

# Building Partnerships: Articulating the Value of Care Coordination

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# The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce

# Objectives

- Gain clear insights on how your partners perceive the value of ACH work “coordinating support systems that keep people healthy”
- Understand why articulating the value of care coordination is critical to the success of the ACH partnership
- Practice using the value proposition tool

# Why Do Partnerships Form?

- Collaborate on solutions
- Share knowledge
- Save money
- Increase influence



# Why Do They Stay Together?

- Partnerships are sustained only when each of the partners see and recognize the value they are getting out of their investment.
- In other words: each partner stays when they are successful because of the partnership
- Articulating value will both build and sustain the partnership.

# Using Business Ideas is a Good Idea



## Sources:

Osterwalder, Alexander, Yves Pigneur, Greg Bernarda, and Alan Smith. Value Proposition Design: How to Create Products and Services Customers Want: Get Started with ... Hoboken: John Wiley & Sons, 2014. Print.

- 6 Osterwalder, Alexander, Yves Pigneur, Tim Clark, and Alan Smith. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken, NJ: Wiley, 2010. Print.

# Why Does Marketing Matter?

- 1) Design a service that your partners value
  - 2) Articulate the value of the service
- Sustained engagement and investment because the service is valued

# Marketing Terminology



**Partners**



**Service  
or  
Product**



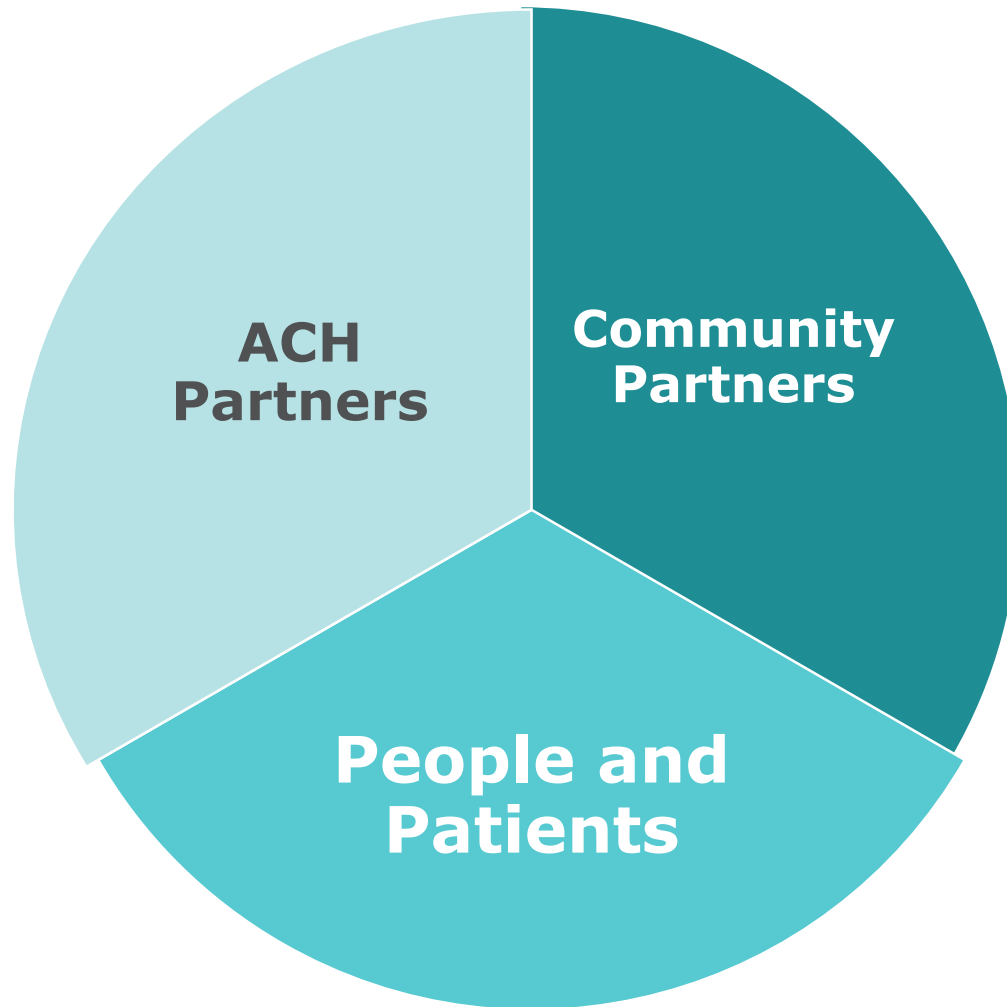
**Customers and  
Stakeholders**



**Target  
Market**



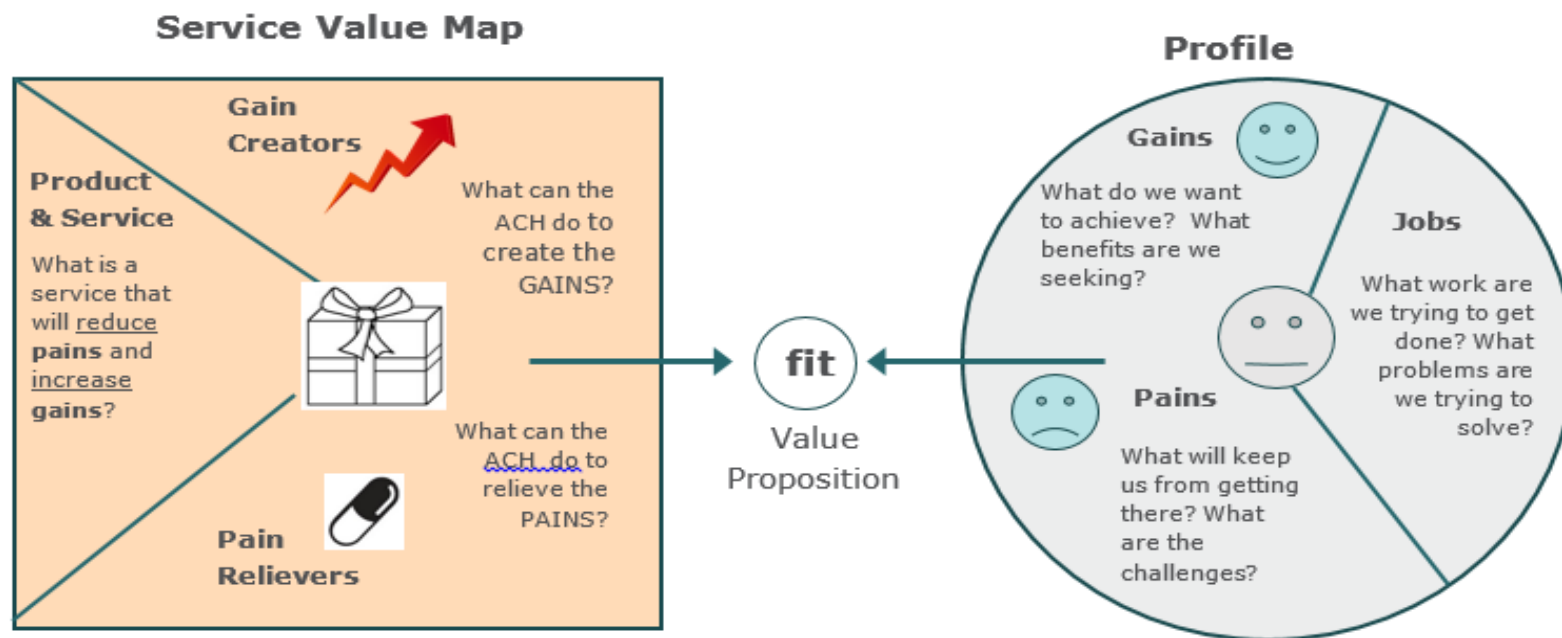
# ACH Target Markets



# Value Proposition Canvas

## Value Proposition Canvas

The value proposition is the fit between the Profile and the Service Value Map. Value Propositions articulate what the target market really cares about for each product and service.



Based on Business Model Generation: Business Model Canvas and Value Proposition Designer and designed by RURAL HEALTH INNOVATIONS, a subsidiary of the National Rural Health Resource Center, 3/2016, 12/2016

# Value Proposition Canvas

- Practice Assumptions:
  - Use your own ACH
  - Target Market = ACH Partner
  - Service = care coordination

# Introduction

The goal of the Value Proposition Canvas:

- Articulate what the ACH Partners really care about or how they benefit from the ACH Care Coordination service.

Always start with considering organization:

- Partner organizations
- ACH Mission
- ACH Vision
- Strategic Objectives

# Worksheet Practice: Starting With

## STARTING WITH:

### **Selected Target Market:** ACH Members

- Fairfield Memorial Hospital (Critical Access Hospital)
- Chester Regional Medical Center (For-Profit Hospital, Primary Care and Specialty Provider Practices)
- John A. Martin Primary Health Care (Non-Profit Rural Health Clinic)
- Chester Healthcare Foundation (Private Tax Exempt Foundation)
- Good Samaritan Medical Clinic (Free Clinic)
- North Central Family Medical Center (Federally Qualified Health Center)
- Chester County Government (Member-at-Large)
- Mid-State AHEC (Area Health Education Center)
- Chester County Parish Nurse Association

**ACH Mission:** The mission of Foothills Accountable Community for Health (FHACH), located in Chester County, is to improve the health of people living in Chester County and neighboring communities by increasing access to coordinated, quality care, and cultivating community engagement.

**ACH Vision:** We envision a healthy community with engaged citizens, community organizations, and collaborative healthcare partners.

### **ACH Strategic Objectives:**

#### **Strategic Objectives:**

Priority Area One: Create a System of Quality Care

Priority Area Two: Dynamically Engage Community Partners

Priority Area Three: Create an Environment Supporting Healthy Individuals and Community

# Step 1: Profile

What is the work and how it is going?

- What are your ACH Partners trying to do or the problem they are trying to solve as they address health problems within their communities?
- When your ACH Partners are doing this work what are their frustrations and what are their wishes?

# Jobs and Problems to be Solved

Considering the target market:

- **ACH Partners**

Brainstorm the following:

- What functional jobs are they trying to get done?
- What problems are they trying to solve?

# Worksheet Practice: Jobs and Problems to Solve

## STEP 1: TARGET MARKET PROFILE

### a) Identifying the Target Market's jobs, tasks, and problems to solve:

<b>Jobs and Problems to Solve:</b> What problems is your target market trying to solve, what needs they are trying to satisfy and/or tasks they are trying to complete?
1. Develop improved process for care transition
2. Refer patients to care coordination
3. Connecting people to services to regain or maintain health
4. Provide coaching to patients around medication usage
5. Hold education classes for diabetes
6. Hold Health Fairs
7. Work with partners to develop needed community services
8. Develop educational fact sheets
9. Gather clinical data
10. Provider education around care coordination at staff meetings
11. Create interactions between organizations
12. Serve low income patients
13.



# Deeper Dive into Pains and Gains

**Pains and Gains:** Identify the pains and gains partners experience with implementing care coordination services.

- **Pains**

- Challenges
- Risks
- Mistakes
- Competition





- **Gains**

- Cost Savings
- Efficacy
- Better patient outcomes
- Customer satisfaction
- Community partnerships



# Worksheet Practice: Identify Pains and Gains

## b) Identifying the Target Market's Experienced Pains and Desired Gains:

<b>Target Market Pains</b>  <p>Describe the frustrations, negative emotions, challenges, risks and undesired expenses that your target market experiences while trying to achieve goals associated with participating in the ACH project. These emotions and barriers may take place before, during and after their educational training.</p>		<b>Target Market Gains</b>  <p>Describe the benefits, positive emotions, functional utility, social gains, and cost savings that your target market experiences, or wish to experience, while trying to achieve goals associated with participating in the ACH project. These emotions and benefits may take place before, during or after their educational training.</p>	
Rank	List of Pains	Rank	List of Gains
1	Staff attitude of fear & resistance	3	Complaint Patients
2	Insurance hoops, different requirements of each	2	HIE: Fully functional HIE Efficient EHR
3	Lack of coordination	1	Financial Resources
2	Isolation	2	Transportation program
3	Poor patient engagement; non-compliant, poor adherence to drug diversion/medication management	2	Awareness of providers of interdisciplinary care team
2	Patients not getting preventative care	3	ED referring patients so they can be connected PCP
3	High ER Utilization	2	EHR's connected
3	Readmits to clinics and hospitals	3	Community service gaps filled
2	Lack of staff: PCP's, Specialists, Care Coordinators, CLS Workers	3	Information getting to community partner organizations
2	Access to BH and specialty services	1	Participation of PCP and Psych in coordination meetings
3	Needs not met for high need residents	1	Provider buy in for alternative technology

## Step 2: Service Value Map

- Identify how the ACH can relieve the pains and create gains for its partners
- This helps the ACH identify, from its' partners' perspective, specific services that will be valued by the partners

# Relieving Pain and Creating Gain

**Minimizing Pains/Increasing Gains:** What aspects of the Care Coordination service reduce partner pains and increase partner gains?

- **Pain Relievers**



- What does the care coordination service provide that relieves pains?

- **Gain Creators**

- What does the care coordination services provide that creates gains?





# Relieving Pain and Creating Gain

## STEP 2: SERVICE VALUE MAP

The objective of the Service Value Map is to identify how the ACH's services relieve the pains and create the gains for your target market. From the perspective of your target market, identify and understand how your ACH's products and services can provide added benefit and value to them.

### a) Identifying Pain Relievers and Gain Creators:

<b>Pain Relievers</b> What can the ACH do to relieve <b>PAINS</b> ? 		<b>Gain Creators</b> What can the ACH do to create <b>GAINS</b> ? 	
Rank 3	Educate/facilitate navigating the insurance paper work	Rank 3	Bring IT directors together to establish ways organizations can communicate with each other.
3	Determine un-met needs	3	Establish network wide processes for Care Coordination
3	Convene partners to fill the unmet needs	3	Establish systems to share information
2	A central data base of patient resources (CHIR/ HUB Pathway model)	2	Education on 'reform' / new ways of doing things to staff in meetings or summits
2	Educate more care coordinators	2	Searchable data base of services
2	Shared Staff: PCP's, Specialists, Care Coordinators, CLS Workers	3	Connect high need persons to services
1	Motivational interviewing training		Community Events (health fairs) to educate public
1	Knowledgeable of outside resources	1	Regular Education and sharing sessions between partners
Rank each Pain according to its intensity		Rank each Gain according to its relevance	

# Services Your Partners Value

**Product and Services:** This section requires you to analyze and synthesize the needs of your target market(s) into specific products and services.

- Current services
- Any new services
- Member benefits
- Potential services and products to reduce member pain and increase gain




# Your Services

## b) Identifying Products and Services:

This section requires you to analyze and synthesize the needs of your target market(s) into specific products and services.

Based on the prioritized list of Pain Relievers and Gains Creators AND considering your ACH's mission, vision, and strategies; brainstorm possible new products or services your ACH could deliver. Allow yourself to consider your target market with a fresh look; you may come up with some new ideas.

In the table below, list your ACH's current products, services, target market benefits, any new ideas that were generated. Then rank each product or service according to the importance to your target market, from crucial to trivial.

<b>Listing of Products and Services</b> Create a list of products or services the ACH does or could deliver. Include your current products or services, along with any new ideas that are generated. 	
RANK	Product/Service
3	Care Coordination Service
3	Here2Help
3	Convene workgroups
2	Data Warehouse / HIE
2	Patient education

## Step 3: Finding the Fit

- Find the fit to identify the values for specific services:
  - What are the gain creators?
  - What are the pain relievers?



# Identify the Fit

## STEP 3: FIND THE FIT TO IDENTIFY THE VALUE PROPOSITION

### a) Finding the fit:

This step will find the fit between what the target market really cares about and what the ACH offers. Select each of the products/services identified from the previous exercise that were ranked as “3=Crucial” and write them into the table below. For each product or service, describe how it alleviates pains or creates gains for the target market.

Relieve Pains Referring to all your earlier work in brainstorming your target market <b>pains</b> , describe how each product/service will alleviate those pains. Indicate if your product/service will provide intense relief or light relief.	Create Gains Referring to <u>all of</u> your earlier work in brainstorming your target market <b>gains</b> , describe how each product/service will create those gains. Indicate if your product/service will provide a substantial gain or minor gain).
<b>1. ACH Product/Service: <i>Care Coordination</i></b>	
<b>List Pains Alleviated:</b> <ul style="list-style-type: none"> <li>• Lack of coordination</li> <li>• Patient compliance</li> <li>• Patient engagement</li> <li>• Patients lack medication adherence</li> <li>• Not getting preventative care</li> <li>• High ED utilization</li> <li>• Readmits</li> <li>• Access to BH and specialty services</li> </ul>	<b>List Gains Created:</b> <ul style="list-style-type: none"> <li>• Compliant Patients</li> <li>• HIE /information exchange / EHR's connected</li> <li>• ED referring patients</li> <li>• QI</li> <li>• Reduce costs</li> <li>• Interdisciplinary Care team</li> <li>• Connected to needed services</li> </ul>
<b>2. ACH Product/Service: <i>Here2Help</i></b>	
<b>List Pains Alleviated:</b> <ul style="list-style-type: none"> <li>• Needs not met for high need residents</li> <li>• Lack of coordination</li> <li>• Patient compliance</li> <li>• Patient engagement</li> <li>• Lack of coordination</li> <li>• Isolation</li> </ul>	<b>List Gains Created:</b> <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Patient Compliance</li> <li>• Community Service Gaps filled</li> <li>• </li> </ul>

# Writing Value Propositions

**Value Propositions:** For each product or service, consider the corresponding pains relievers and gain creators from the previous table, and then answer the question:

- What is the value proposition of this product of service?
- How does the service or produce benefits partners?

# Articulating Value

## b) Articulate the Value Proposition for each product and service:

For each product or service, consider the corresponding pains relievers and gain creators from the previous table, and then answer the question; "How does each product or service fit with the needs of my target market, from the perspective of the target market?" In the table below, succinctly articulate the value proposition for each product/service. Check to ensure that each value proposition is aligned with the ACH's mission, vision, and strategic objectives.

Value Proposition Statement	Does it Align with your ACH Mission, Vision, and Strategies?
<b>1. ACH Product/Service: <i>Care Coordination</i></b>	
<ul style="list-style-type: none"> <li>Care Coordinators connect more patients to primary care, behavioral health, or specialty care and reduce ED readmits.</li> <li>Prevents avoidable readmissions and saves the hospitals money.</li> <li>Helps improve long-term patient results which leads to increased potential for payment.</li> </ul>	<ul style="list-style-type: none"> <li>Mission: Yes</li> <li>Vision: Yes</li> <li>Strategies: 1,2,3</li> </ul>
<b>2. ACH Product/Service: <i>Here2Help</i></b>	
<ul style="list-style-type: none"> <li>Improves patient outcomes by connecting Chester County residents with needed health and wellness resources.</li> <li>Creates solutions to resource gaps for high need Chester County Residents.</li> </ul>	<ul style="list-style-type: none"> <li>Mission: Yes</li> <li>Vision: Yes</li> <li>Strategies: 2,3</li> </ul>
<b>3. ACH Product/Service:</b>	
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Mission:</li> <li>Vision:</li> <li>Strategies:</li> </ul>

# Next Steps?

Your homework is to use the Value Proposition Worksheet for each of your target markets.

Bring your value propositions with you to our Peer Group Call on 3/6/2017, 11:00am CT

- We will share our value propositions and begin to talk about ideas for using them within marketing and business planning.

# Questions



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