

## Coordinated Care Organizations and Public Health Authorities in Collaboration

### Yamhill Community Care Organization and Yamhill County Health and Human Services *Activities and Insights*

The Yamhill Community Care Organization (YCCO) and Yamhill County Health and Human Services (HHS) are working together to improve the quality, delivery, and accessibility of health care in Oregon's Yamhill County area. Collaborative efforts have focused on uniting the work of physical and behavioral health providers, as well as creating population-based programs to address the social determinants of health and where health happens—where people live, work, and play. Several programs are well underway and showing positive outcomes. The following summary highlights current collaborative efforts. In addition, it reflects on lessons learned, and suggests effective approaches for transforming health care through the collaborative power of coordinated care organizations (CCOs) and local public health authorities.

#### Improving Public Health at the Roots

YCCO and HHS have collaborated closely to actualize a shared vision for a grassroots, community-based, non-governmental organization that addresses public health from the ground up. The collaborative efforts of the YCCO and HHS have been guided by a shared belief that, in order to achieve the Triple Aim of better health, better care and lower costs, the CCO must address the social determinants of health. In addition, health services must move upstream to address early childhood education, as well as the social and economic factors that impact health.

#### Partners in Community Care

Yamhill Community Care Organization and Yamhill County Health and Human Services are collaborating on the following community-based programs for low-income populations:

- Holistic child and family care is now available through an Early Learning Hub.
- Referrals for early childhood home visits have been streamlined.
- A new Maternal Medical Home model is aligning services to help families.
- New-parent toolkits are fostering client relationships with primary care providers.
- Community health workers and nurses stationed at adult health care hubs are identifying people with complex care needs and connecting them with resources.
- A new Virginia Garcia clinic is located next door to Newberg Health and Human Services, improving coordination of care.

#### Collaboration Insights

- Lead collaboratively. Integrate partners into key leadership roles.
- Empower others. Share decision-making with the people whose work and clients will be impacted.
- Use the Collective Impact Model. The model provides a solid framework for success.
- Adapt meeting styles to fit busy schedules.
- Speak simply. Explain the technical language of the health and insurance fields.
- Build a strong team. Be transparent and build on trust.
- Innovate and hold the course. Be creative and patient—progress comes at unexpected times.

## Current Programs and Projects

Through the collaborative efforts of the YCCO and HHS, the following joint programs are currently serving target populations in the Yamhill County area:

### **Early Learning Hub Funding**

The YCCO received funding for an Early Learning Hub, which is governed by an Early Learning Council that reports to the YCCO. The hub offers a holistic system of care created through collaboration between medical providers, early learning professionals, social service agencies, local public health programs, and others who work with children and their families.<sup>1</sup>

### **Referrals for Early Childhood Home Visits**

The referral process for programs that provide early childhood home visits has been streamlined to make it easier for families with young children to receive needed attention. All home visit providers in the YCCO now use one easy-to-complete referral form. A Member Engagement Specialist, funded by the YCCO, and co-located in the YCCO and a public health clinic, manages the referral exchange process. Since the new process was implemented, referrals to home visit providers and public health programs have increased significantly. Referrals by new providers have also increased.



### **Maternal Medical Home**

Yamhill HHS and the YCCO are collaborating on the creation of a Maternal Medical Home, a model of care that coordinates and aligns services to improve outcomes for mothers and their children.

## Coordinated Care in the Yamhill County Area

Yamhill County is located in Oregon's Willamette Valley in the northwest corner of the state. The county has 101,000 residents, 55% of whom live in the cities of McMinnville and Newberg. Historically, 60% of Yamhill County's Medicaid population had a low reimbursement, fee-for-service plan. Medicaid clients were served primarily by the Virginia Garcia Memorial Health Center in McMinnville, a few capitated providers, and the emergency departments of the Willamette Valley Medical Center and the Providence Newberg Medical Center. In November 2012, the Yamhill Community Care Organization (an Oregon coordinated care organization) was formed. It currently serves 24,000 members located in Yamhill County and several zip codes in contiguous counties. Area residents are also served by Yamhill County Health and Human Services, which delivers publicly-funded behavioral health, developmental disability, and public health services to residents of Yamhill County.

Women of childbearing age are offered a continuum of care throughout pregnancy and while parenting their children. Goals of the program include streamlining referral services, making behaviorists and public health specialists easily accessible, and strengthening relationships between patients and primary care providers. The model is designed to seamlessly connect women and their babies to needed services, while also reducing the need for new-parent visits to emergency departments.

Key features of the model include the following:

*Streamlined referral screening.* One prenatal clinic is testing a new screening form that is administered by an intake nurse. The screening automatically links pregnant women with a referral system for home visits and public health services that may include behavioral health support, dental treatment or other care. If tests are successful, the screening process will be implemented uniformly throughout the YCCO.

*On-site public health nurses.* Each morning a public health nurse visits the largest McMinnville

pediatric practice and collaborates directly with providers to facilitate home visits and other public health services. The visits give women more opportunities to discuss and customize home visits, and to learn about other available services. A similar program is being considered for hospital prenatal centers.

*Toolkits for new parents.* Primary care providers have been supplied with new parent toolkits that include a magnet with provider contact information, breastfeeding supplies, and other infant care items. The toolkits allow providers to make a positive gesture that strengthens new mothers' relationships with their primary health care provider.



*Alternative payment.* Paying prenatal care practices differently is a key to this model development. Understanding that a small investment in family wellness during this time can have a great return on investment, YCCO is looking to reimburse on an enhanced case rate so that clinical outcomes are met with the use of behaviorists and other care team members. Alignment of financial resources to support clinical goals and enhanced health outcomes is a core part of YCCO's strategy.

#### **Adult Community Health Worker Hub**

Community health workers and nursing staff stationed at adult health care hubs identify people with complex medical or mental health problems or dual diagnoses that significantly increase the scope and frequency of needed care. These adults may be living in their own homes, long term care facilities or elsewhere in the community. Once identified, adults with complex care needs are connected with community and public health resources.

#### **Virginia Garcia Clinic Expansion to Newberg**

The Virginia Garcia clinic received an Invest Forward grant to jumpstart innovation and primary care expansion. Grant funds were provided by the YCCO, its stakeholders and CareOregon. Additional funds from the Center for Medicare and Medicaid Innovation funded a new clinic in Newberg, Oregon. The new primary care clinic was established next door to Newberg Health and Human Services in order to facilitate care coordination and increase client access to behavioral health services.

### Approaches and Insights

Collaboration between Yamhill County HHS and YCCO has been rewarding and fruitful. Integrating physical and behavioral health care, merging public and private efforts, and co-locating services has presented challenges and opportunities. HHS and YCCO made the most of the following approaches to collaborate effectively.

*Lead collaboratively.* From the start of the collaborative effort, public health and YCCO executives shared leadership responsibilities. In one example, HHS facilitated the development of the community health assessment and the community health improvement plan, thereby helping YCCO meet foundational CCO mandates. Early partnering fostered relationships and introduced valuable perspectives on public health. (Yamhill HHS executives continue to serve on the YCCO board of directors.)

*Empower others.* Avoid top down decision making. Empower people to take charge and be responsible for programmatic decisions that impact their work and those they serve.

*Use the Collective Impact Model.* HHS and YCCO relied on the Collective Impact Model when developing their strategic plan. The model calls for a common understanding of the problem; a shared vision for change; consistent measurement and mutual accountability; differentiated, but well-coordinated, actions; solid communication to build trust and maintain motivation; and an underlying framework built upon one or several organizations with resources to coordinate the initiative as a whole.<sup>2</sup>

*Adapt meeting styles to fit busy schedules.* Different organizations use meetings differently. For example, government agencies often use in-person meetings to collaborate on projects. By contrast, health care providers and insurance company staff may have limited time built into their schedules for work group meetings. Making the most of limited meeting time is important.

*Speak plainly.* The technical language of health care and insurance can be confusing for people outside the industry. Avoiding acronyms and jargon, and taking time to explain unfamiliar concepts, keeps communication flowing. Take advantage of

opportunities for insurers, providers and public health staff to share and understand each other's paradigms, special vocabulary and meeting styles.

*Build a strong team.* Be transparent and build on trust to establish common ground. Share stories that demonstrate how valuable the intersection between agencies is. Celebrate successes and show appreciation for work well done.

*Innovate and hold the course.* Don't get stuck in familiar ways. Be progressive and creative. Be persistent and patient—progress comes at unexpected times.

## Special Thanks

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<sup>1</sup> For more information about Oregon's Early Learning Hubs, see <http://oregonearlylearning.com/other-priorities/community-based-coordinators-of-early-learning-services-hubs/>

<sup>2</sup> For more about the Collective Impact Model see [http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)