

## Community-Based Social Service Organizations

### Linkages with Healthcare

*The integration of healthcare and aging services is a strategic priority for the New York City Department for the Aging (DFTA). Located under its not-for-profit arm, the Aging in New York Fund, DFTA’s management services organization—now known as [CommunityCare Link](#)—was formed to create a bridge between the aging and health sectors in order to address the interrelated health and social support challenges facing older adults and people with disabilities. Given the increased federal, state, and local attention to the importance of social and behavioral determinants of health (SDH), we have collected a repository of relevant reports that have recently been released on these topics. DFTA and CCL continue to seek partnerships, both locally and at the state level, to help push our goal of creating better synergies between healthcare entities and aging services community-based organizations (CBOs).*

#### **OLDER-ADULT SPECIFIC**

**Fundamentals of Community-Based Managed Care: A Field Guide:** The Spring 2018 volume of *Generations*, the journal of the American Society on Aging (ASA), is the second issue to focus on how to plan and preserve CBO partnerships with the healthcare sector. The report details the opportunities that managed care and value-based care offer these partnerships to address the Triple Aim (improving care, improving population health, and reducing costs). It also details how CBOs and healthcare organizations can develop business practices to create more efficient partnerships, and highlights successful models from the aging-services community that address the social determinants of health of older adults’ aging in the community.

**Providing Home- and Community-Based Nutrition Services to Low-Income Older Adults:** This April 2018 issue brief from the Center for Health Care Strategies highlights promising community-based nutrition practices used by both state Medicaid agencies and Medicaid managed care plans to help address the needs of low-income older adults. Some solutions include: investing in staff with nutrition expertise; using assessment data to target nutrition-related interventions; replicating best practices from other member populations; and leveraging community-based resources.

**Cross-Sectoral Partnerships by Area Agencies on Aging: Associations with Healthcare Use and Spending:** This January 2018 *Health Affairs* article examines the relationship of informal partnerships between AAAs and healthcare organizations, and its impact on healthcare use and spending. The authors found that these partnerships can significantly reduce hospital readmission rates and avoidable nursing home use for older adults.

**Patterns of Collaboration Among Health Care and Social Services Providers in Communities with Lower Health Care Utilization and Costs:** Funded by the Commonwealth Fund, and published in *Health Services Research*, this October 2017 report explores how to build “high-performing communities” where older adults’ health care use and costs are comparatively low. Communities that have better coordination and well-established partnerships between healthcare providers and local social services organizations often exhibit better results.

## **NEW YORK EXAMPLES**

***Partnerships between New York City Health Care Institutions and Community-Based Organizations:*** This April 2018 [report](#) from the Greater New York Hospital Association and the New York Academy of Medicine highlights elements of successful collaborations between CBOs and healthcare organizations in addressing social determinants of health. Key actions identify include strategically starting slow and small, building individual relationships and internal champions, and assessing capacity for data collection. The report looks at processes, outcomes, facilitators, and barriers of these partnerships and offers local New York State case studies.

***Integrating Health and Human Services: A Blueprint for Partnership and Action:*** Following an April 2018 forum at the United Hospital Fund, the Human Services Council's Commission on Value-Based Care released its proposal for integrating CBOs and health care providers, including the suggestion that new funds be infused to create those partnerships. The report also highlights some barriers – such as technology limitations, complex contracting regulations, and limited ability to take on financial risk – as areas that need to be addressed to improve partnerships.

***Challenges of Enhancing Effective Engagement of Community-Based Organizations in Performing Provider Systems:*** This November 2017 discussion paper from the Citizens Budget Commission evaluates the limited engagement and funding of local CBOs in New York's DSRIP Performing Provider Systems, and identifies those barriers that have restricted effective integration. In addition, the report finds that Medicaid managed care plans and Health Homes are not adequately reaching and serving those patients with complex needs. Finally, it offers lessons from other states' DSRIP demonstrations.

## **CHALLENGES & SOLUTIONS TO INTEGRATION**

***Social Determinants Matter, But Who Is Responsible?:*** This May 2018 white paper from Leavitt Partners surveys U.S. physicians to understand their attitudes towards social determinants of health. Their findings indicate that while a majority of doctors recognize the large impact that social issues have on their patients' health, most don't consider it their responsibility to address or assist their patients in accessing social services such as transportation or affordable housing.

***Using Community Partnerships to Integrate Health and Social Services for High-Need, High-Cost Patients:*** This January 2018 issue brief from the Commonwealth Fund reviews the landscape of programs that connect healthcare providers with CBOs that address social needs for complex patients. It highlights challenges of efficiently integrate healthcare and social services, such as inadequate funding, difficulty in sharing cost savings, lack of accurate measurements, and inability to integrate data collection systems.

## **TECHNICAL ASSISTANCE & GUIDANCE**

***Pricing CBO Services in a New Health Care Environment:*** This resource guide from the Aging and Disability Business Institute provides guidance to CBOs on how to develop competitive, performance-based pricing models for contracting with healthcare payers. The pricing guide also explains the differences between common types of healthcare payment arrangements (such as Per Member Per-month (PMPM), per episode, and capitation) in which many CBOs may be unfamiliar.

**Investing in Social Services as a Core Strategy for Healthcare Organizations: Developing the Business Case:** Using their research on current social service investment in the US, a March 2018 KPMG/Commonwealth Fund guidebook offers healthcare providers and payers advice on targeting social determinants of health and incorporating social services into business operations.

**A Framework for Medicaid Programs to Address Social Determinants of Health – Food Insecurity and Housing Instability:** This December 2017 final report from the National Quality Forum identifies guidance for how state Medicaid programs can support collection of SDH data and better integrate health and social services.

**Using Medicaid Levers to Support Health Care Partnerships with Community-based Organizations:** This October 2017 fact sheet developed through the Partnership for Healthy Outcomes outlines strategies to help Medicaid stakeholders encourage partnerships between CBOs and health care organizations, including financial support, evaluation metrics, value-based contracts, managed care organization regulations, and state plan amendments.

## Resources

**ACL Business Acumen for CBOs:** The Administration for Community Living launched this initiative in 2012 to strength the aging and disability networks.

**IMPAQ International:** This research and consulting firm offers resources on older adults and social determinants of health.

**N4A's Aging and Disability Business Institute:** This institute focuses on connecting community-based organizations from the aging and disability sector with the healthcare system.

**NCOA's Roadmap to Community-Integrated Health Care:** Provides toolkits and other resources to help aging, public health, and disability professionals make linkages with the healthcare sector.



### HEALTH PROGRAMS OLDER PEOPLE NEED. COMMUNITY PROVIDERS YOU CAN TRUST.

CommunityCare Link (CCL) is an exciting new network, housed under the Aging in New York Fund (ANYF) with initial funding from the NYC Department for the Aging (DFTA). CCL connects health plans' (and other payers') older adult members with the high quality, evidence-based health promotion services they need to remain healthy and active in their communities.

The network works with healthcare organizations, physicians, and community-based organizations to seamlessly and efficiently deliver these services in an accessible, culturally appropriate, and cost-effective

manner. When healthcare organizations buy these specific services, they get not only efficient delivery of evidence-based programs, but the benefits of wrap-around care and positive reputation in our communities. Find out how you can be part of CommunityCare Link network: [www.CCLink.org](http://www.CCLink.org) |

