



CAPGI Implementation in Cleveland

History

- Accountable Health Communities award in 2017
- Spurred innovation through Advisory Board
- Advisory Board's charge lead to desire for alternative payment models for under-funded social services

History (continued)

- Brought in Lauren Taylor to discuss basics of social determinants of health in October 2018
- Began discussing CAPGI model

Benefits for Cleveland area

- Need novel means for funding under-resourced social services that affect health- without more resources, it's not clear how much change can be made
- Payment reform continues to push health system actors towards upstream, preventative care, including social services
- Cleveland has robust competition in hospitals and health plans, and could use collaborative mechanism(s) for addressing social needs
- Benefits for United Way of Greater Cleveland: novel way to raise funds; leverages role as convener

Fortuitous timing

- Ohio announced a new Medicaid managed care re-bid shortly after we started discussing CAPGI- may have motivated engagement
- Social determinants of health/health-related social needs are the “wave” today

Tactics for collaboration

1. Don't be afraid to think big
 - a. "What's the worst that can happen?"
2. Line up early, influential supporters behind the scenes
 - a. Foundations
 - b. Market leaders
 - c. Managed care first, then hospitals
 - d. Kept state Medicaid abreast
3. Bring in external experts: "You can't be a prophet in your own land"
4. Timing- CAPGI wasn't right in 2019, was right in 2020

Tactics (continued)

5. Don't be afraid to build slowly; big projects usually take 2-3 years to really bear fruit
6. Listen and ask questions of what your partners need
7. Ensure opportunities for stakeholder decision-making and buy-in
 - a. Buy-in to general concept before picking a specific project
8. Repetition: for complex projects, you can't really "over-communicate" certain key messages (timelines, mission)
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Tactics (continued)

10. You *can* schedule too many meetings though; keep them focused when you do
11. Set ground-rules for meetings, especially around decision-making
12. Engage legal and IT early

Barriers to success

- Initial community hopelessness that plans and health systems would contribute
- Buy-in from C-suite and unknowns of how long managing bureaucracy will take
- Desire for everything to be perfect