 individuals, families, businesses, and community groups
- Distribution trustee for the Buck Trust
- Partners with professional advisors to provide philanthropic counsel to their clients
- Administers over $1.6 billion in philanthropic assets
- Unparalleled philanthropic advisory services
- Distributes over $65 million in grants annually
- The 10th largest community foundation in the U.S.
Objectives of MCF’s Grantmaking

The goal of MCF’s Buck Family Fund is to create equity of opportunity for every resident of Marin. We believe:

- Low-income children and children of color should have the chance to discover their abilities, to dream, and to follow their paths.
- Older adults should enjoy a high quality of life, with optimal health and financial self-sufficiency.
- Immigrants should feel welcomed and integrated into the community.
- Low-income individuals and families should have personal and financial independence.
The Rationale of ABC (2014)

- Affordable Care Act: Health care of population moving out of the medical setting and into the community
- Demographic imperative: 1 in 3 residents over 60 by 2030
- Medical and psychosocial complexities of aging
- Opportunities to innovate and capitalize on emerging trends limited by gaps in business capacity
Who is Collaborative Consulting

- Dedicated to cross-sector partnership development and capacity building for CBOs since the ACA’s passage
- Understand that engaging and optimizing the human dynamics that affect implementation and sustainability of transformation will be essential for any reform effort to succeed
- Works across the health and healthcare spectrum
- Involved in three similar, multi-year initiatives and understood the value in replicating what worked well and at the same time designing for local market conditions
- Practiced approach that fosters value being produced in the consulting team’s ability to facilitate and provoke substantive dialogue, foster creativity and ideas, and help clients expand capacity and build new skills to implement
Layered Design Process

- Incorporate learning from MCF’s past efforts
- Customized to:
  - Stimulate early engagement and incorporate multiple points of views
  - Create an initiative with a high chance of succeeding within the local market
  - Borrow from what had worked well with similar initiatives
  - Not duplicate other community efforts
- Understand national to local market conditions shaping new CBO opportunities
- Understand perceptions and motivations of multiple stakeholders
- Incorporate learning from similar capacity building initiatives
- Convene multi-sector design team to test concepts and assumptions
Number of initiatives underway in Marin to address integration across the care continuum

Current initiatives do not address the business capacity needs of CBOs; healthcare entities expect business capacities to be in place

Contract-based partnerships dependent on the CBO’s ability to articulate its value proposition

Perceptions exist that CBOs are not reliable and that their response time and follow through do not match the pace and expectations of a health system

Importance of investing in the business capacities of CBOs and in building cross-sector relationships and dialogues

Education and cross-sector dialogues are critical for healthcare organizations and CBOs to understand the value each entity brings to the relationship
THE ISSUE: In 2030, 1 in 3 Marin residents will be over 60

Impact: Affordable Care Act

Attitude: Prefer to age at home

Trend: Healthcare moving to a community setting

25,000 struggle now to meet basic needs

OBJECTIVE: Facilitate medical-social integration

OUTCOME: Improved health outcomes & quality of life

Accelerating Business Capacity of Aging Services Providers

Implement now

Evolve continually

Facilitate dialogue

Build capacity

Build infrastructure

Community-based organizations

Healthcare providers

Payers

Post-acute providers

ABC Initiative Strategy
An Emergent Approach

- Appropriate for realities of social change in a complex world
- Appropriate when addressing complex problems that are dynamic, nonlinear, and counter-intuitive
- Considers the complex dynamics and interpersonal relationships underlying the problem we want to change
- Does not attempt to oversimplify complex problems, nor does it lead to a “magic bullet” solution

From Design Concept to Action

- Combination of multiple essential areas of capacity building for creating partnerships with healthcare organizations with multiple methodologies for delivery

- Each year reflection and redesign occurred to match evolving market conditions and meet evolving needs of participating organizations. Focused resources on learning best achieved in cohort setting versus learning that can be acquired via conferences, webinars, etc.

- 67 sessions (15 convenings) supported by industry experts, academics, and peers on topics that included healthcare market research, healthcare financing and economics, collaboration strategies, service design, building the business case, pricing strategies, business development, change management, negotiation skills, leadership training, and strategic foresight

- Tailored technical assistance at the organizational level to advance the understanding and applicability of the concepts and teachings delivered throughout the convenings

- Access to a variety of tools to support deployment of skills and processes such as market assessment, competitor assessment, opportunity assessment, framework for designing strategic conversations, framework for creating value propositions, project planning templates, tutorial on using the return on investment calculator
From Design Concept to Action

- Experiential opportunities to present and concept test with healthcare leaders / potential buyers

- Weekly distribution of relevant articles, case studies, conference and speaking opportunities, webinars, etc.

- Infrastructure funding to support the organization’s ability to compete for and execute contracts or business agreements with healthcare payers and providers

- 4 opportunities to go through an organizational assessment process to establish a baseline, prioritize capacity building areas of focus, monitor progress, and support the customization of convenings and technical assistance
## From Design Concept to Action

### Year Two Implementation

| Convening Three: Business Planning (Optional) | Day Two  
April 20, 2018 | Perspective from the Field: A Health Plan Purchaser of Community-Based Services  
Ed Ortiz  
Independent Consultant (HCO Perspective) |
| --- | --- | --- |
|  |  | Discuss Business Plan Process: Prepare Revised Versions and Incorporate Learning from Convenings One and Two  
Lori Peterson  
Shirin Vakaria  
Collaborative Consulting MCF |
|  | July 19, 2018 | Why Business Planning and a Business Plan?  
Lori Peterson  
Uriah Melchizedek  
Collaborative Consulting Independent Consultant (HCO Perspective) |
|  |  | Framework for Business Planning and Developing a Business Plan  
Uriah Melchizedek  
Independent Consultant |
|  |  | Demonstrating Strategic Clarity within a Business Plan  
Uriah Melchizedek  
Independent Consultant |
|  |  | Group Work: Synthesizing to Achieve Strategic Clarity  
Lori Peterson  
Erin Lockwood  
Collaborative Consulting |

| Convening Four: Designing & Sustaining Cross-Sector Partnerships; Practicing Pitches to HCOs (Round Two) | Day One  
September 13, 2018 | Designing an Effective Partnership  
Ed Ortiz  
Dustin Harper  
Institute on Aging (CBO Perspective) Independent Consultant (HCO Perspective) |
| --- | --- | Sustaining a Cross-Sector Partnership Strategy  
Jennifer Raymond  
Elder Services of Merrimack Valley (CBO Perspective) |
|  | Day Two  
September 14, 2018 | Panel Discussion: Financing Your Transformation  
Scott Sperte  
Emily Weissman  
Capital Impact Partners Nonprofit Finance Fund |
|  |  | CBD Practice Pitches to Healthcare Organizations  
Hospital, IJA, Medi-Cal  
Various |
From Design Concept to Action
Learned and Learning

- Working with the challenges and opportunities of doing capacity building using a place-based approach
- Introducing the fundamentals early on (project management, change management, critical thinking, etc)
- Understanding and applying adult learning principles
- Using peers as part of the consulting team
- Building capabilities for healthcare partnering has an organizational ripple effect
- Recognizing the nuances in capacity building with the aim of acquiring a new client type (healthcare organizations) versus capacity building to do more of the same
Funder Considerations

- Clarify your Who, What, When, How and Why
- Clarify your So What?
- Over communicate (internally and externally)
- Use feedback loops and continuous improvement mindset
- Stay attuned to environment; monitor work from standpoint of heading in the right direction not necessarily are we there yet
CBO Considerations

- Invest the time and energy to inform your answer to this question: **Is healthcare partnering the right strategy for our organization?**

- Grapple with and ultimately make decisions (evidenced by where time and resources are allocated) around tensions and trade-offs

- Create the conditions within your organization for maximizing the full potential of a capacity building program

- Apply rigor and candor to assessing your organization; create a baseline from which to build on

- Communicate regularly horizontally and vertically about the future direction

- Get comfortable with being uncomfortable

- Don’t underestimate organizational desire and determination to pursue, design, and launch partnerships with healthcare organizations coupled with a strong rationale supporting that desire - and the right amount of grit to go through some organizational changes and to make those changes stick
HCO Considerations

- CBOs are designed to develop and deliver community-based services; many are already acclimated to being involved in partnerships with other organizations
- CBOs have expert knowledge of and history within their local contexts, with extensive professional networks and deep understanding of local cultures and norms
- Investing in CBOs builds local and regional systems capacities and capabilities
- Consider the depth of investment in capacity and capability building
Resources

  (Three MCF learning briefs from the ABC Initiative also available spring 2020)

- n4a Aging & Disability Business Institute: [https://www.aginganddisabilitybusinessinstitute.org/](https://www.aginganddisabilitybusinessinstitute.org/)

- Collaborative Consulting: [https://collaborativeconsulting.net/ideas/](https://collaborativeconsulting.net/ideas/)

- The SCAN Foundation: [https://www.thescanfoundation.org/resources-tools/](https://www.thescanfoundation.org/resources-tools/)

- The Commonwealth Fund: [https://www.commonwealthfund.org/](https://www.commonwealthfund.org/)

- Better Care Playbook: [https://www.bettercareplaybook.org/](https://www.bettercareplaybook.org/)

- Aligning for Health: [http://aligningforhealth.org/](http://aligningforhealth.org/)
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THANK YOU!
Questions?