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# Working With Community Care Hubs to Address Social Drivers of Health

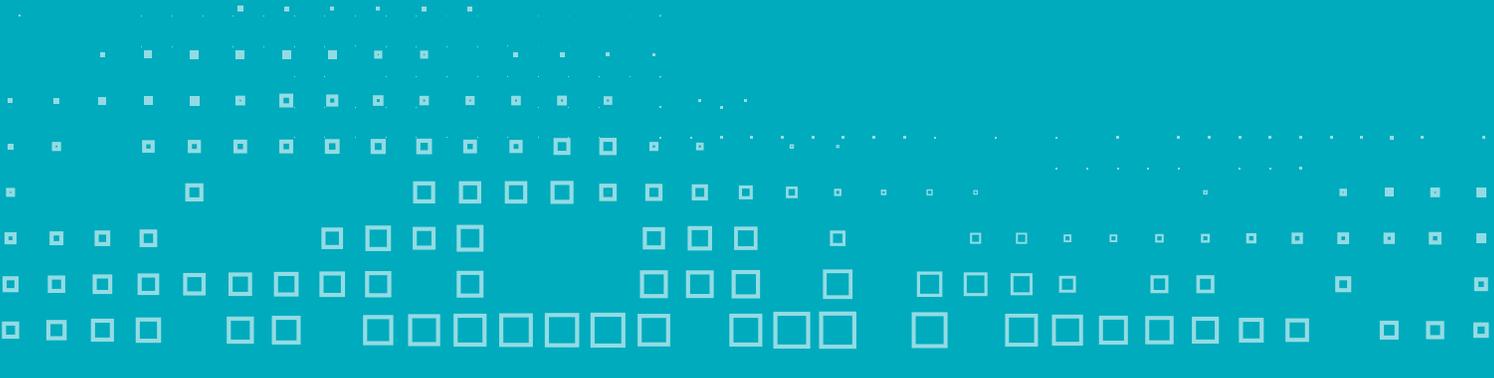
## A Playbook for State Medicaid Agencies

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## Acknowledgments

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### **About Partnership to Align Social Care**

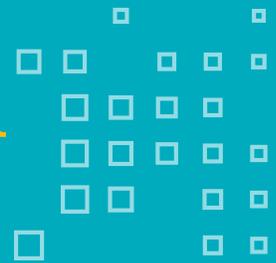
The Partnership to Align Social Care, A National Learning & Action Network (Partnership) is a national collaborative with the goal of co-designing a sustainable health and social care ecosystem. The Partnership is supported by leaders from the health care sector, community-based organizations, government and philanthropy. Our stakeholders are working together to co-design a strategy to facilitate operating arrangements between health care organizations and networks of CBOs to deliver social care services. More info about the Partnership is available on our website, [www.partnership2asc.org](http://www.partnership2asc.org).

### **About The SCAN Foundation**

This Playbook is supported, in part, by a grant from The SCAN Foundation—advancing a coordinated and easily navigated system of high-quality services for older adults that preserve dignity and independence. For more information, visit <http://www.TheSCANFoundation.org>.

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## A Playbook for State Medicaid Agencies



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## Executive Summary

Health and well-being require far more than medical care. Research shows that personal behaviors, physical environments and socioeconomic factors—commonly referred to as the social drivers of health (SDOH)—are responsible for 80 percent of health outcomes. Individuals enrolled in Medicaid experience disproportionate rates of complex health and social needs.<sup>1</sup> With this in mind, state Medicaid agencies are increasingly looking beyond the health care system for solutions to improve health outcomes and achieve value.<sup>2</sup>

Community-based organizations (CBOs) are emerging as critical partners in state efforts to address SDOH.<sup>3,4</sup> Trusted by the communities they serve, CBOs have deep relationships, knowledge of the local environment and critical expertise on the delivery of social care. Despite their promise, challenges around the establishment and sustainability of relationships between CBOs and health care organizations persist, reflecting the different histories, institutions, cultures, business practices and funding streams of today's siloed health and human services infrastructures.<sup>5</sup>

Community Care Hubs (CCHs) are community-centered entities that organize and support networks of CBOs through a centralized administrative and operational infrastructure to help to overcome these challenges—to more meaningfully and efficiently integrate CBOs and the health-related services they offer into the health care continuum. CCHs can ease the implementation burden that would otherwise come with ad hoc partnerships between CBOs and health care organizations, offering core functions including developing and maintaining a network of CBOs; advancing a collective vision for CBO-health care partnerships; centralizing administrative and operational infrastructure; and managing financial resources.

This Playbook 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 to:

1. **Engage Communities:** State Medicaid agencies and CCHs can work together to build buy-in and trust with CBOs and community members and gather feedback from a diversity of voices to inform state SDOH efforts.
2. **Expand Community Capacity:** State Medicaid agencies can collaborate with CCHs to expand the capacity of both CCHs and their affiliated CBOs to ensure their readiness to deliver social services on scale and in alignment with the service goals of state SDOH initiatives.
3. **Support Operational Excellence:** State Medicaid agencies can leverage CCHs to help establish the infrastructure and business practices required to bridge the gap between health and human services organizations, promoting efficiency and accountability between partnering organizations.
4. **Create Pathways to Financial Sustainability:** State Medicaid agencies can work together with CCHs to help promote the sustainability of partnerships between social service and health care organizations. CCHs can provide valuable input to ensure appropriate and equitable payment rates for CBOs; help leverage funding, expertise and infrastructure from other federal, state, local and private organizations; and support evaluations that demonstrate the value of the partnerships.

5. **Look Upstream:** State Medicaid programs seeking to address SDOH and health equity have an opportunity to contribute to larger collective efforts to invest in the communities in which they operate. With their diverse network of CBOs and partners in the community, CCHs can help state Medicaid agencies and other federal, state and community partners come together on community revitalization and reinvestment efforts, on strategies to promote a robust and diverse workforce, and to help mobilize a variety of financial resources and advocacy efforts to improve the broader ecosystem in which these SDOH initiatives operate.

This Playbook includes practical examples, tips and links to materials used to support SDOH and CCH efforts in communities across the country. Appendices provide additional details and examples from state and national initiatives.

State Medicaid agencies, working alongside community partners and health care organizations, have an opportunity to effect long-lasting change for the individuals and communities they serve. By offering practical guidance and resources on integrating CCHs and their contracted CBOs into the health care continuum, this Playbook seeks to unlock the full potential of community partnerships and support states in their efforts to ensure individuals enrolled in Medicaid live longer, healthier and happier lives.