Health Enhancement Community Initiative

Design Group: Governance and Decision-Making

July 19, 2018

Today's Objectives

- Provide a brief overview of the Health Enhancement Community (HEC) Initiative to orient the Design Team
- Obtain feedback on initial principles and parameters for:
  - HEC geographies
  - HEC structure and governance

Health Enhancement Community Provisional Definition

A Health Enhancement Community (HEC) is a cross-sector collaborative entity that:

- Is accountable for reducing the prevalence and costs of select health conditions and increasing health equity in a defined geographic area

- Continually engages and involves community members and stakeholders to identify and implement multiple, interrelated, and cross-sector strategies that address the root causes of poor health, health inequity, and preventable costs

- Operates in an economic environment that is sustainable and rewards communities for health improvement by capturing the economic value of prevention
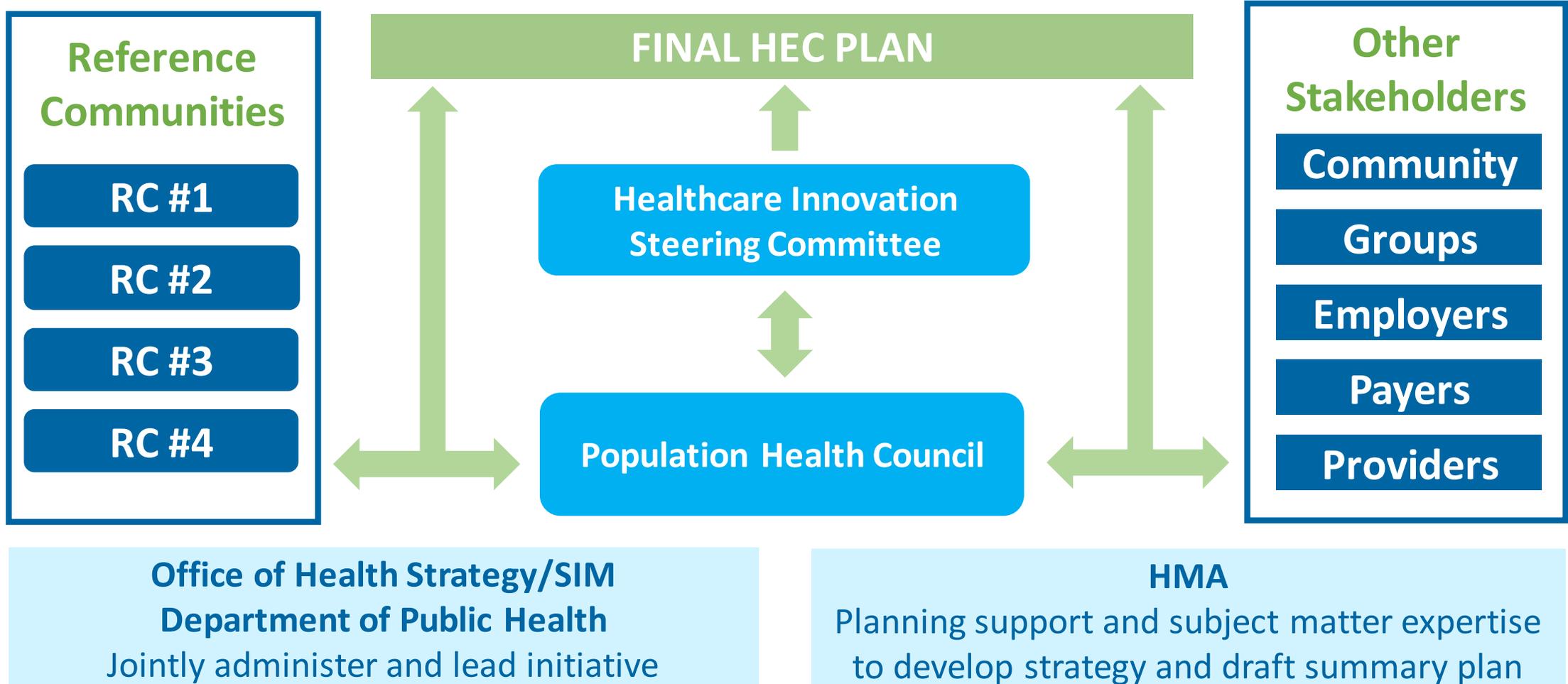
Key HEC Priority: Sustainability Strategy

Central to the HEC financing strategy is developing arrangements with payors, purchasers/employers, the health care sector, and other sectors to capture savings or other economic benefits that accrue to them and reinvest in HECs.

- Defining the details of the HECs will help identify where savings and other economic benefits will accrue
- Financial modeling will show what the magnitude of the opportunity is to reinvest.

Key Design Questions

DOMAIN	DESIGN ELEMENTS
Boundaries	Define the best criteria to set **geographic limits**.
Focus and Activities	Define **what HECs will do to improve health and health equity** and appropriate flexibility/variation.
Health Equity	Define **approaches to address inequities and disparities** across communities
Structure	Define **how HECs will be structured and governed** and appropriate flexibility/variation.
Accountability	Define the appropriate **expectations** for HECs.
Indicators	Define **appropriate measures** of health improvement and health equity.
Infrastructure	Define the **infrastructure needed** to advance HECs (HIT, data, measurement, workforce).
Engagement	Define how to ensure **meaningful engagement from residents and other stakeholders**.
Sustainability	Define **financial solution** for long-term impact.
Regulations	Define **regulatory levers** to advance HECs.
State Role	Define **State's role**.

Multidirectional Flow of Information and Input to Support Decision Making

Reference Communities

- RC #1
- RC #2
- RC #3
- RC #4

FINAL HEC PLAN

Healthcare Innovation Steering Committee

Population Health Council

Other Stakeholders

- Community
- Groups
- Employers
- Payers
- Providers

Office of Health Strategy/SIM
Department of Public Health
Jointly administer and lead initiative

HMA
Planning support and subject matter expertise to develop strategy and draft summary plan

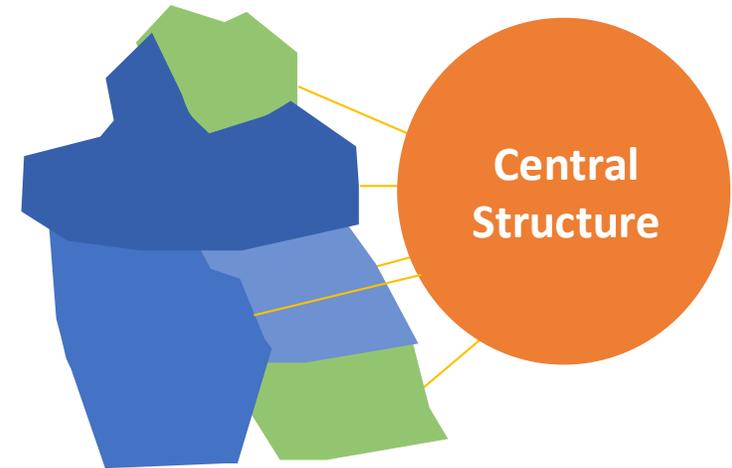# Key Design Issue: HEC Boundaries/Geography

Establishing geographic boundaries for each HEC is necessary to determine a service area for:

- Implementing interventions

- Establishing clear accountability

- Measuring population health outcomes

- Rewarding and sustaining success through financing models

Strawperson Design Principles for HEC Geographies

- HEC propose geographies and then an iterative process with the State
- Statewide coverage
  - No HEC gaps
- No overlapping boundaries
- Minimum population – Threshold TBD
  - To be able to measure changes and minimize risk
- "Rational" boundaries
  - To avoid cherry picking
  - Needs to be functional

Potential Variation in HECs' Geographic Configurations: EXAMPLES

Existing Community Collaborative = HEC

Existing Community Collaborative + Additional Communities = HEC

Central Structure

Multiple Existing Community Collaboratives + Additional Communities = HEC

HEC Functions

HECs will need to have capabilities to perform functions that most community collaboratives have not had to do previously or as precisely before.

HECs will need to:

- Implement interventions that can achieve and demonstrate reduced prevalence and costs and improved outcomes
- Coordinate, manage, and monitor multi-pronged strategies and interrelated programmatic, systems, policy, and cultural norm activities among multiple cross-sector partners
- Use data to manage and report on defined performance measures
- Manage risks
- Govern and distribute implementation funds and financing

Structure and Governance: Key Question

- What should be required vs. what HECs should be able to determine for themselves for their governing structures?

- *Other Design Groups are tackling the questions of health priorities, interventions, measurement, infrastructure, financing, etc.*

HEC Formation and Formalization

- Goal is to have **focus + flexibility + speed to action**

  - **Focus:** Create a reasonable and reliable governing structure and process that enables them to perform the required HEC functions

  - **Flexibility:** Create a structure that is effective within a HEC's particular community context (e.g., populations, partners, external structures, etc.) and that can adapt as needed

  - **Speed to Action:** Create a structure that enables a HEC to quickly progress from structural decisions to identifying and implementing strategies

FOR DISCUSSION: HEC Structure and Governance Elements

What should HECs should be required to demonstrate or develop vs. have the flexibility to determine? Examples:

- Transparent governance structure with clearly delineated roles, responsibilities, and decision making authorities and processes
    - New legal entity? MOUs or other formal agreements? Bylaws?
    - Cross-sector governance bodies?
    - Backbone organization(s)?
    - *Other?*

FOR DISCUSSION: HEC Structure and Governance Elements

- Defined and ongoing mechanisms to:
  - Meaningfully engage and include community members and stakeholders in planning, design, implementation, and evaluation
    - Requirements for inclusion?
  - Support multi-directional communication processes
    - Requirements for process or structure?
- Structures that ensure:
  - Performance management: Identified structure?
  - Financial management: Identified structure or fiscal agent?
  - Fair funds distribution: Define before HEC formation?
- Others?

Final Thoughts/Words of Wisdom?

Next Design Team Webinar

- Based on your feedback, will present a strawperson design for structure and governance for final feedback
- Discuss the design of state-level structure to support HECs