

Resources for Developing a Community Care Hub

Community Care Hubs (CCHs or hubs) are emerging as lead organizations that perform contracting and administrative functions on behalf of a network of community-based social service providers to aid the development of cross-sector partnerships to align health and social care. CCHs create a focal point in communities to uplift the social care delivery system and strategically partner with health care organizations, to implement equitable, sustainable and scalable interventions for quality care.

The existing resources below, gathered from the Aging and Disability Business Institute at USAging, the Partnership to Align Social Care, Manatt, Health Affairs and others, address readiness for becoming a CCH, considerations for formation and operation, and the important role that CCHs provide in facilitating health care contracting opportunities that aim to address health-related social needs, as well as health disparities and inequities in access to care. This catalog serves as a compilation of resources to support existing and emerging hubs expand their capacity.



Building the Case-Addressing Health Related Social Needs Through CCHs

One of the initial steps in becoming a CCH is understanding the reasoning for the development of such entities, what their roles and responsibilities entail, and how they support ongoing creation of cross-sector partnerships. The following resources explore and articulate this need, a key component for building buy-in, which can inform a CCH's mission and vision.

BLOG	Improving Health and Well-Being Through Community Care Hubs: This <i>Health Affairs Forefront</i> blog post discusses the role and function of hubs, provides examples of these organizations, and explores policy opportunities to maximize their role.
BLOG	Addressing Social Determinants: Scaling Up Partnerships With Community-Based Organizations: This <i>Health Affairs Forefront</i> blog post describes how the shift to value-based care is driving health care's increasing interest in addressing both medical and social drivers of health (SDOH).
ARTICLE	Community Care Hubs: Making Social Care Happen: This primer from the Partnership to Align Social Care offers information on the emergence of CCHs, their evolution, and value proposition for working with a local network of community-based organizations (CBOs) led by a Community Care Hub. It also highlights examples of Community Care Hubs.

WEBINAR	<p>Webinar Series Community Care Hub: Making Social Care Happen from the Partnership to Align Social Care</p> <p>Cultivating Community Care Hubs, An Evolving Model to Improve Alignment between Health and Social Care Services: This webinar features background information on the evolution of the Community Care Hub concept and its value proposition. It also provides perspectives from CBO and health care leaders detailing their experience in building and contracting with CBO networks and hubs.</p> <p>Leveraging Multi-Payer Partnerships with Community Care Hubs to Build Equitable Health and Social Care Ecosystems: This webinar features perspectives from CBO and health care leaders on the impact of leveraging multi-payer partnerships to building better systems of care, providing a greater understanding of opportunities for blending and braiding funding sources to support CCH capacity and service delivery.</p>
RESOURCE GUIDE	<p>Working With Community Care Hubs to Address Social Drivers of Health - A Playbook for State Medicaid Agencies: The playbook developed by Manatt Health in collaboration with the Partnership to Align Social Care is intended to be a resource for State Medicaid Agencies seeking to partner with CCHs in the design and implementation of SDOH initiatives. The Playbook offers an introduction to the key functions of CCHs, and practical advice on how State Medicaid Agencies can collaborate with CCHs.</p>
WEBINAR	<p>Integrating Community Care Hubs into Efforts to Address SDOH: A Playbook for State Medicaid Agencies: The webinar by Manatt Health introduces this resource, and shares insights with state Medicaid agencies seeking to partner with CCHs to integrate CBOs more effectively into their SDOH initiatives.</p>
CASE STUDY	<p>ACL Business Acumen Case Study: Building the Western New York Integrated Care Collaborative: The case study developed in partnership with ACL here highlights how Western New York Integrated Care Collaborative (WNYICC), a group of Aging Network providers, has been working together to make the most of emerging opportunities in the health care sector.</p>
CASE STUDY	<p>Creating Regional Networks to Promote Health and Well-Being: A Case Study on Evidence-Based Programs in New England: This Success Story by the Aging and Disability Business Institute at looks at how the multistate network of Area Agencies on Aging (AAAs) led by AgeSpan takes a collaborative approach to deliver evidence-based programs, all while respecting local sensitivities and maintaining community connections.</p>
RESOURCE GUIDE	<p>ACL ADRC/Community Care Hub/Community Care Network Comparison Chart provides a detailed comparison of Aging and Disability Resource Centers (ADRCs), CCHs, and Community Care Networks to help outline commonalities and distinctions between each entity. CCHs are part of ACL’s aging and disability network and are performing access functions as part of a broader ADRC/No Wrong Door system to ensure coordinated person-centered care and services for all community members.</p>

Core CCH Functions

Once you understand the why behind CCHs, the next step is building an understanding of critical functions related to how a CCH operates and delivers its administrative and contracting services to its network of providers and payers. Identifying core roles held by a CCH will inform your team’s understanding of the expertise and infrastructure needed to stand up and operate a CCH. The following resources highlight CCH core functions.

REPORT	Functions of a Mature Community Care Hub: This brief by the Partnership to Align Social Care seeks to define the capacities of hubs across the country. Hubs evolve and mature over time, and the functions described in this resource correspond to those of a mature hub that has been in operation for multiple years.
WEBINAR	Launching a CBO Network: Options for Function and Form: This webinar from the Aging and Disability Business Institute discusses why CBO networks are important, the most common forms these networks are taking around the country, and how functional needs and requirements drive these structural decisions.
RESOURCE GUIDE	Building a CBO Network for Health Care Contracting: Choosing the Right Model: This publication from the Aging and Disability Business Institute outlines contracting approaches and operational models used by CCHs that can help ensure success in delivering high quality care to older adults and people with disabilities.
RESOURCE GUIDE	How to Build a Strong Community Care Hub Lead Entity: This resource guide from the National Council on Aging provides insight on the core functions of how broad a CCH role should be and key administrative considerations the entities structure should reflect.

Key Elements for Infrastructure Development

Infrastructure is the backbone of daily operations—the processes, technology systems, workforce, and finances needed to operationalize a coordinated service delivery network. The careful design of CCH infrastructure creates an organizational system that is manageable, while possessing the capacities and capabilities needed to promote growth. The following resources provide insight into foundational infrastructure elements and best practices for design and implementation.

REPORT	Lifting the Veil: How Networks Form, Operate, Struggle and Succeed: This report from the Aging and Disability Business Institute and the Scripps Gerontology Center at Miami University shares the findings from interviews with 23 representatives of eight CBO networks—CCHs and CBO network members. In addition to capturing the experiences of CCHs and CBO network members on data management, payment and member relations, the report identifies best practices for networks to consider.
RESOURCE GUIDE	The Roadmap to Community-Integrated Health Care: This roadmap from the National Council on Aging explores resources for pursuing complex sustainability strategies, including building stronger relationships with the health care sector.



ARTICLE	<p>Five Key Steps to Building Community-Integrated Health Networks: This article from the National Council on Aging highlights five key steps for building a CCH, focusing on leadership structure, defining roles and responsibilities, program delivery and evaluation processes, infrastructure needs and sustainability planning.</p>
ARTICLE	<p>Recruitment Strategies for Community-Integrated Health Networks: This article from the National Council on Aging provides tips for establishing effective marketing, recruitment, and enrollment process to meet CCH volume demands.</p>
ARTICLE	<p>How to Build Referral Systems for Community-Integrated Health Networks: This resource from the National Council on Aging provides steps for developing and strengthening your network's referral system; emphasizing importance of determining referral type, workflow development, technology system considerations, tracking and bi-directional feedback mechanisms as well as HIPAA compliance procedure development.</p>
TOOL	<p>Health Information Technology Vendor Selection Grid: This downloadable Health Information Technology Grid from the Aging and Disability Business Institute in collaboration with the Western New York Integrated Care Collaborative and the Illinois Public Health Institute, can provide you with an investigation framework featuring many of the common attributes of information technology platforms and vendors that are most useful to community-based organizations.</p>
RESOURCE GUIDE	<p>SHARP Function Checklist: Decision Points for CBOs Considering Working with Social Health Access Referral Platforms: This guide from the Aging and Disability Business Institute in partnership with the Partners in Care Foundation provides information about the issues CBOs should consider when deciding whether to work with a Social Health Access Referral Platforms (SHARP) and can help ensure that CBOs have informed discussions with SHARPs and health care entities to utilize these platforms most effectively.</p>
RESOURCE GUIDE	<p>ACL Community Care Hub Playbook: Best Practices and Technical Requirements for Coordinated Care (Playbook) serves as a comprehensive guide for CCHs seeking to improve their information technology (IT) infrastructure necessary for efficient service delivery and fostering interoperability between CCHs, CBOs, and healthcare providers. It offers technical requirements, best practices, and lessons learned from the field to help stakeholders understand the advantages and processes of integrating business functions with IT solutions.</p>

Assessing CCH Operational and Partnership Readiness

As part of their development, CCHs need to build their leadership and governance structure, in addition to other capabilities. With these integral pieces established, leadership can work to ensure that the internal environment of your organization is prepared to support operational and program implementation. Assessing operational readiness includes exploring processes, legal structure, organizational culture, and infrastructure needs of your CCH. The following tools help gauge your CCH’s readiness to build capacity for the implementation of policies, practices and procedures for building, managing and sustaining a network of community-based providers.

TOOL	Network Readiness Assessment: The Network Readiness Assessment tool from the Aging and Disability Business Institute is designed to help CBO networks gauge their current levels of readiness for building, sustaining, and growing a coordinated network of service providers that contracts with health care entities.
TOOL	Network Operations Action Plan These six worksheets developed by the Aging and Disability Business Institute are designed to help guide networks as they build and strengthen their operations, infrastructure and sustainability for successful service delivery and contracting. By completing these worksheets, networks will receive actionable steps that they can use to formulate an accompanying action plan.

Contracting Agreements

It is important to familiarize yourself with health care related contracting language and standard agreement types you may see during negotiations. This familiarity will enable your CCH to prepare mutually beneficial conditions and scopes of work to ensure for contract guarantees, while instilling confidence in your CCH’s abilities to execute agreed upon terms. The sample resources below offer example language and clauses to consider having in your various contracts.

TOOLKIT	Contracting Toolkit: This toolkit from the Aging and Disability Business Institute offers a collection of resources designed to help aging and disability CBOs prepare for contracting work by exploring and explaining the various aspects of CBO—health care contracts. It includes a guide to insurance, model contracts, and a lexicon of contracting terms.
SAMPLE	Sample Memorandum of Understanding (MOU) Between a Lead Community-Based Organization (CBO) and its Subcontractors: This sample MOU produced by the National Council on Aging offers CBOs a guide to thinking about detailing and distinguishing roles, responsibilities and duties between CCHs and their CBO network member providers.
SAMPLE LANGUAGE	Offered as a guide for associations, network hubs and lead entities, and others for use in meetings of two or more potential competitors, this sample anti-trust policy statement developed by Comprehensive Care Connections is an example of an Antitrust Compliance Policy Statement. Organizations convening meetings of potential competitors can use this sample as a basis for discussion (not as legal advice) with legal counsel to assist in drafting an appropriate antitrust statement for distribution, reading and use in such meetings to ensure that restricted subjects are not discussed (i.e., costing and pricing of services).
SAMPLE	Sample State License Business Agreement for Evidence-Based Program Data-Sharing Among CBOs: This sample business agreement produced by the National Council on Aging spells out the procedures and regulations governing data sharing between two CBO entities operating under Massachusetts state licensing requirements for Chronic Disease Self-Management Program (CDSMP).

Demonstrating Value Using Quality Metrics and Outcomes

A common barrier to contracting between CBOs and health care entities is a lack of data on the effectiveness of their community-based programs. An important part of being able to secure contracts with health care can be achieved by your CCHs ability to make the case for how contracting with your network of providers can improve quality outcomes for that health care entity. Having impact statements and data tied to quality metrics and measures that health care is accountable for producing can help build the case for why they should be buying your services.



TOOL	Evidence Bank: The purpose of the Evidence Bank maintained by the Aging and Disability Business Institute is to provide a collection of research studies that CBOs can pull from to bolster their value propositions to health care entities.
RESOURCE GUIDE	Resource Guide Health Care Quality Metrics and Measures: This resource from the Aging and Disability Business Institute provides guidance on health care quality and performance standards, intended to provide the aging and disability networks with trending information that can inform their health plan contracting strategies.
BLOG	Health Care Contracting: Tips for Quality Assurance and Evaluation: This blog from the National Council on Aging provides considerations to support the development of detailed quality assurance and evaluation processes to ensure reliable programming, be able to monitor progress and measure effectiveness of services provided to health care partners.
TOOL	Return on Investment (ROI) Calculator for Partnerships to Address the Social Determinants of Health: This free calculator from Health Begins and the Commonwealth Fund can be used to assess financial risks and rewards in payment arrangements, helping health care and social-service partners build mutually beneficial partnerships.

Led by USAging in partnership with the most experienced and respected organizations in the Aging and Disability Networks, the mission of the Aging and Disability Business Institute is to build and strengthen partnerships between aging and disability community-based organizations and the health care system. Funded by The John A. Hartford Foundation, The SCAN Foundation and the Administration for Community Living, the Aging and Disability Business Institute provides community-based organizations with the tools and resources to successfully adapt to a changing health care environment, enhance their organizational capacity and capitalize on emerging opportunities to diversify funding. Learn more at www.aginganddisabilitybusinessinstitute.org.

This publication was supported by the U.S. Administration for Community Living through a contract with Mission Analytics Group, Inc. (Contract number HHSP233201500060I) which subcontracted the work to USAging. The views expressed do not necessarily represent the positions or policies of the Administration for Community Living/Department of Health and Human Services.