

Moving Upstream: A Framework for Population Health

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Green Mountain Care Board April 18, 2018

Objectives for today:

Understand the history of the CAHC and the models used:

- Accountable Health Community
- Collective Impact
- Results Based Accountability

Hear about some examples of current innovative initiatives:

- Bridging for Health: Improving Community Health through Innovations in Financing
- Mentally Healthy Collaborative Action Network

Caledonia - So. Essex Accountable Health Community (CAHC)

Our Mission & Vision:

To improve the health and well-being of the people in Caledonia and southern Essex Counties by integrating our efforts and services with an emphasis on reducing poverty.

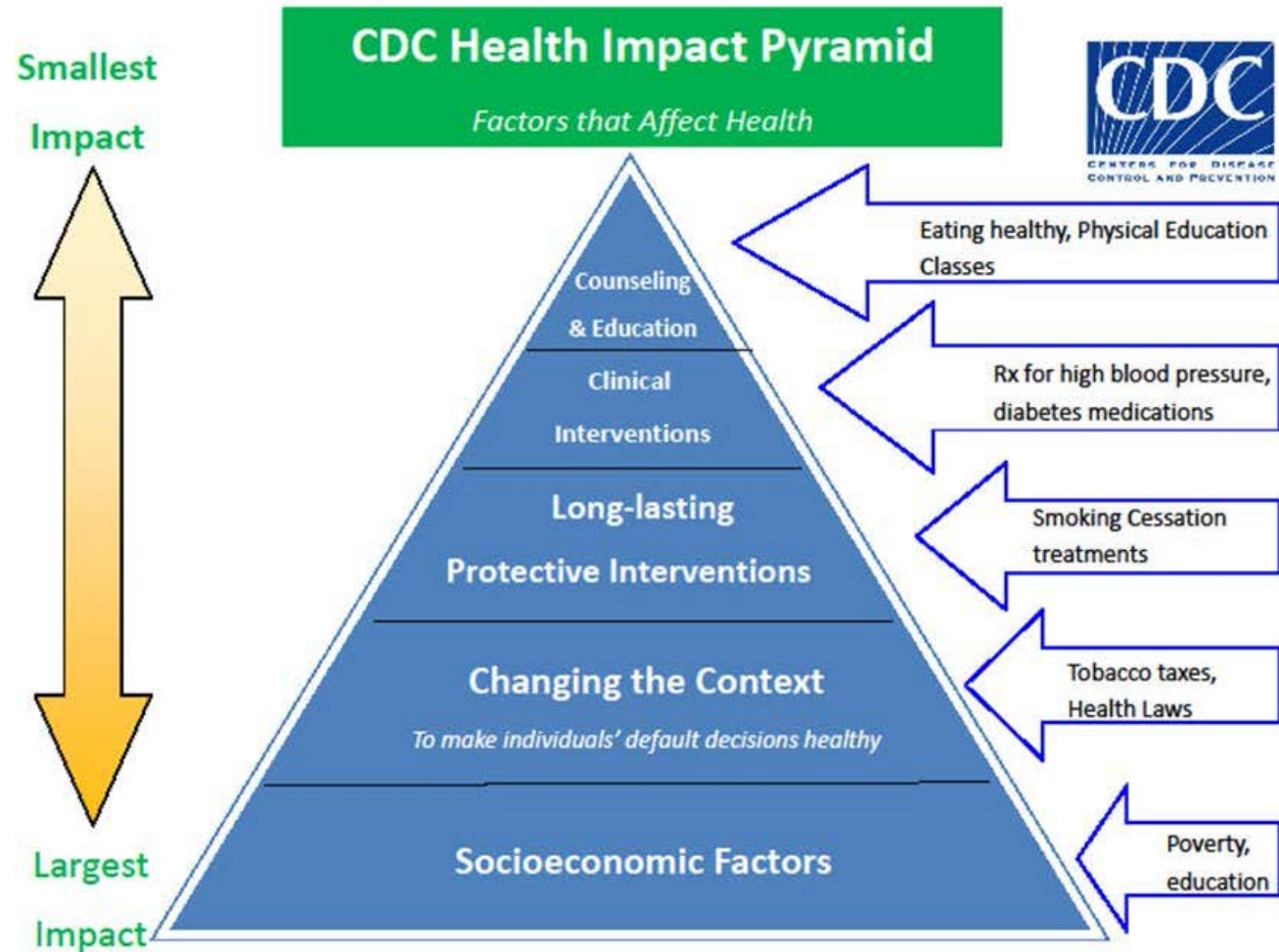
We will work together to ensure our population is:

Financially secure * Physically healthy * Mentally healthy
Well-nourished * Well-housed

Our success starts with:

Your Organization, Your Friends, YOU, Your Family and Neighbors





Source: Frieden, T. A Framework for Public Health Action: The Health Impact Pyramid. Am J Public Health. 2010; April; 100(4): 590–595.

Accountable Health Community AHC

An aspirational *model*—*accountable for the health and well-being of the **entire population in its defined geographic area and not limited to a defined group of patients.***

Population health outcomes are understood to be the product of multiple determinants of health, including:

**medical care
public health
genetics
behaviors
social factors
economic circumstances
environmental factors**

Key Functions of an AHC

Convene diverse stakeholders and create a common vision

Conduct a community health needs assessment and prioritize needs

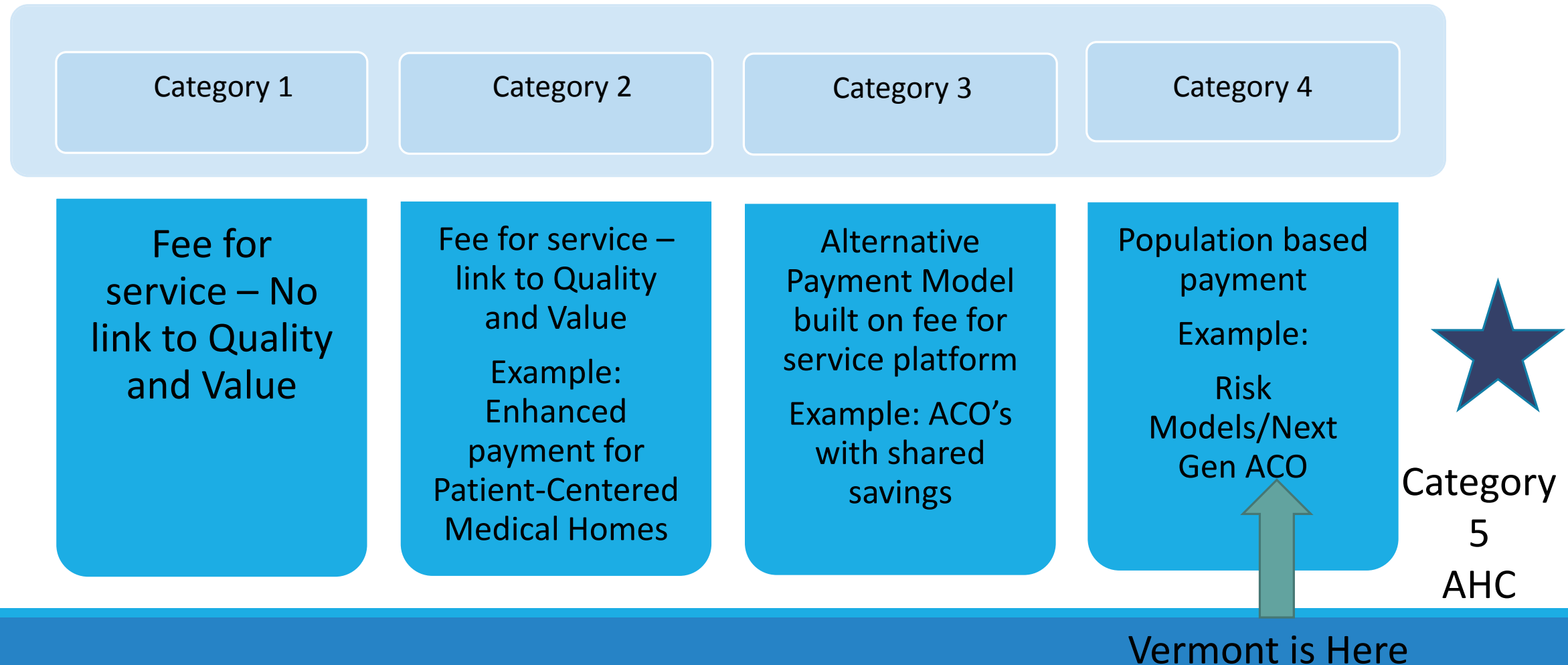
Build and manage a portfolio of interventions

Monitor outcomes and implement rapid cycle improvements

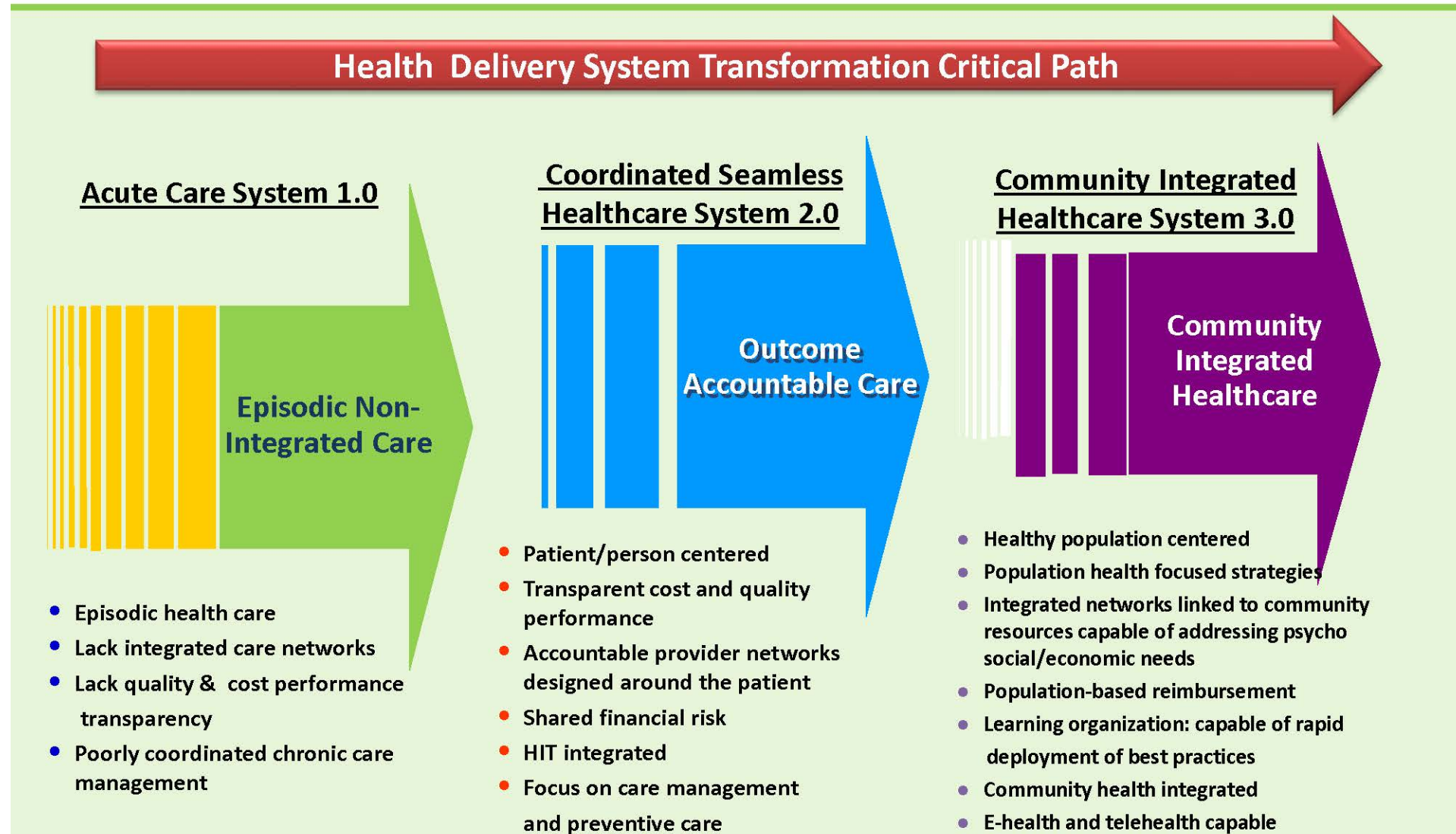
Support transition to value based payment and global budgets

Facilitate coordinated network of community based services

The Evolution of Healthcare Reform



US Health Care Delivery System Evolution



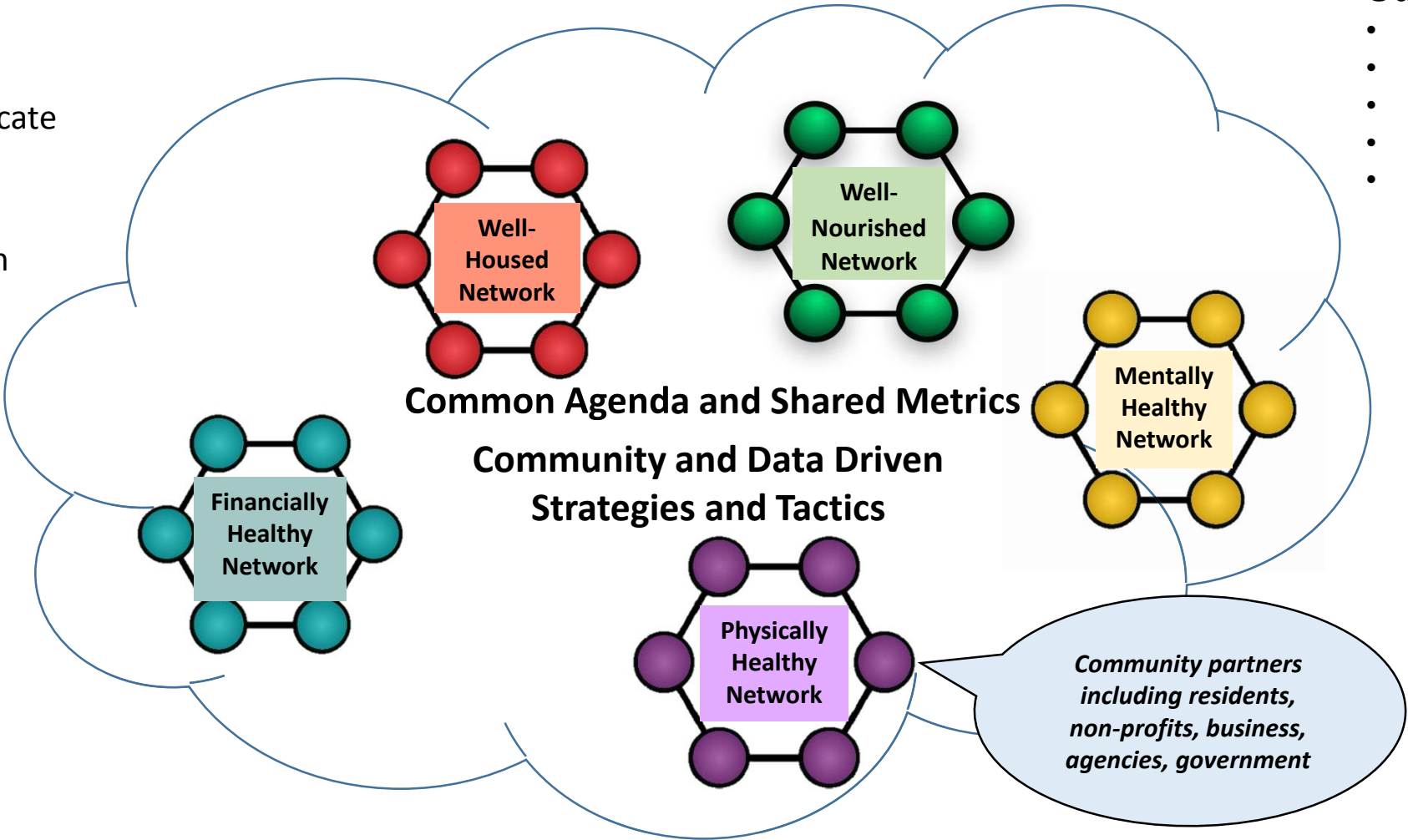
Caledonia & So. Essex Accountable Health Community

Governance and Vision



Backbone Organization(s)

Ecosystem of Community Partners



Our Community:

- Well Nourished
- Well Housed
- Mentally Healthy
- Physically Healthy
- Financially Secure

Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*. Tonya and Mark Surman, 2008

Backbone

FQHC/Home Health Entity
(formerly Hospital &
State-wide Foodbank)

Leadership Team/Steering Committee

Northeastern VT Regional Hospital
VT Food Bank
Northeast Kingdom Human Services (mental health)
Northeast Kingdom Council on Aging
RuralEdge (housing)
Northern Counties Health Care (FQHC and Home Health)
Northeast Kingdom Community Action
Green Mountain United Way

Member Organizations

School districts
Domestic violence agency
Youth services
Economic Development and Regional Planning agencies
Banks/Financial organizations
USDA

Town Government Leaders
Restorative Justice
VT Department of Health
VT Department of Human Services
ACO Representatives

Our Collective Members



How much are we doing?
 How well are we doing it?
 Is anyone better off?

Adolescent Fruit & Vegetable Consumption Dashboard

Outcome: Everyone in Cal-s. Essex counties is well-nourished by 2020

Indicator: YRBS	Time Period	Actual Value	Target Value	Current Trend
% adolescents (grades 9 – 12) eating 2 or more fruits daily	2018	34%	40%	
% adolescents (grades 9 – 12) eating 3 or more vegetables daily	2018	18%	20%	

Story behind the curve: Eating a diet high in fruits and vegetables is associated with decreased risk of obesity and chronic disease. Best practices indicate that consuming the recommended amount of fruits and vegetables is beneficial. At every meal, half of the plate should be filled with fruits and vegetables. Children who eat fruits and vegetables are more likely to continue to eat healthy as adults.

Partners: Local Schools, Resiliency Collaboration Members, Vermont Department of Education, USDA, Vermont Department of Health, Vermont Farm to School

What Works: School based programs and policies – Universal School Lunch; Healthy Community Design – gardens, farmers’ markets, fruits and vegetables in stores

Combined_Results_Checklist.xlsx - Excel

File Home Insert Page Layout Formulas Data Review View ACROBAT Tell me what you want to do...

Clipboard Font Alignment Number Styles

CAHC - Compiled Results Checklist - Working Document

Our Community will be:

Well-Nourished 1. Results Statement	Well-Housed 1. Results Statement	Financially Secure 1. Results Statement	Mentally Healthy 1. Results Statement	Physically Healthy 1. Results Statement
Who will be better off? Everyone in Caledonia & So. Essex counties	Who will be better off? Everyone in Caledonia & So. Essex counties	Who will be better off? Everyone in Caledonia & So. Essex counties	Who will be better off? Working together to ensure that everyone in Caledonia and S Essex Counties	Who will be better off? Everyone in Caledonia & So. Essex counties
How will they be better off? is well-nourished by 2020	How will they be better off?	How will they be better off?	How will they be better off? is mentally healthy by 2022	How will they be better off? is physically active by 2020
2. Population Focus	2. Population Focus	2. Population Focus	2. Population Focus	2. Population Focus
2a. Population Counts	2a. Population Counts	2a. Population Counts	2a. Population Counts	2a. Population Counts
Description of the universal population:	Description of the universal population:	Description of the universal population:	Description of the universal population:	Description of the universal population:
Universal population count:	Universal population count:	Universal population count:	Universal population count:	Universal population count:
				All people in Caledonia and So.



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Resource Links:

<https://www.preventioninstitute.org/projects/accountable-communities-health-ach>

<http://collectiveimpactforum.org/>

<https://raguide.org/>

<http://ghpc.gsu.edu/project/bridging-for-health/>

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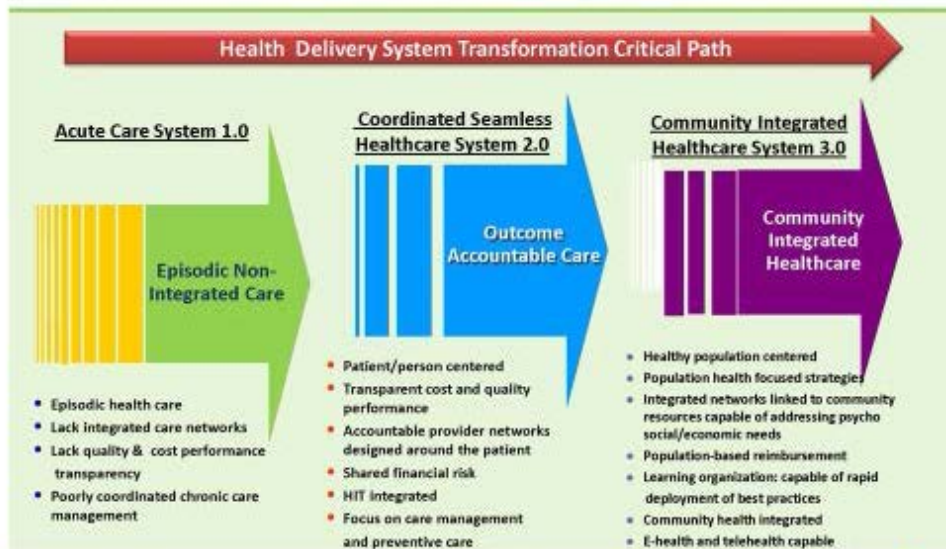
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AHC Medicaid Transformation Pilot

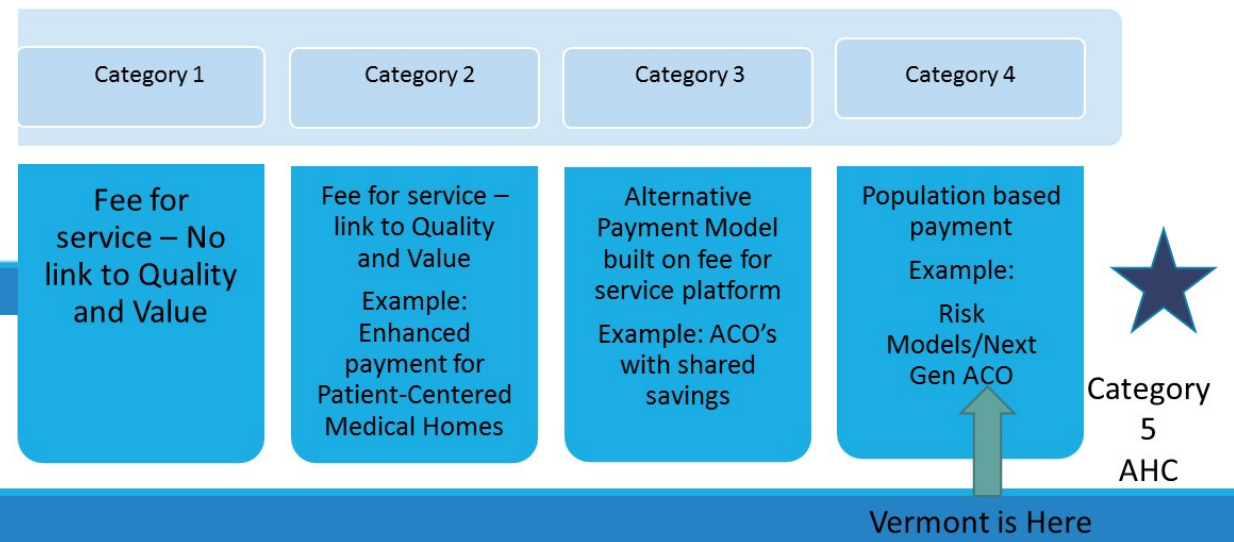
Getting Vermont to Category 5 and Health System 3.0

US Health Care Delivery System Evolution



Halfon N. et al, Health Affairs November 2014

The Evolution of Healthcare Reform



Bridging for Health is fostering connections among multisector stakeholders to rebalance and align investments in health.



- By bridging connections between multisector stakeholders, **Bridging for Health aims to:**
- Align resources and community efforts through the collective impact framework to achieve meaningful and sustainable health improvement.
 - Promote stewardship toward enhanced planning and management of health-related resources.
 - Use a Health in All Policies approach to recognize and target factors outside of the traditional health care delivery system that significantly influence health attainment.

Stakeholder Gathering September 2017



The CAHC Prosperity Fund Prototype “Pitch”

- What is a Community Investment Fund?
- Why we chose it as a funding mechanism
- Why it fits with what we want to do in our community



Our Prototype

How our Community Investment Fund Creates Jobs and Reduces Poverty in the NEK

The Need

FPL: Essex, 15.9% in poverty;
Caledonia, 14.1% live in poverty
US Census 2009 – 2013; American Community Survey

Unemployment (annual average 2017)
Essex 8.3%;
Caledonia 6.2% VT Dept of Labor

Our Financing Innovation – CIF

- consolidates both capital and philanthropic funding sources
- blends financial and social return on investment

What makes CIF a high level strategy:

- Multi-sectoral – lots of potential partners
- fund can be leveraged for many different types of strategies
- creates new networks as it grows; fosters new collaborations

Poverty and Why We Chose it:

The single strongest predictor of health is socio-economic status.

- Improving socio-economic status will have the greatest impact on our 5 outcome areas
- Our rural community lacks broad based prosperity; residents have identified the need for good jobs

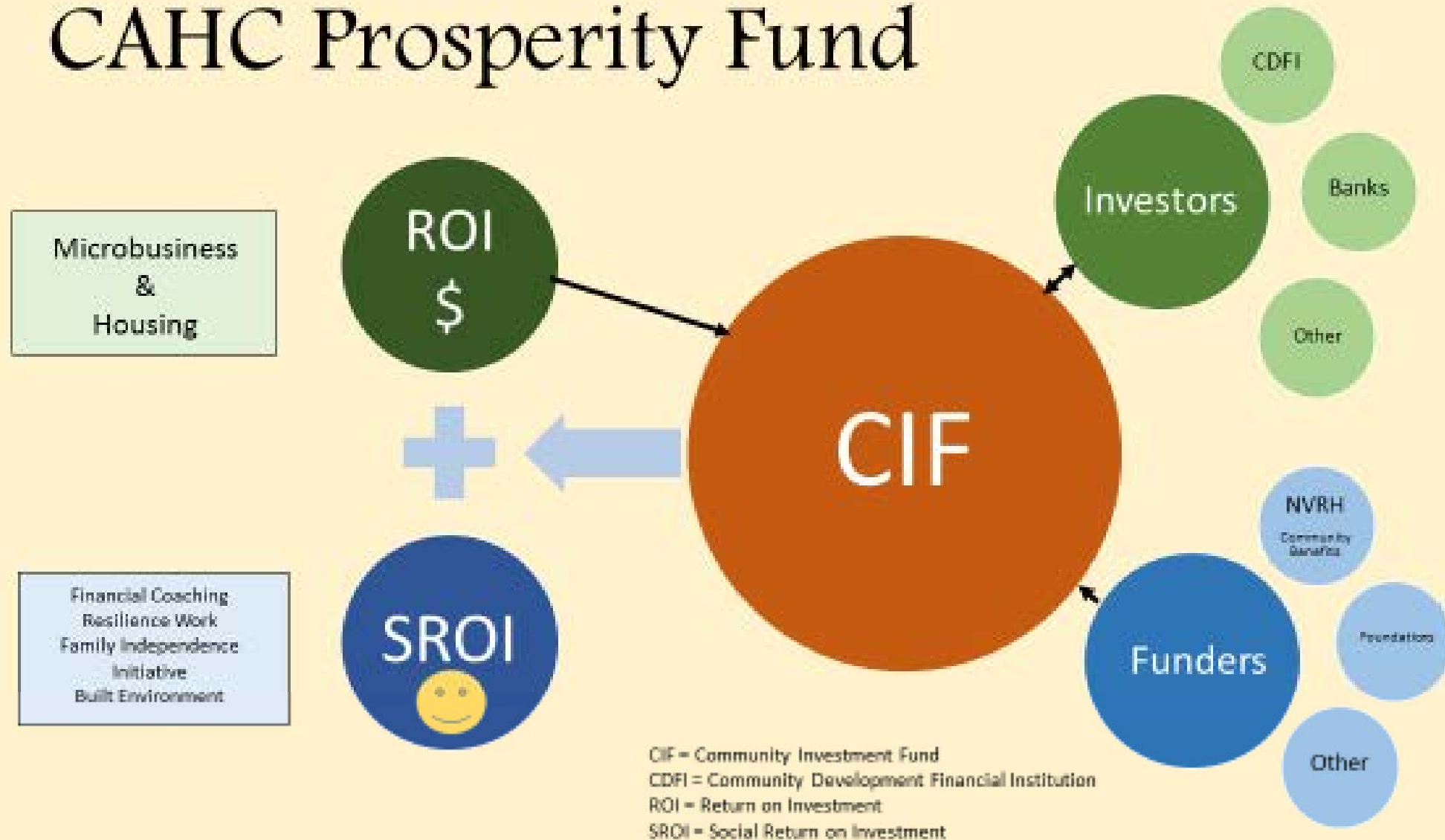
Who We Are

Core Principle	Clarity of Purpose
Fit: Intersection of Need, Strategy, Financing	<ul style="list-style-type: none"> Poverty is our biggest health disparity Fills a gap in financing for micro-business Provides new sources of funding and redirects existing funding
Commitment	Team Finance and Team Health and Human Services unanimously support our prototype
Implementable	Have a mechanism to identify microbusinesses and existing infrastructure to manage the fund; have identified possible sources of funding
Can be replicated	Similar models, at various scale, have been successful across the nation and in New England



Our Prototype

CAHC Prosperity Fund



Success looks like...

THE CALEDONIAN RECORD

Established 1837

Small Business Growth Explodes in NEK

- Prosperity Funds Hits \$25 Million Mark
- All CAHC Members Commit Money to Prosperity Fund
- NEK Poverty Rate Lowest in Vermont
- Initial Prosperity Fund Businesses Give Back; Reinvest in the Fund
- Median Household Income in the NEK Jumps for First Time
- NEK: The Destination for Female Entrepreneurs
- Prosperity Fund Expands Walkable Communities Across the NEK
- NEK Warming Shelter Closes Due to Lack of Need

Assumptions and Stakeholders

The Top 3 Assumptions We Need to Address Are:

- 1 There is money to create the fund
- 2 People want to invest in the NEK
- 3 We are not duplicating existing funds/resources

The Top 3 Stakeholders We Plan to Talk to Are:

- 1 Community banks and other lenders (assess risk)
- 2 Vermont Community Foundation (assess gaps)
- 3 Potential entrepreneurs (assess risk and recruit)

What We've Learned, What We Need

The Top Things We've Learned so Far:

- 1 Widespread commitment to making the NEK a better place to live
- 2 Trust leads to action
- 3 Collective action takes time

The Top Things We Need To Move Forward:

- 1 Minimal Viable Product
- 2 Money! (Supply)
- 3 Public engagement (Demand)
- 4 Legal and regulatory requirements
- 5 Measures of Success

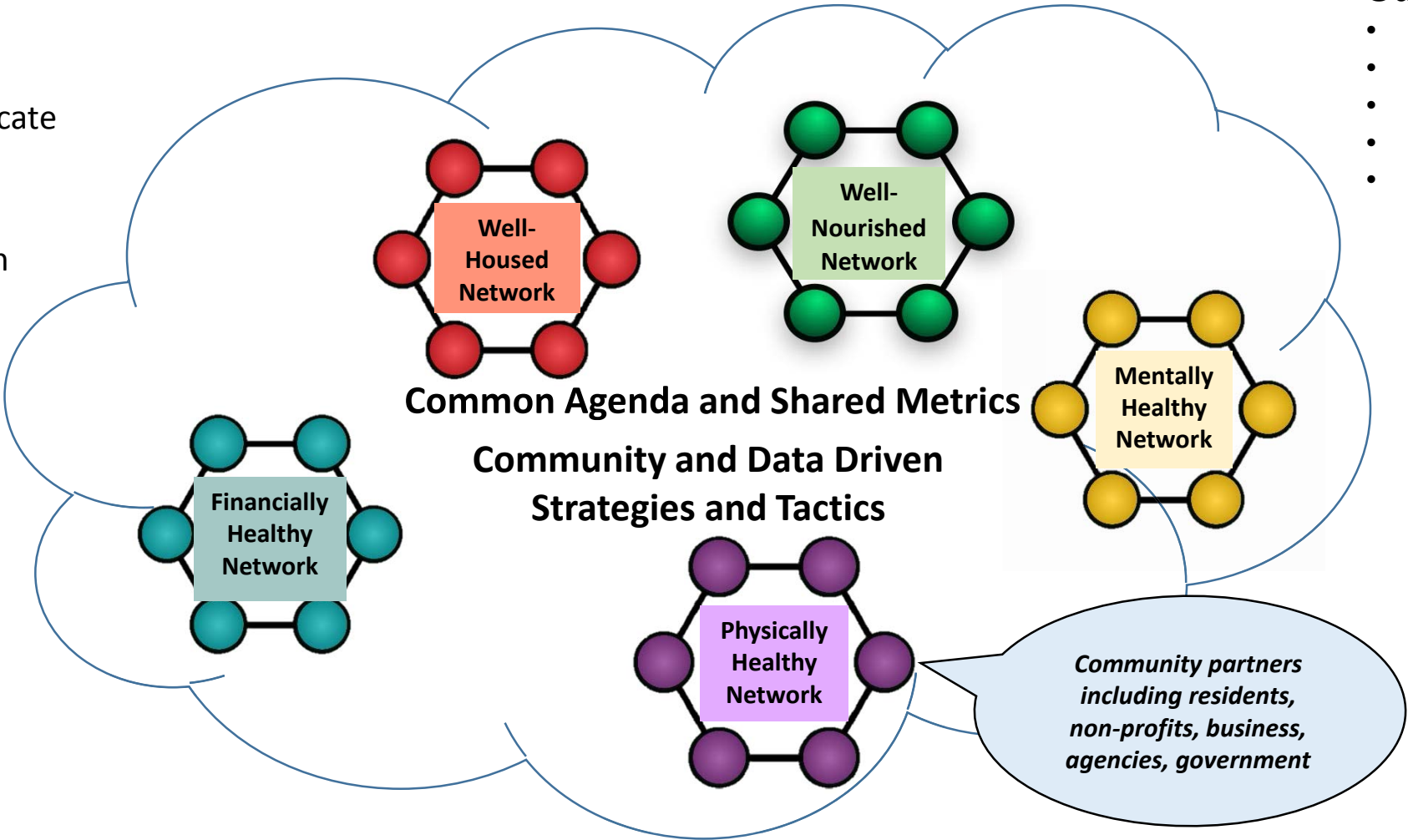
Caledonia & So. Essex Accountable Health Community

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Mentally Healthy Collaborative Action Network

Results Statement



Working together to ensure that everyone in Caledonia and So. Essex Counties
is **Mentally Healthy by 2020.**

Mentally healthy is “a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”

Factor Analysis



The Adverse Childhood Experiences (ACEs) Study – A Wake-Up Call

“adverse childhood experiences are the single greatest unaddressed public health threat facing our nation today.”
Dr. Robert Block, former President of the American Academy of Pediatrics

ACES can have lasting effects on....



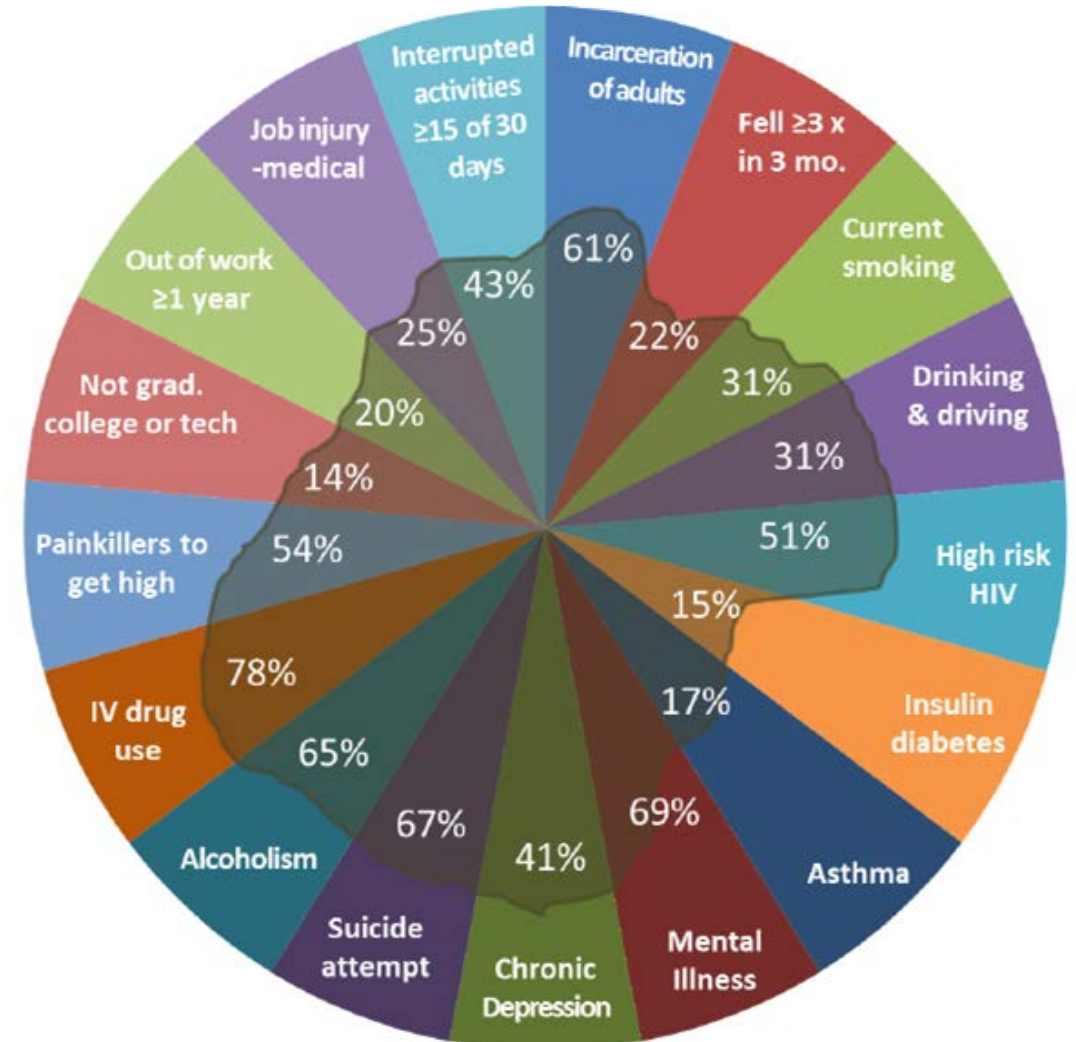
Health (obesity, diabetes, depression, suicide attempts, STDs, heart disease, cancer, stroke, COPD, broken bones)



Behaviors (smoking, alcoholism, drug use)



Life Potential (graduation rates, academic achievement, lost time from work)



Now that we know all this, what do we do?



What works?

What Works? Core Protective Systems

Public

Attachment
&
Belonging

Community
Culture
Spirituality

Self-Care

Thinking and Talking About It

Building Adult Capabilities

Building a Resilient Brain

Safe, Stable and Nurturing Relationships and Environments

Strengths-Based, Experience-Informed Approaches

Social Connection

Knowing the Signs of Mental Distress and Reaching Out for Help

Knowing Community Resources

Community Capacity Building

Engagement with Effective and Healing Organizations

Collective Impact

Community Capacity Development

Leadership Expansion

Coming Together

Shared Learning

Leadership Expansion

Coming Together





Shared Learning

ecisions

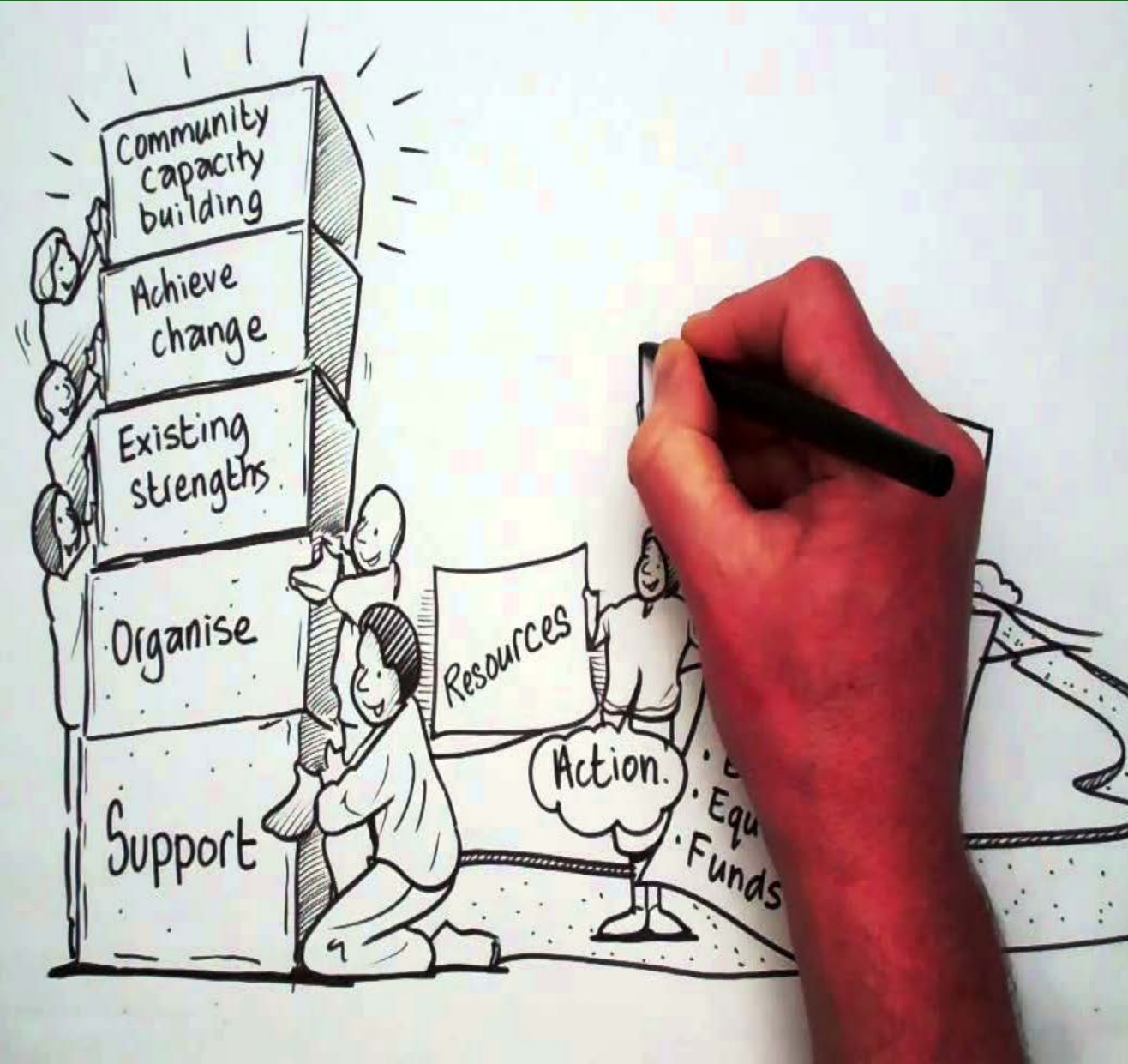


Population Measures (Middle School) Caledonia

Outcome: Everyone in Caledonia & Southern Essex Counties is Mentally Healthy by 2020

Indicator: From Youth Risk Behavior Survey	Time Period	Actual Value	Target Value	Current Trend
% of students who felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities, past 12 months	2015 2013	26% 22%		
% of students who ever seriously thought about suicide	2015 2013 2011	22% 21% 24%		
% of students who ever made a suicide plan	2015 2013 2011	17% 14% 14%		
% of students who ever attempted suicide,	2015 2013 2011	10% 7% 6%	0%	

Community Capacity Development



Leadership Expansion

Coming Together

Shared Learning

Leadership Expansion

Coming Together

Shared Learning

Decisions

“... we believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.”

-John Kania & Mark Kramer

Common Agenda

Keeps all parties moving towards the same goal

Common Progress Measures

Measures that get to the TRUE outcome

Mutually Reinforcing Activities

Each expertise is leveraged as part of the overall

Communications

This allows a culture of collaboration

Backbone Organization

Takes on the role of managing collaboration

Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change.

Strategies

Overall approach is to follow the bright spots and leverage the work and cross-sector relationships already in place to build positive social connections, engage in shared learning and conversations that matter, expand leadership, and to do so in a safe, inclusive, and experience-informed manner.

- 1. Building Flourishing Communities** a transformational process model for improving intergenerational health by building community capacity and disseminating NEAR (Neuroscience, Epigenetics, Adverse Childhood Experiences and Resilience) science.
- 2. Regional Mental Health Campaign:** training, events and media to reduce stigma and myths around mental health and suicide and increase positive messaging about belonging and seeking help.
- 3. Journey to Becoming a Healing Accountable Health Community** trauma-informed systems and organizational level framework modeled after the San Francisco DPH Trauma-Informed Systems Initiative.
- 4. Umatter Youth and Young Adults Program** to engage young people in promoting wellness in their school communities, fostering their own protective factors, developing critical life skills for resiliency, and creating community action plans to spread this work to the wider school community and community at large.
- 5. Zero Suicide** is a commitment to suicide prevention in health and behavioral health care systems and is also a specific set of strategies and tools.



TALK & LISTEN,
BE THERE.
FEEL CONNECTED



DO WHAT YOU CAN.
ENJOY WHAT YOU DO.
MOVE YOUR MOOD



REMEMBER
THE SIMPLE
THINGS THAT
GIVE YOU JOY

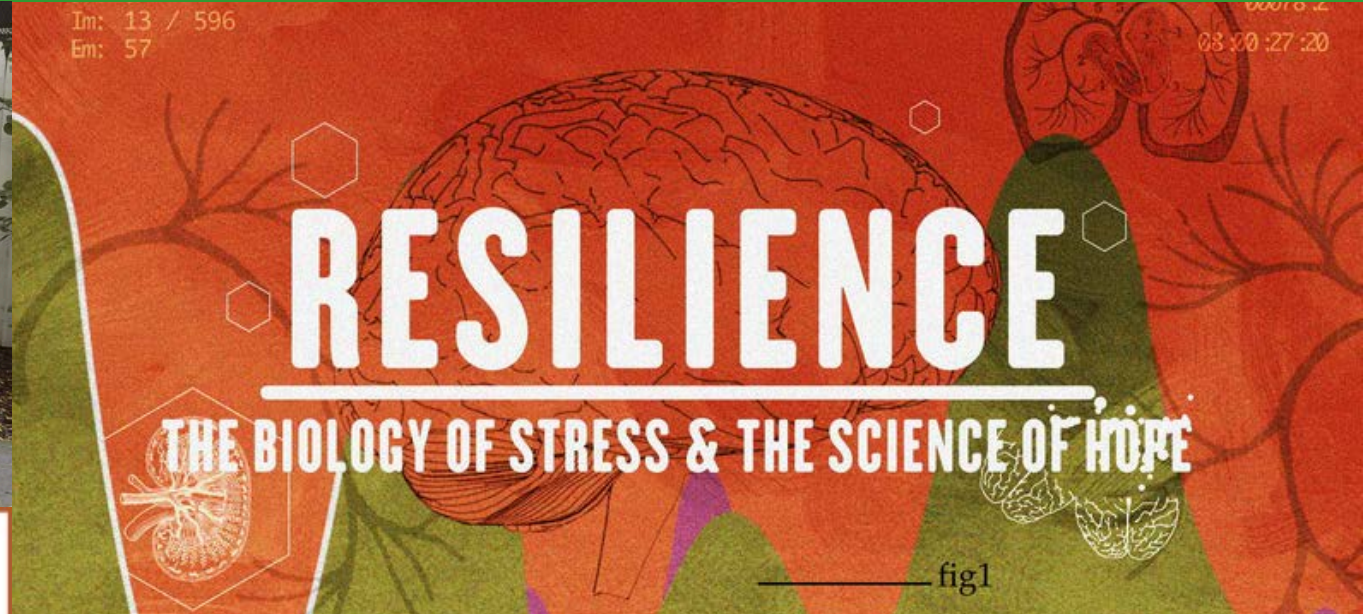


EMBRACE NEW
EXPERIENCES.
SEE OPPORTUNITIES.
SURPRISE YOURSELF



Your time,
your words,
your presence

Strategy In Action – Building Flourishing Communities



Building Flourishing
Communities



Understanding

N. E. A. R.

Neuroscience
Epigenetics
Adverse Childhood Experiences
Resilience



Strategy In Action – Mental Health Campaign



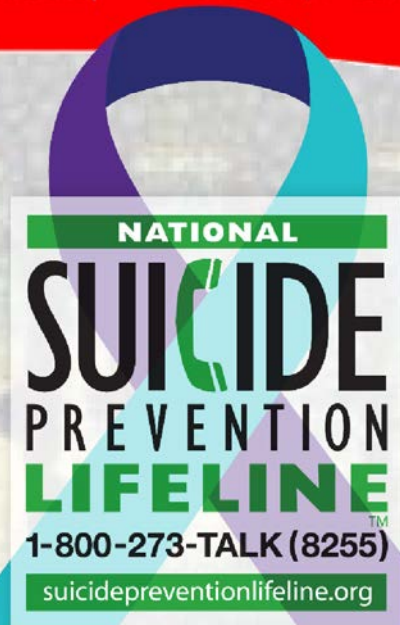
safeTALK



In a Crisis?
Text VT to 741741

Crisis Text Line |

Free - 24/7 - Confidential

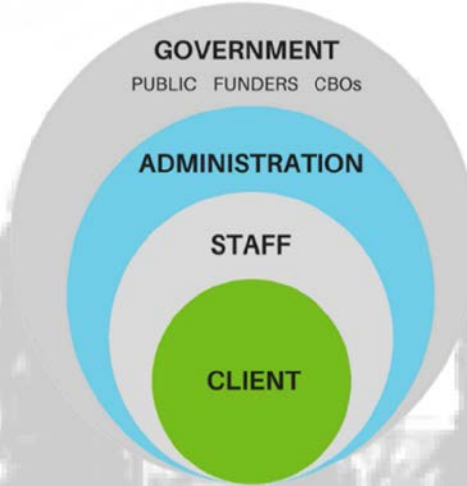


Strategy In Action – Road to Becoming a AHC



TRAUMA-ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership



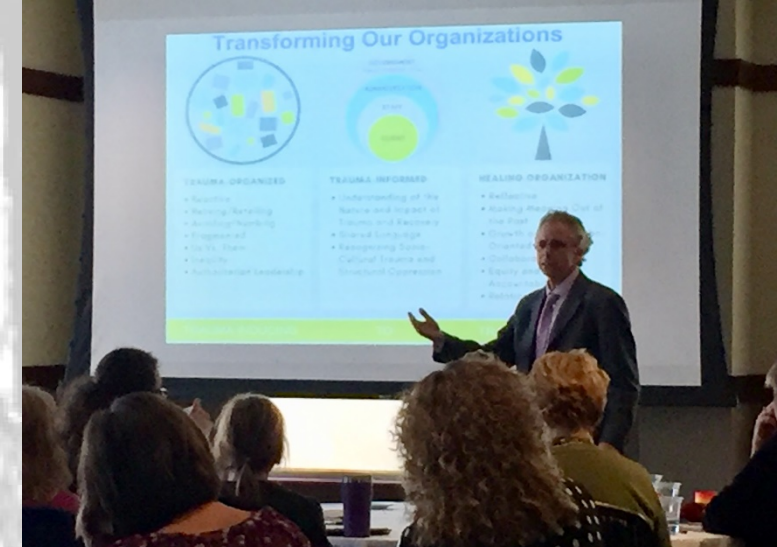
TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression



HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership



Strategy In Action – Umatter YYA

Environmental

- Clean air
- Fresh water
- Outdoor spaces to play
- well-maintained paths for walking + biking
- SAFETY is fundamental
- violence-free schools + public spaces
- feeling safe at home/School/work/Community
- Sunshine + Smiles ☺
- warm temperatures
- Safe areas to work and play.
- SUNSHINE ☀️
- +spending time outside!
- Fresh SNIFFS
- Excited because it's a nice healthy day
- experiments to play
- comfort with the people around you
- feeling safe in your world
- Keep environment clean and safe for all living things

Spiritual

- beliefs
- faith
- mindfulness meditation
- connection to:
- part of something bigger than yourself
- VALUES
- Accepting and Welcoming for ALL
- Comfort with SELF!
- understanding yourself + how you are similar + different to others.
- what you care about / value
- family values + beliefs
- attending religious services if you choose to
- Gratitude + Happiness
- Family bond
- relaxing
- Attending family traditions

Physical

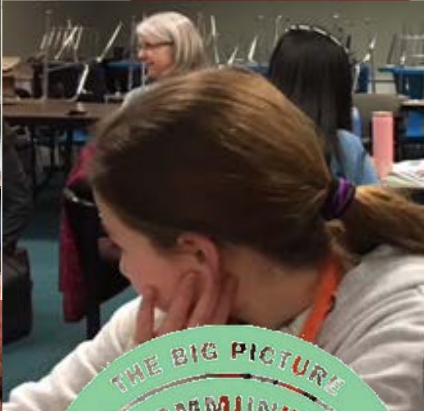
- Walking / Reg exercise
- Wellness visits
- Eating healthily
- Hydrated - lots of water!
- Have Fun when you Move - Swim Done
- Dr. appointments - having medical professionals to support physical well being
- Be active
- Reg. Physical Check ups
- Moving throughout the day
- Healthy Everyday
- Fruits and Veggies
- Exercise - gym, biking, walking
- * NUTRITION
- * SLEEP = ZZZZ
- * MOVEMENT
- * POSITIVE STRESS RELIEF
- Your brain is part of your body too

MENTAL

- Calm + comfortable
- Understanding feelings
- Time for things I enjoy
- Taking care of my needs
- Spending time with close friends + family
- Know yourself
- Taking control of feelings
- Share feeling throughout your body
- Be honest with your self
- Care for yourself and your needs
- Know it's OKAY!
- Sense of happiness + Satisfaction
- able to deal w/ Tough situations
- CONNECTION TO OTHERS AND SOMETHING BIGGER THAN YOURSELF
- Healthy Coping
- Recognising feelings how they show up in your body
- in thought
- in your space

SOCIAL

- Friends
- Family
- peers
- Trust
- Just Being There!
- family friends
- Connectedness between people
- Learning from others / teaching others
- Play Together
- CONNECTION
- Laughter
- Sharing
- Understanding
- Together!
- Being part of something.
- Understanding yourself as part of a group + as an individual
- sports teams
- grade levels



Strategy In Action – Zero Suicide

ZEROSuicide

IN HEALTH AND BEHAVIORAL HEALTH CARE

www.zerosuicide.com



WHAT IS ZERO SUICIDE?

Zero Suicide is a commitment to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. It is both a concept and a practice.

Throughout the seven essential elements of suicide care for health and behavioral health care systems to adopt, Zero Suicide emphasizes the necessity of involving survivors of suicide attempts and suicide loss in leadership and planning. As part of the state's coordinated efforts, Zero Suicide will play a vital role for individuals under care.

Reflections



**What thoughts or
questions do you have?**

Thank You!