Opportunities for HIP-Cuyahoga to Transform Health and Well-Being

HIP-Cuyahoga Consortium Meeting

Bobby Milstein
bmilstein@rethnkhealth.org

Cleveland, OH
November 15, 2018

Join Polls at: pollev.com/rethinkthehealth
• We will be conducting **polls** throughout the session
• Join at [PollEv.com/rethinkhealth](http://PollEv.com/rethinkhealth) on your phone or tablet
Celebrating progress & looking ahead
How long have you been connected to HIP-Cuyahoga?

Respond at PollEv.com/rethinkhealth

- Today: 22%
- This year: 10%
- 2-4 years: 35%
- 5-6 years: 10%
- 7-8 years: 4%
- >8 years: 14%

Total Results: 51
Our health and well-being rely on a system designed for a different time
The challenges you are confronting are...

- Entrenched
- Interconnected
- Increasing
- Costly
- Debilitating
- Deadly
- Profoundly inequitable
- Largely avoidable

Defy quick fixes and require a sound system-wide strategy that is *led, designed, and financed* by serious stewards who are willing to work differently, together
What does it take to do business differently, together

In an era marked by...

- Struggle to retain past gains
- Mounting threats and deep divides
- Expanding ambitions
- New partners, teams, tools, data, resources
- New accountabilities
- Changing incentives
- Entrenched industries
How confident are you that your current efforts will achieve the changes you desire? If I were a betting person, I would...

- Fold (not very confident): 2%
- Hold (somewhat confident): 77%
- Ante Up (very confident): 21%
- Go All In (this is a sure thing): 1%

Total Results: 57

Respond at PollEv.com/rethinkhealth
System change to produce equitable health and well-being will NOT happen UNLESS…

- People WANT it
- KNOW what it entails
- Begin DOING BUSINESS DIFFERENTLY, TOGETHER
- Create ENVIRONMENTS THAT ENABLE this work to flourish in regions across the country (e.g., fit to our many cultures, state and local policies, market dynamics, financing structures, etc.)
The necessary transformation

- **Fragmentation**: Org boundaries, decision authority, performance standards, resources, power, and prestige are held by different individuals, groups, and institutions.
The necessary transformation

• **Stuckness**: Genuine progress requires interdependent action among disconnected, disenfranchised,…and sometimes competitive or hostile actors
Inspiration from successful stewards

- Some communities fall prey to the “Tragedy of the Commons” – as families, companies, or sub-groups each harvest as much as they can for their own gain.

- Some communities do not. Instead, they negotiate—and live by—shared norms and practices, acting as interdependent stewards of a common world.
Mature stewardship takes time to develop

- Already a promising story
- Entering a new chapter
- Few exemplars
- Immense challenges
- Breaking through current mindsets and actions
- Overcoming ambiguity, tensions, tradeoffs
- Establishing—and enforcing—new norms

Pathway summary and Detailed definitions
What does it take to move from leadership to stewardship?
Shifting conditions that hold problems in place

Six Conditions of Systems Change

- Policies
- Practices
- Resource Flows
- Relationships & Connections
- Power Dynamics
- Mental Models

Structural Change (explicit)

(semi-explicit)

Transformative Change (implicit)

A virtuous—or vicious—cycle?

Priorities

Approaches

Transformations

Transactions
Sequential view of the future

- Short-term
- Mid-term
- Long-term

Simultaneous view of the future

- Short-term
- Mid-term
- Long-term
Three Horizons Framework

What must be managed?

What is declining or losing its fit to purpose?

What is “business as usual”?

Summary of Three Horizons

What is rising?
What are bold directions for the future?

Summary of Three Horizons

Three Horizons Framework

What is being tested?
What is in the “innovation space”?

Summary of Three Horizons

Do you mostly approach the future as a...

- Manager: 21%
- Entrepreneur: 35%
- Visionary: 44%

Poll locked. Responses not accepted.

Total Results: 48
Innovations in H2 are turbulent and contested

Summary of Three Horizons

Innovations in H2 are turbulent and contested

Too Often

H1: Managers see...
H2 as
H3 as

H2: Entrepreneurs see...
H1 as
H3 as

H3: Visionaries see...
H1 as
H2 as

Instead

H1: Managers sees...
H2 as
H3 as

H2: Entrepreneurs sees...

H3: Visionaries sees...

When interacting with others who approach the future differently, is your mindset mostly

- Negative: 6%
- Positive: 32%
- Depends on the individual: 62%

Respond at PollEv.com/rethinkhealth

Total Results: 50
What can we learn from other multisector groups?
Multisector partnerships are on the rise

“We are witnessing the growth of a new organizational layer across the U.S. health landscape.”

Most are in earlier stages of development

Proportions across three developmental stages (n=180)

- Earlier: 56%, n=101
- Middle: 29%, n=53
- Later: 14%, n=26

Drivers of momentum differ by phase

Figure 13: Contributors to current momentum shift by phase (n=173)

- Engaging multi-sector stakeholders
- Building a region-wide vision around shared values
- Experimenting & learning from "easy wins"
- Taking a longer view of future scenarios
- Exercising influence upward & outward

Barriers also differ by phase

Figure 14: Barriers to current momentum shift by phase (n=168)

- Inadequate infrastructure
- Progress is difficult to measure
- Partnership lacks authority to act
- Political resistance to strategies
- Have exhausted "low hanging fruit" strategies

## Tailoring development priorities

### The Distinct Phases of Multi-Sector Partnerships

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<thead>
<tr>
<th></th>
<th>Early Phase</th>
<th>Middle Phase</th>
<th>Late Phase</th>
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<tbody>
<tr>
<td><strong>What they do</strong></td>
<td>Take baby steps</td>
<td>Commit joint resources</td>
<td>Alter existing business models</td>
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<td>Launch pilots</td>
<td>Develop multiple simultaneously running</td>
<td>Change core practices</td>
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<td>programs</td>
<td>Design incentives to allocate resources</td>
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<td>Convene non-traditional partners</td>
<td>Expand networks</td>
<td>differently</td>
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<td><strong>Pitfalls</strong></td>
<td>Inadequate infrastructure</td>
<td>Political resistance</td>
<td>Competing interests</td>
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<td></td>
<td>Lack of authority to lead</td>
<td>Sagging infrastructure</td>
<td>Difficulty measuring progress</td>
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<td><strong>Momentum Builders</strong></td>
<td>Engaging a wide range of stakeholders</td>
<td>Experimenting</td>
<td>Engaging constructively around controversy</td>
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<td></td>
<td>Defining a vision around shared values</td>
<td>Fostering trust among partners and with the</td>
<td>Committing to continuous learning and adaption</td>
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<td></td>
<td></td>
<td>community</td>
<td>Greater alignment with government policies</td>
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<td></td>
<td>Cultivating relationships with local leaders</td>
<td>Gaining support from local and state</td>
<td>around payment and regulation</td>
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<td>Attending to basic operations,</td>
<td>sustainable financing</td>
<td>Creating a forum for</td>
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<td>including staff capacity and long-term financial</td>
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<td>leaders to work together</td>
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Learn more at rethinkhealth.org/pulsecheck

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Enact practices, not just plans and projects

Essential Practices to Transform Regional Health

**Clear Values**
Articulating full benefits of a transformed system in the region, based on strongly held values and a clear view of the costs of inaction.

**Broad Stewardship**
Working together as stewards of a common system, across boundaries and vested interests.

**Sustainable Financing**
Identifying and allocating a broad range of resources to match priorities and fulfill long-term health and economic potential.

**Sound Strategy**
Navigating changing conditions to pursue a comprehensive course of action for the region that achieves intended results and avoids pitfalls.
What do you think is the next developmental frontier for HIP-Cuyahoga?

When poll is active, respond at PollEv.com/rethinkhealth

True buy in to equity
Bring in more private partners
Collaboration
Deciding on policy platform/strategy
More collaboration w non health sector partners
Policy change
Boldly addressing racism in community
Coordinated or integrated funding streams
Engaging with younger generations (i.e. millennials)
Getting people and organizations out of their own mental models to truly embrace a systems approach
Policy implementation
Engaging politically to move needle
Social determinants on health
Weathering a leadership transition
More alignment
Overcome power differential between public health and hospital systems
Sustainable infrastructure
Engaging the community
Increase partnerships bt healthcare and public health
Trust between organizations
Fundraising
Policy
Focus on financing for large scale initiatives
Implementation
Inclusion of those affected
Maintaining quality leadership!!
Asking who is not in the room but needs to be there and then getting them here
Integration in operations
Interactive communications platform
Identifying actual policies that achieve goals
Recognize how digital divides are unrecognized obstacle to progress. Then: how easily they can be addressed (relative to challenges of poverty, housing and education.)

Moving to action
Getting business buy-in
Effectively engaging community
Building a culture of healthy, active living
Engaging with the community to see the true needs
Connect with the people who benefits most from our work; bring the underserved to the table to understand and acknowledge their needs, want, and desire. Get them actively involved.
Ability to incorporate more individuals from communities.

Total Results: 0
How to design an interdependent portfolio?
Savvy stewards usually solve many problems

**Multisolvers are...**
- Rooted in place
- Persistent
- Connectors
- Creative
- Reframers
- **System thinkers**

Mainstream intervention guidance focuses on separate policies & programs
The art & science of portfolio design

Many policies and programs deliver good value. However, selecting individual investments is not the same task as constructing a balanced portfolio, with parts designed to yield even greater value together.

“There is both an art and a science to making judgments about portfolio design.”

-- Kindig & Milstein

Kindig DA, Milstein B. A Balanced Investment Portfolio for Equitable Health and Well-Being is an Imperative, and Within Reach. Health Affairs 2018 April 2.
Two ways of seeing health & well-being

- **Personal Health & Well-Being**
  *Individual perspectives and experiences that affect how we evaluate our lives as a whole*

- **Vital Conditions for Health and Well-Being**
  *Properties of places and institutions that we all need all the time to reach our full potential*

States of being that rise and fall, from birth to death

Legacies that persist over generations
A practical portfolio

Properties of places and institutions that all people need all the time to reach their full potential

VITAL CONDITIONS (N=7)
1. Basic needs for health & safety
2. Lifelong learning
3. Meaningful work & wealth
4. Humane housing
5. Stable environment
6. Reliable transportation
7. Belonging & civic muscle

URGENT SERVICES (N=6)
1. Acute care for illness or injury
2. Addiction treatment and recovery
3. Criminal justice, emergency response
4. Homeless services
5. Environmental cleanup
6. Unemployment, income assistance

BELONGING & CIVIC MUSCLE
Capacities of people and institutions that convey to all a sense of belonging and power to shape a common world
How well-designed is our portfolio in Cuyahoga?

- About right: 5%
- Relies too much on urgent services: 50%
- Relies too much on vital conditions: 0%
- Don't know and can't even guess: 45%

Total Results: 44
How to gather more dependable resources?
A closer look at partnership maturity

N = 145 noteworthy multisector ventures

Selected Shortcomings

- Fragile governance, capacity
- Missing top health care execs
- Missing payers, econ dev orgs
- Limited diversity, lacking resident leadership
- Lopsided strategy
- Neutral conveners prioritize harmony over vested interests
- Health care market competition creates obstacles
- Rarely paid fully for the value they create

N = 110 minimally poised for transformation

N = 25 somewhat more poised for transformation

N = 10 most poised for transformation

Nearly 90% of multisector partnerships rely on grants to fund population health efforts. Well, not for long. It’s time to think *Beyond the Grant*.

Getting beyond the grant is possible with a different financing mindset and tools

A different financing mindset involves…

• Defining—and conveying—the value of a transformed system
• Distinguishing the value of interventions v. integrative activities
• Building regional portfolios with solid financial plans (sources, uses, governance)

Tools that can help:

• Revenue Typology
• Value Sequence
• Financial Planning
• Rethinking ROI
It is Okay to Get Paid for the Value We Create

Typology of Financing Structures

Value Proposition

Leading with a Value Proposition: Making the Case for Change
June 28th, 2017

Anchoring to Strengthen Your Region’s Case for Systems Change
October 11th, 2017

Value Sequence
How do we create value?

Activities
- The actions we take and the work we perform.

Results
- The direct consequences of activities.
  - Reminders to pick up prescribed blood pressure medication
  - Reduced hypertension
  - Fewer heart attacks and strokes

Impacts
- Lasting or significant changes brought about in people’s lives or societal/ environmental conditions.
  - Avoided medical costs
  - Longer lives; less suffering; reduced health inequities

Value Financial
- How did your intervention or integrator function impact revenues or costs?

Value Social/Economic
- How did the results improve the quality of people’s lives?

Value Organizational
- What results might carry organizational value (e.g., enhanced ability to meet regulations, improved ratings, etc.)?

Framing & Casemaking

Typology of Financing Structures
It is Okay to Get Paid for the Value We Create

Typology of Financing Structures

<table>
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<tr>
<th>Temporary, One-Time</th>
<th>Repaid</th>
<th>Sustainable</th>
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<tr>
<td>Grants</td>
<td>Bonds</td>
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<td>Loans</td>
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Integrative Activities

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<th>Specific Roles and Leadership Functions</th>
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<tr>
<td>Analyzing and planning for regional health improvement</td>
<td>1. Develop and lead strategic partnerships and alliances 2. Support market development, including differences in terms of quality, cost, and outcomes 3. Convene and lead with diverse perspectives and follow up 4. Provide strategic oversight of implementation and governance 5. Foster relationships with other network partners 6. Foster the transition to a shared strategic framework to support governance winners over time 7. Foster relationships with stakeholders at varying levels in the community to align and advance goals</td>
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<tr>
<td>Designing ongoing infrastructure and governance</td>
<td>1. Design sustainable and efficient infrastructure and governance structures that are accountable and sustainable 2. Cultivate leadership from diverse perspectives 3. Design infrastructure and governance structures that are accountable and sustainable</td>
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<tr>
<td>Advocating for public policy</td>
<td>1. Build collective power 2. Build constituencies with thought leaders and advocates 3. Oversee planning execution 4. Support strategic goals and objectives 5. Foster relationships with stakeholders at varying levels in the community to align and advance goals 6. Provide strategic oversight of implementation and governance 7. Foster relationships with other network partners 8. Foster the transition to a shared strategic framework to support governance winners over time 9. Foster relationships with stakeholders at varying levels in the community to align and advance goals</td>
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<td>Monitoring, measuring, and evaluating region-wide efforts</td>
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What are Integrative Activities?
What are enabling conditions?
What will it take to craft a system that produces equitable health and well-being?

Does Cuyahoga have the right conditions and capacities?

Or can you create them?
What will it take to craft a system that produces equitable health and well-being?

**Enabling Conditions**

- Orgs devoted to equitable health and well-being, in markets with new payment
- Strong resident voices, in serious working relationships
- ACOs → ACHs
- Statewide innovation (SIM, DSRIP, Whole-person care, etc.)
- Health as a driver of economic development, and vice versa
- Long view of legacies, inherited and unfolding
To what extent does our wider environment enable or impede the work we want to do?

Poll locked. Responses not accepted.

- Very enabling: 0%
- Enabling: 22%
- Neutral: 16%
- Impeding: 49%
- Very impeding: 13%

Total Results: 45
How much can we influence our wider environment to become more enabling?

Poll locked. Responses not accepted.

- Very strongly: 0%
- Strongly: 88%
- Not much: 13%
- Not at all: 0%

Total Results: 40
What may lie ahead?
What could change?

**Significant areas of emergent design**

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<td>Wider conditions are given and largely out of reach</td>
<td>Draw on culture and context to create enabling environments</td>
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Quick discussion

*With your neighbor…*

• Which insights are most important to advance the work of HIP-Cuyahoga?

• What assets can help you with next steps?

• What assets might you need?
Dialogue