

VBP/VBC Capability – Partnerships

DESCRIPTION

Partnership capabilities include developing partnerships to address service area needs, as well as meet VBP model goals. For example, partners can include hospitals, specialists, mental health providers, community based organizations, social service agencies, and public health agencies. HCs can also partner with their primary care association, HCCN, and ACO to improve VBP/VBC capabilities.

Capabilities in the Partnerships domain include:

- Developing partnership to address service area needs.
- Understanding the motivation and challenges driving partnerships in transformation initiatives, including intentional analysis to determine the relationship is mutually beneficial.
- Prioritizing partnerships that meet the needs of the health center's value-based pay and value-based care goals.
- Developing partnership with hospitals and specialists to meet the goals of VBP models.

RATING YOUR HC LOW, MEDIUM, OR HIGH

Attributes of HCs that are rated low, medium, or high for capabilities in this domain.

1. The health center has experience developing partnerships to address service area needs and take advantage of opportunities in the local health care marketplace (Delta Center's MAHP 2.0 Assessment).
 - a. Low - The health center has established informal referral relationships with other service delivery providers. The health center is able to articulate its "competitive advantage" (e.g. the particular strengths and opportunities it brings to partnerships).
 - b. Medium - The health center has developed formalized partnerships with other service providers to address specific needs of the target population. The health center has established and articulated a negotiation/partnership strategy to guide its efforts.
 - c. High – The health center has led partnership development efforts involving multiple partners to develop integrated service delivery approaches for meeting target population needs, and /or leveraging new funding opportunities. The health center is involved in partnerships that focus on developing community-level systems of care, including consolidation of redundant services.
2. Health center partnerships yield tangible benefits for the organization's transformation efforts, their patients, and the population served (NACHC Payment Reform Readiness Assessment Tool).
 - a. Low – Health center has established positive working relationships with key partners such as hospitals, specialists, social service organizations, employers, law enforcement, and payers in the service area. Health center has a detailed understanding of the motivations and challenges driving partnerships in transformation initiatives.
 - b. Medium – Partnerships are yielding additional resources to support health center transformation efforts. Health center partnerships have improved quality and outcomes of care through focused collaborations with specific utilization and/or health outcome goals,

such as hospital diversion programs, improving care transitions, or enhancing workflows for primary care. Health center, hospital and /or specialty groups have together analyzed utilization patterns and service delivery needs of the service area population and opportunities to address them. Payers support health centers in identifying and addressing preventable high costs within the patient population.

- c. High – Health center has analyzed and shared the cost-effectiveness and outcomes of partnership efforts. Through timely, actionable, and accurate reports or other mechanisms, payers support health centers in identifying and addressing preventable high costs within the patient population. Health center is a trusted resource working closely with payers and other partners to help shape new payment models supporting the health center's transformation vision.
3. The health center partners with local hospitals and specialists to meet the goals of the payment reform models (Delta Center's MAHP 2.0 Assessment).
- a. Low – The health center has established positive working relationships with hospitals and specialists in the service area. The health center has participated in community needs assessment activities conducted by not-for-profit hospitals. The health center has a detailed understanding of the motivations and challenges driving hospital and specialty practice partnership efforts and participation in payment reform initiatives.
 - b. Medium – The health center has participated in shared service delivery models including co-location of services, or other focused collaborations with specific utilization and/or health outcome goals, such as hospital diversion programs or service integration. The health center, hospital and /or specialty groups have together analyzed utilization patterns and service delivery needs of the service area population, and opportunities to address them.
 - c. High – The health center and hospital/specialty groups have developed new product/services to meet target population needs or to take advantage of new payment reform opportunities. The health center has analyzed the cost-effectiveness and outcomes of partnership efforts.

If you are interested in your HC taking a more comprehensive VBP assessment, below are some options:

- Delta Center's MAHP 2.0 Assessment Tool <https://deltacenter.jsi.com/resources/road-ahead-model-advancing-high-performance-primary-care-and-behavioral-health-under>
- NACHC Payment Reform Readiness Assessment Tool <https://www.nachc.org/resource/payment-reform-readiness-assessment-tool/>

RESOURCES FOR CHCs TO IMPROVE THIS CAPABILITY

LPCA, HCCN and/or LPCACO programs/support

- LPCACO develops partnership with payers to leverage VBP models to support CHC practice transformation.
- LPCA and its members are addressing PPS payment disparities with LDH and the Governor.
- LPCA is discussing state and local VBP/VBC environments at conferences and LPCA's Payment Reform Work Group and Board meetings.
- LPCA and its members are meeting with the State to determine and influence their VBP goals.

- LPCA will meet with legislators, the hospital association, and rural health association to determine and influence their VBP goals.

Other partners that can help CHCs improve this capability:

- NACHC through its Elevate program
- Delta Center for a Thriving Safety Net
- Health Care Transformation Task Force

Links to resources for this capability.

- NACHC's Value Transformation Framework has a focus on Partnerships under its People Domain https://www.nachc.org/wp-content/uploads/2023/07/Action-Brief_VTF-Assessment.pdf
- NACHC's Elevate Learning Community focuses on implementing the Value Transformation Framework https://www.nachc.org/wp-content/uploads/2023/08/Elevate_Fact-Sheet.pdf
- NACHC video, Leveraging Partnerships to Fight COVID: Neighborhood Health <https://www.nachc.org/resource/leveraging-partnerships-to-fight-covid-neighborhood-health/>
- Delta Center for a Thriving Safety Net partnership resources <https://deltacenter.jsi.com/resources?resources%5B0%5D=topics%3A18>
- Resources to build successful VBP Partnerships, HC Transformation Task Force <https://hcttf.org/building-successful-value-based-partnerships/>
 - o Between payers and providers
 - Partnership evaluation tool <https://hcttf.org/value-partnership-evaluation-tool/>
 - APM roles and responsibilities <https://hcttf.org/apm-raci-matrix/>
 - o Public health and social services
 - Framework for health care and public health collaboration <https://hcttf.org/comprehensive-community-wellness-framework/>
 - Social services integration framework <https://hcttf.org/integrating-social-services/>
- Strategies for Successful VBP Partnerships, HFMA <https://www.hfma.org/finance-and-business-strategy/partnerships-and-value/56187/>
- 15 Ways to Improve Business Partnerships and Collaboration, Forbes <https://www.forbes.com/sites/forbesbusinesscouncil/2023/05/01/15-ways-to-improve-business-partnerships-and-collaborations/?sh=5ee756b13393>
- The Secrets to Building Better Business Partnerships <https://www.forbes.com/sites/forbesbooksauthors/2020/07/17/the-secrets-to-building-better-business-partnerships/?sh=53fa42cc99ac>