

Playbook



How to "Be the Bridge"

A playbook for
creating powerful
partnerships



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Association for
Community Health
Improvement™



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Advancing Health in America

Message from the CMO

The annual ACHI National Conference (this was its 15th year!) has always convened the most innovative and compassionate people working in population health. It is a place where the best work in the field is on display and amazing relationships are forged.

This year we did something a little different: Our plenary sessions featured hands-on design exercises that allowed attendees to explore best practices for building powerful partnerships. We wanted to facilitate sharing and invention. We wanted to hear from the experts about the best ways we can all “Be the Bridge”

The energy and insights generated over the three days were astounding. We sincerely hope you will use this book to help guide your strategic planning around increasing well-being in our communities. Thank you—and hope to see you next year!

What Is in This Book?

In an effort to explore four types of partnerships for improving health outcomes, we had the pleasure of partnering with ACHI to create a visual “design canvas” that was placed at the center of each table.

Teams received instructions on how to apply their experience, creativity, and expertise toward filling out the canvas. This book illustrates each component of the canvas and the data that was mined from the completed versions. Following the picture of each canvas, you will see the data and insights that were derived from the 82 teams’ work.

As you think about how to strengthen relationships between clinicians and administrators, get buy-in from leadership, and partner with other organizations, let this book point out areas of focus, compelling value propositions, and success factors to consider when partnering. With insights sourced from the brightest folks in the field, we hope this will be a strategic guide.



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For more information, visit www.dotankdo.com

Numbers at a glance

4
Exercises



3
Days



More than
2,800
Post-It notes



82
Design Teams



647
Attendees



1
Surgeon General

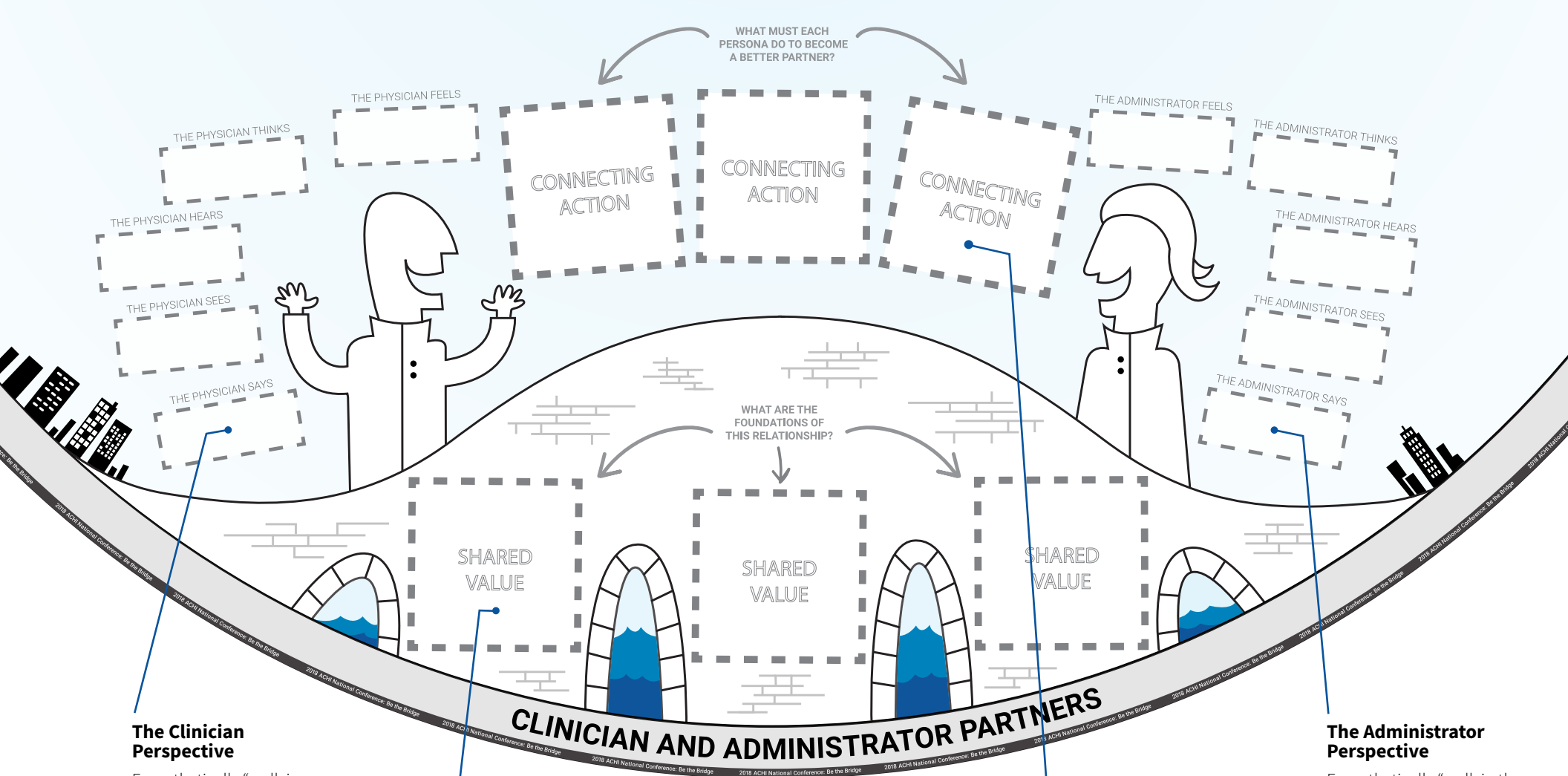


8
People in each team



47
States represented





The Clinician Perspective

Empathetically “walk in the shoes” of clinicians. What do they see, say, think, hear, and feel? Before moving to solutions, we need to understand stakeholder perspectives.

Shared Values Between the Two

Think about where we find common ground and shared values. What are the top three things that unite these two personas and inspire both of them? What are the foundations of a healthy partnership?

Connecting Actions Between the Two

What actions can clinicians and administrators take to leverage their shared values and grow? What must each do in order to come closer together?

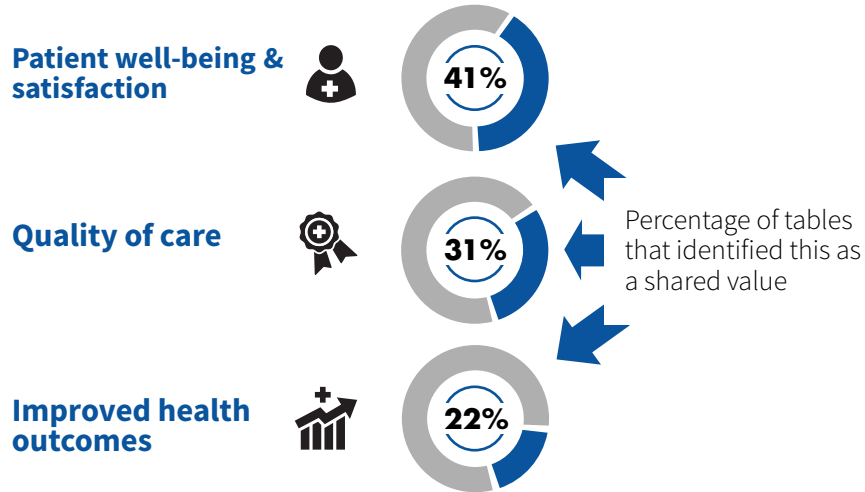
The Administrator Perspective

Empathetically “walk in the shoes” of the administrators. What do they see, say, think, hear, and feel? The limited amount of space lets the teams write only what is truly important.

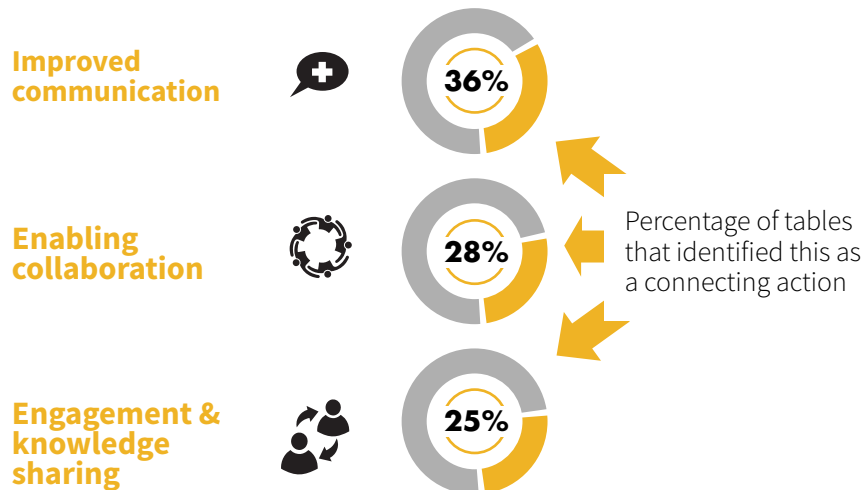
Clinician and Administrator Partners

What is the foundation of a healthy partnership between clinicians and administrators? Here are the top areas that teams selected:

You can build greater engagement and partnership by leveraging these shared values:



When building your strategic plan, consider investing resources in the following areas:



Here are some specific business model and programming ideas that teams recommended:

Care redesign:
social determinants of health

Community health liaisons

Better care coordination

Clinically integrated networks

Conversation connectors

Care coordination team approach

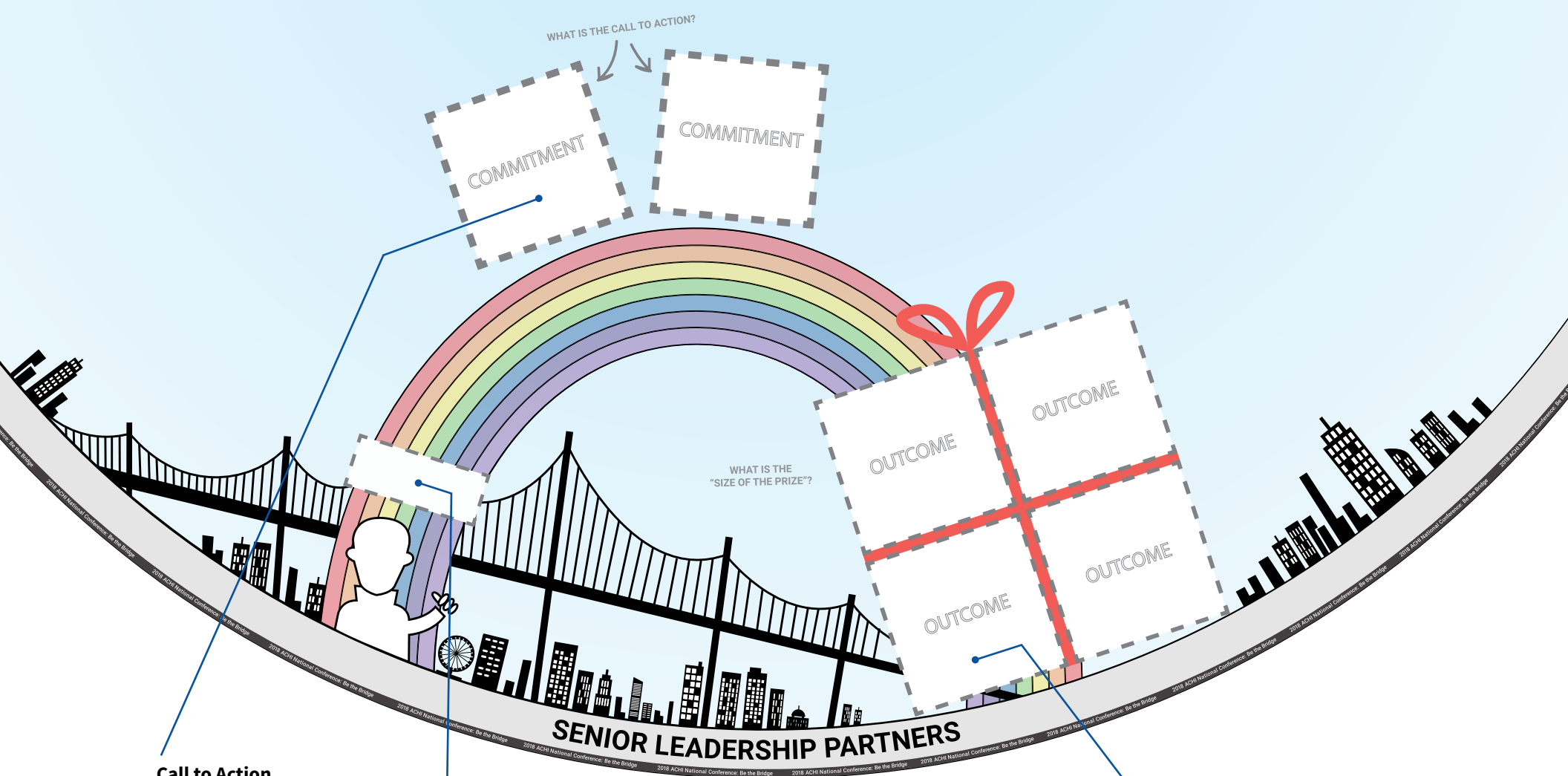
Weekly forums: discuss needs

Programs on relevant issues

Stories + Data

Patient and family advisory councils





Call to Action

What is our “ask”? What is required of senior leaders in order to reach the compelling outcomes? How must they help?

Who is the Leader?

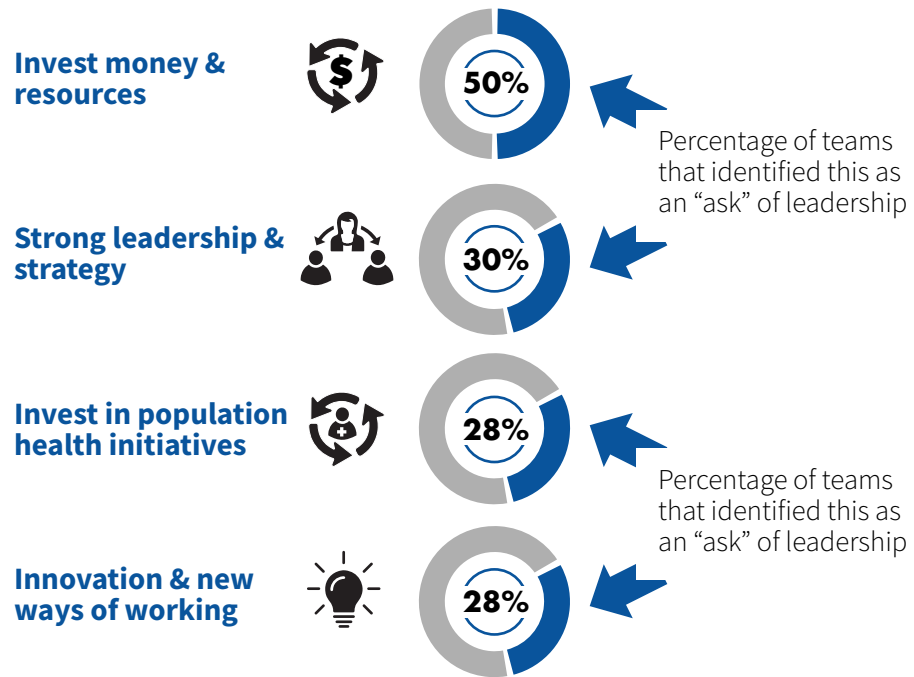
This slot was preassigned before the teams started the exercise. There were three options: CEO, CFO, and Board of Directors.

Compelling Outcomes of the Partnership

What are the outcomes this leader would hope to see if they invest in well-being ... improved health for patients, change in the community, impact on the business, new innovations, prestige for the organization, personal benefits, etc.

Senior Leadership Partners

What should be “the ask” of leadership when seeking improved outcomes around well-being? These are the four recommendations:



What is the ask?

- “Commit resources, money and people.”
- “Be an advocate for action and change.”
- “Widen your perspective; commit to invest in community benefit.”
- “Invest in preventive care, social responsibility and nontraditional ROI.”
- “Listen to us when we talk about innovation.”

If we hope to get greater buy-in and investment from leadership, a compelling case for “why” is necessary. These are the top outcomes that can be part of a pitch:

Reduce disparities; increase equity

Improve health outcomes

Recognition and achievement

Reduce readmission rates

Financial stability

Reducing ER visits

Engaged workforce and community

Improved access to care

Better patient satisfaction scores

Achieve organizational mission

An effective pitch to a senior leader will include an outline of the main problems to solve, how the community is impacted, recommended next steps, what is “in it” for the audience, and—crucially—your “ask” of them.

What community organizations might partner with hospitals to improve the well-being of people?

In the very beginning, when kicking off a partnership, teams suggested the following be clearly defined and agreed on:

Aligned goals & shared vision

Trust & transparency

Leadership buy-in

Roles & expectations

Business goals & outcomes

Some potential areas where you might seek community based partners:

Aging

Faith-based

Children's health

Mental health

Schools

Transportation

Housing

Government

Athletics

These are the top obstacles the teams identified as threats to a successful partnership:

Funding & resources

Politics & process

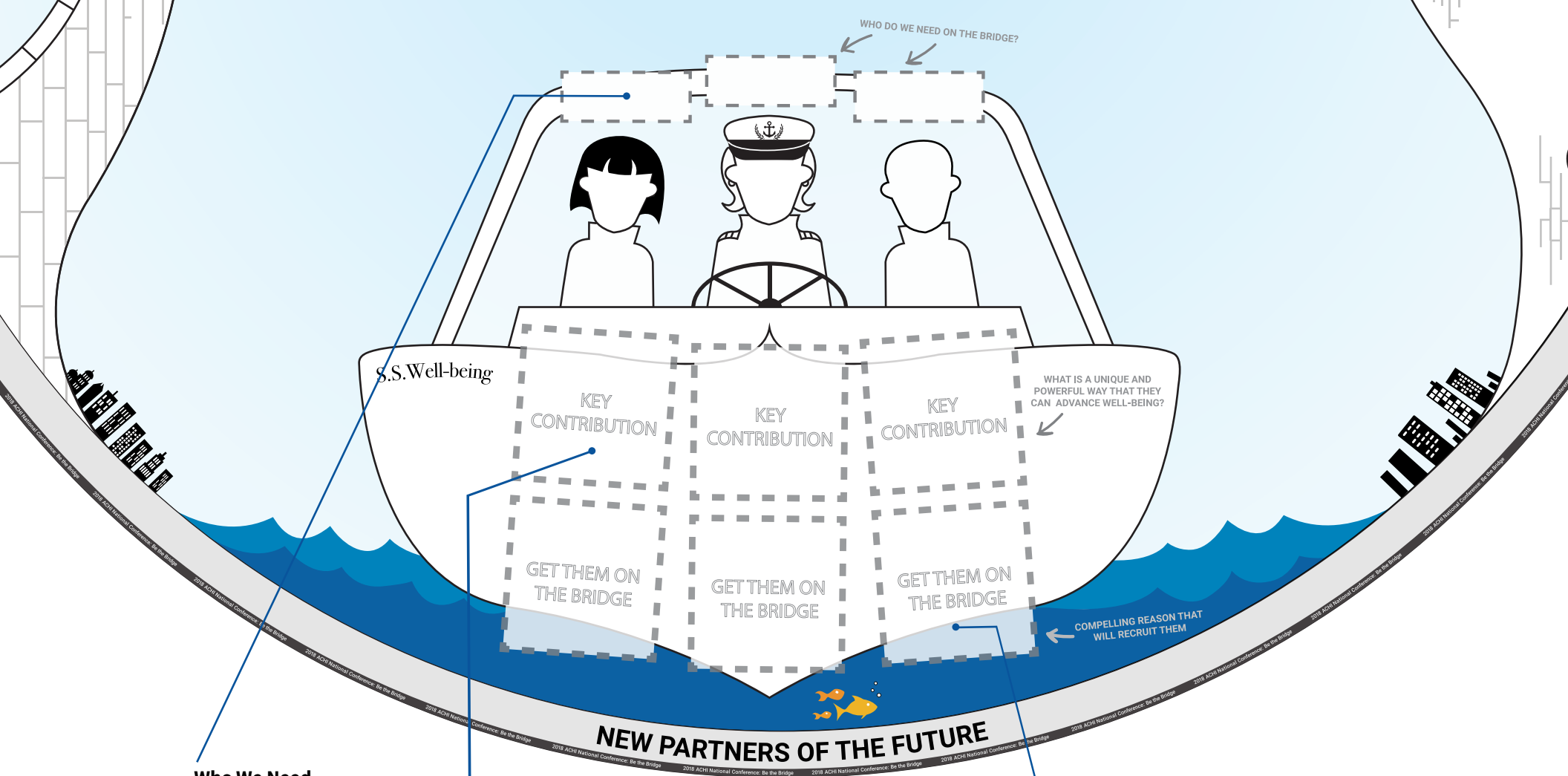
Technology constraints

Communication issues

Bias & stigma

Write it out on a whiteboard, on paper, or do it remotely if necessary—but it is critical that you find shared inspiration, anticipate challenges, and have a frank discussion before starting to work.





Who We Need

Who are your “unusual suspects”? You can nominate either people (specific – insert person’s name; general – insert persona or job title) or organizations to join you on the bridge of this vessel.

Key Contribution to Advance Well-Being

What is the number one skill or contribution that each nominee brings to the mission of improving well-being for people? Do they help steer the boat? Navigate? Fuel it? Maintain it? Bring people on board? Communicate? Etc.

Compelling Reason that Will Recruit Them

How do we recruit them to join us? What is a persuasive argument for them to become a leader in this work?

New Partners of the Future

Teams nominated the following as new partnerships to explore. They identified how these partnerships could advance well-being and what might make partnering appealing to them:

WHO

Possible future partner

WHAT

Key contribution

HOW

Getting them on board

POLICE DEPT.

outreach, crisis intervention

preventing root causes of crime

URBAN PLANNER

connection to new development

catalyst for healthy change

VETERANS GROUP

knowledge of veteran community

peer-to-peer counseling opportunity

CELEBRITY

money, influence, access

impact on community and fan base

MAYOR

political insight, broad network

help negotiate buy-in

FAITH-BASED LEADER

insight, trust, passion

safe haven for community

PUBLIC LIBRARY

resource expert, access to data

maintain relevance in a mobile age

BUSINESS LEADER

access to target market

benefits of a healthy workforce

FARMERS CO-OP

healthy food, supply chain

sell directly to community

GROCERY OWNER

physical store

boost sales, partner for health

COMMUNITY BANK

community funding

local business partnership

REALTY GROUP

knowledge of housing market

connection to potential clients

YOUTH GROUP

voices, stories, ideas

safety and empowerment

POLITICIAN

access to government, legislature

relationships with voters

STAR ATHLETE

role model for fitness

opportunity to leave a legacy

Ask yourself:
Who could radically advance community health if only we knew to partner with them? Consider who can bring new capabilities and challenge your "business as usual."



Questions?

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