

The CHS Value Model for Community Health Centers

Quick Guide

June 2016

For more information about the *CHS Value Model for Community Health Centers*, contact Caitlin Feller at Community Health Solutions (cfeller@chsresults.com).

The Purpose of the CHS Value Model

The purpose of the *CHS Value Model for Community Health Centers*¹ (Value Model) is to define and communicate the value health centers deliver so that key audiences will be persuaded support the important work of community health centers. The Value Model outlined in this Quick Guide can be applied for individual or for groups of health centers. The end product for your organization will be a strategy for defining and communicating the value your organization delivers to one or more key audiences whose support you need to sustain your work and achieve your mission. This process of defining and communicating value can be used over again to advance the strategic objectives of your organization.

The Core Messages of the Value Model

The core messages of the Value Model are that health centers deliver value by:

1. Addressing Local Health Needs;
2. Providing Access to Vital Services;
3. Keeping Patients and Families First;
4. Delivering High Quality Health Care;
5. Controlling Health Care Costs;
6. Supporting Community and Economic Development; and
7. Innovating for Excellence.

These core messages are the product of extensive research on the value of CHCs and interaction with community health centers nationally. They are offered as a starting point for defining and communicating the value delivered by your organization.

Assistance with Applying the CHS Value Model

Community Health Solutions (CHS) staff are available to provide advice, training and technical assistance for applying the Value Model. This includes strategic consultation on how to apply the Value Model, staff training and technical assistance for implementing the Value Model, and additional resources such as community data and economic impact analysis. For more information or to request assistance, please contact Caitlin Feller at Community Health Solutions (cfeller@chsresults.com).

Steps for Applying the CHS Value Model

Individual health centers can apply the Value Model by following a five-step process as outlined in the following sections.

1. Define Your Audience
2. Define Your Action Objectives
3. Define Your Value Story
4. Define and Produce Your Key Value Indicators
5. Produce and Deliver Your Value Reporting Products

Step 1. Define Your Audience

The first step in applying the Value Model is to define the audiences who should receive your value message. Use the checklist below to as guide for defining the audiences that should know about the value your center delivers.

- | | |
|---|---|
| <input type="checkbox"/> Patients | <input type="checkbox"/> Grant Funders |
| <input type="checkbox"/> Staff | <input type="checkbox"/> State Agencies |
| <input type="checkbox"/> Board Members | <input type="checkbox"/> Federal Agencies |
| <input type="checkbox"/> Community Members Generally | <input type="checkbox"/> Accreditation / Recognition Agencies |
| <input type="checkbox"/> Community Service Partners | <input type="checkbox"/> Elected Officials |
| <input type="checkbox"/> Health Plans | <input type="checkbox"/> Other |
| <input type="checkbox"/> Accountable Care Organizations | |

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Step 2. Define Your Action Objectives

The second step in applying the Value Model is to define your action objectives for your audience. Think of your objectives in terms of the things you would like your audience to know about your center, and the actions you would like them to take in response to that knowledge. Examples of action objectives include:

- We want patients to utilize our center.
- We want excellent providers to apply for work at our center.
- We want the community to view our center as an excellent source of care.
- We want our local health system to help fund our efforts to reduce preventable hospitalizations.
- We want a local health plan or ACO to include us as a provider.
- We want grant funders to approve our grant proposals.
- We want DMAS to view us as high-value providers.
- We want HRSA to be satisfied with our results.
- We want NCQA to recognize us as a Level III PCMH
- We want elected officials to enact policies that support health centers.

Step 3. Define Your Value Story

The third step in applying the Value Model is to define the value story you would like to convey to your audience groups. Think of your value story as the set of messages that are most likely to motivate your audiences to take action. As noted above and repeated below, we offer the following value story (set of messages) as a starting point for defining yours. The core message of the CHS Value Model is that health centers deliver value by:

1. Addressing Local Health Needs;
2. Providing Access to Vital Services;
3. Keeping Patients and Families First;
4. Delivering High Quality Health Care;
5. Controlling Health Care Costs;
6. Supporting Community and Economic Development; and
7. Innovating for Excellence.

As noted earlier, the core messages are offered as a flexible menu that can be adjusted to meet the needs of particular audiences and applications. For example, some audiences such as grant funders might require more emphasis on addressing local health needs, while other audiences such as employers might require more emphasis on controlling health care costs.

Step 4. Define and Produce Your Key Value Indicators

The fourth step in applying the Value Model is to define the key value indicators that support your value story. The number and types of key value indicators will depend on your audience, your action objectives, your value story, and the type of data available to produce the indicator. Although it is good to quantify as many indicators as possible, qualitative statements about your value can also deliver a powerful message. See **Appendix A** for a framework linking key value indicators to core value messages.

Step 5. Produce and Deliver Your Value Reporting Products

The fifth step in applying the Value Model is to produce and deliver your value reporting products. There are a number of product options for telling your value story, including fact sheets, presentations, infographics, annual reports, grant performance reports, government performance reports, brochures, post cards, news articles, journal articles, audio recordings, and video recordings. There are also a number of options for delivering your value story, including presentations, direct mail, email, web pages, social media, youtube, conferences, journals, conferences, and broadcast media. At this step it is often helpful to obtain professional advice and expertise from communications professionals.

A First Product: A Fact Sheet on Value

A 'fact sheet' is a brief report designed to communicate key information about your organization. A fact sheet can be delivered via your website, as handouts at meetings and community events, and as a mailer to key stakeholders. A good way to begin communicating the value of your community health center is to develop a fact sheet on the value your organization delivers.

Appendix B provides an example Fact Sheet for the fictional Dominion Health Center. This Fact Sheet was produced by Community Health Solutions using the five-step process outlined in this Quick Guide. The information in the Fact Sheet was adapted from an actual community health center. This type of Fact Sheet could be utilized to help multiple audiences understand the overall value delivered by your community health center. It could be disseminated via handout or via direct mail, email, a web page, or social media. It is provided here as just one example of a value reporting product.

Appendix A: Key Messages and Indicators for the CHS Value Model

The following matrix displays a working set of key value messages and indicators for the CHS Value Model, along with information sources for each indicator. Indicators may be added or adjusted over time as CHCs apply and refine the list. Community Health Solutions (CHS) is available to assist as needed with developing the key value indicators, see contact information on first or last page.

Information Sources	Internal Documents / Data	Analysis of UDS Reports	Community Data	Economic Impact Analysis	Research Review
Key Value Messages and Indicators					
Addressing Local Health Needs					
1. Organized as a nonprofit organization					
2. Mission to improve community health					
3. Community representatives on board					
4. Continually assess community health needs					
5. Collaborate with community partners					
Providing Access to Vital Services					
6. Welcome all community members as patients					
7. Serve patients across age groups					
8. Serve patients across income groups					
9. Provide preventive and primary care services					
10. Provide additional services					
11. Emphasize wellness and prevention for all family members					
12. Provide 24 hour telephone access					
13. Provide extended hours					
14. Provide informative website					
15. Provide patient portal					
16. Connect people to community support services					
17. Help people enroll in health coverage					
Putting Patients and Families First					
18. Engage patients and families as partners					
19. Listen to patients through conversations and surveys					
20. Equip patients with education and counseling					
21. Equip patients with quick responses to questions					
22. Help patients and families coordinate services					
23. Help patients and families manage health conditions in home & community setting					
Delivering High Quality Care					
24. Use evidence-based guidelines					
25. Address critical health risks					
26. Address serious health conditions					
27. Meet or exceed established quality standards					
28. Report to public on quality performance					
29. Exceed national benchmarks on selected quality indicators					
Controlling Health Care Costs					
30. Help patients avoid preventable ED visits					
31. Help patients avoid preventable admissions					
32. Help patients avoid preventable readmissions					
33. Help patients manage medications					
34. Help patients minimize unnecessary tests & procedures					
35. Help patients manage conditions to reduce lifetime costs					
Supporting Community & Economic Development					
36. Attract federal, state, and private revenue to your local area					
37. Create jobs for community members					
38. Provides wages spent in community settings					
39. Purchase goods and services from local firms					
40. Help children be healthy and ready for school					
41. Help workers be healthy and productive at work					
42. Partner with community development organizations					
43. Support promoting community as a great place to live and work					
Innovating for Excellence					
44. List of recent innovations					

Appendix B

Example Fact Sheet for Fictional Dominion Health Center

This Fact Sheet was produced by Community Health Solutions using the five-step process outlined in this Quick Guide. The information in the Fact Sheet was adapted from an actual community health center. This type of Fact Sheet could be utilized to help multiple audiences understand the overall value delivered by your community health center. It could be disseminated via handout or via direct mail, email, a web page, or social media. It is provided here as just one example of a value reporting product.

<p>Who We Are</p>	<p>Dominion Health Center is a community healthcare center providing high quality preventive and primary care services for Dominion County and neighboring areas.</p>
<p>Why We Serve</p>	<p>Many residents of Dominion County and surrounding areas face health challenges that require comprehensive preventive and primary care services. Dominion Health Center was created to meet the needs of area residents, including medically vulnerable populations who have limited ability to pay for services.</p>
<p>Who We Serve</p>	<p>At Dominion Health Center we provide health services for uninsured and underserved patients and families. We welcome patients enrolled in Medicaid, Medicare, or private insurance as well as patients with no health coverage.</p>
<p>Our Commitment to Value</p>	<p>At Dominion Health Center we are committed to delivering the best possible value in return for the resources entrusted to us. We are accountable for delivering value to our patients, our service partners, our funders, and our community. We demonstrate value by addressing local health needs, providing vital services, putting patients and families first, delivering high quality care, controlling health care costs, supporting community and economic development, and innovating for excellence.</p>
<p>Addressing Local Health Needs</p>	<p>Dominion Health Center is continuously identifying and responding to local health needs. We do this by:</p> <ul style="list-style-type: none"> • Organizing as a nonprofit organization with community representatives on our Board of Directors. • Continually assessing community health needs. • Working with community partners to: <ul style="list-style-type: none"> ○ Address critical health risks and serious health conditions within the community; ○ Meet the special needs of children, seniors, and those experiencing job loss; and ○ Provide rapid response to disease outbreaks and emergencies.
<p>Providing Access to Vital Services</p>	<p>Dominion Health Center provides access to vital health services that are open to all community members, especially our medically vulnerable neighbors. We do this by:</p> <ul style="list-style-type: none"> • Welcoming all community members regardless of insurance. • Serving more than 13,400 community members including children, adults, and seniors. • Emphasizing wellness and prevention for all of our patients. • Providing comprehensive preventive and primary care services. • Connecting patients to health support services such as financial counseling, case management, food assistance, housing assistance, and transportation assistance. • Providing 'Open Access' appointments for routine and urgent care, after-hours clinical advice, extended hours, and an informative website and patient portal. • Helping patients enroll in private or public health coverage programs for which they are eligible.
<p>Putting Patients and Families First</p>	<p>Dominion Health Center puts patients and families first in everything we do. This includes:</p> <ul style="list-style-type: none"> • Engaging patients and families as partners within a team-based model of care. • Asking for and listening to patients' and families' feedback. • Equipping our patients and families with education, counseling, quick responses to questions about their health and health care. • Helping our patients and families coordinate services across multiple providers and community resources. • Helping patients and families manage health conditions in their home and community settings.

Dominion Health Center

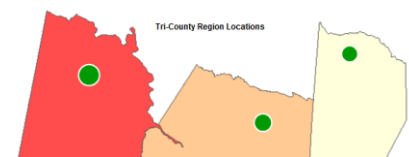
Our Mission and Vision

At Dominion Health Center our mission is to promote the health and well-being of all people in our communities, especially the most vulnerable, through health care that is guided by science, compassion and respect, and to contribute to the education of skilled and caring health professionals. Our vision is to create a healthier community for all.

Our Community

Dominion Health Center serves the Tri-County region through three community service sites:

- *Ashe County Health Center*
- *Bladen County Health Center*
- *Forsyth County Health Center*



Our Commitment to Value

Dominion Health Center delivers value to the Tri-County Community by:

- *Addressing Local Health Needs*
- *Providing Access to Vital Services*
- *Putting Patients and Families First*
- *Delivering High Quality Care*
- *Controlling Health Care Costs*
- *Supporting Community and Economic Development*
- *Innovating for Excellence*

PCMH Recognition

Insert NCQA recognition seal here

"After many years of illness, Dominion Health Center helped me manage my health conditions so I can be productive at work and support my family. They changed my life." -- A Patient

How Dominion Health Center Delivers Value

<p>Delivering High Quality Care</p>	<p>Dominion Health Center is committed to providing high quality services to all of our patients. We do this by:</p> <ul style="list-style-type: none"> Using evidence-based guidelines to inform care decisions Addressing critical health risks such as tobacco use, poor diet, sedentary lifestyle, and overweight. Addressing serious health conditions such as arthritis, cancer, cardiovascular disease, diabetes, depression, respiratory disease, and oral health problems. Meeting or exceeding quality standards established by the federal government, state agencies, and accrediting agencies. Reporting to the public on quality performance. Exceeding national benchmarks on key quality indicators 	<p>Our Key Value Indicators</p> <table border="1"> <tr> <td data-bbox="1057 184 1203 233"><i>Service Region</i></td> <td data-bbox="1203 184 1507 233">Tri-County Area 13,434 Patients in 2014</td> </tr> <tr> <td data-bbox="1057 264 1203 315"><i>By Payer</i></td> <td data-bbox="1203 264 1507 315">17% Medicare 25% Medicaid 28% Other third party 30% Uninsured</td> </tr> <tr> <td data-bbox="1057 346 1203 396"><i>By Age</i></td> <td data-bbox="1203 346 1507 396">20% Children 0-17 63% Adults 18-65 17% Seniors 65+</td> </tr> <tr> <td data-bbox="1057 428 1203 520"><i>Services Provided</i></td> <td data-bbox="1203 428 1507 520"> <ul style="list-style-type: none"> Adult Care Children's Health Women's Health Prenatal Care Behavioral Health Dental Care </td> </tr> <tr> <td data-bbox="1057 552 1203 644"><i>Health Promotion and Prevention</i></td> <td data-bbox="1203 552 1507 644"> <ul style="list-style-type: none"> Healthy Diet and Weight Active Living Tobacco Cessation Communicable Disease Prevention Immunization and Vaccination Cancer Screening </td> </tr> <tr> <td data-bbox="1057 676 1203 768"><i>Leading Chronic Conditions Treated</i></td> <td data-bbox="1203 676 1507 768"> <ul style="list-style-type: none"> Arthritis Cardiovascular Diseases Diabetes Depression Respiratory Conditions </td> </tr> <tr> <td data-bbox="1057 800 1203 892"><i>Access Initiatives</i></td> <td data-bbox="1203 800 1507 892"> <ul style="list-style-type: none"> 24 Hour Telephone Line Extended Office Hours Website & Patient Portal Health Coverage Enrollment Support </td> </tr> <tr> <td data-bbox="1057 924 1203 1016"><i>Patients & Families First Initiatives</i></td> <td data-bbox="1203 924 1507 1016"> <ul style="list-style-type: none"> Patients as Partners Patient Surveys Education & Counseling Care Coordination Self-Management </td> </tr> <tr> <td data-bbox="1057 1047 1203 1140"><i>Quality Initiatives</i></td> <td data-bbox="1203 1047 1507 1140"> 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<p>Controlling Health Care Costs</p>	<p>Dominion Health Center works to control health care costs by providing access to high quality health care. We do this by helping our patients:</p> <ul style="list-style-type: none"> Avoid emergency department visits for non-emergency conditions. Avoid hospitalizations that can be prevented with proper primary care. Avoid preventable readmissions for patients who are discharged into our medical home. Manage medications to avoid adverse reactions. Minimize the use of unnecessary tests and procedures. Manage their conditions in ways that reduce lifetime costs of health care. 																														
<p>Supporting Community and Economic Development</p>	<p>In addition to providing essential health services, Dominion Health Center supports community and economic development for our local region. We do this by:</p> <ul style="list-style-type: none"> Attracting revenue to the community from federal, state, and private sources. Creating jobs for community members. Providing wages and salaries that are spent in community settings. Directly purchasing goods and services from local firms. Helping our adult patients be healthy, productive, and ready for work. Partnering with community development organizations on efforts to strengthen housing, food security, neighborhood safety, education, and other community services. Supporting a wide range of activities to promote the local region as a great place to live and work. 																														
<p>Innovating for Excellence</p>	<p>Dominion Health Center is continuously searching for better ways to deliver value for our patients, partners, funders, and community. Examples include:</p> <ul style="list-style-type: none"> Opening a new clinic location to serve Bladen County. Obtaining recognition as a Patient Centered Medical Home from the National Committee for Quality Assurance (NCQA). Offering Open Access appointments to help more patients obtain services on a walk-in basis. Offering secure web-based Patient Portal allowing real time access to communication with Care Team and components of personal health record. Offering a Medication Assistance Program to help patients obtain free medications offered by major pharmaceutical companies. Providing Certified Application Counselors to help clients navigate the open enrollment process for the Health Insurance Marketplace. Providing free Patient Education events for patients with chronic conditions. Delivering special Employee Wellness Events for local employers. 																														

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