

Summary: South Los Angeles Stakeholders Convening July 14, 2011

*Prepared for The California Endowment
By National Health Foundation
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Overview

On July 14, 2011, National Health Foundation (NHF) facilitated a convening of stakeholders representing a diverse group of healthcare entities and agencies in South Los Angeles. The convening was the first in a series to be conducted by NHF in partnership with The California Endowment, aimed at informing and engaging stakeholders in a process to develop an integrated health delivery network for South Los Angeles. The purpose of the meeting was to introduce the project's goals and objectives to stakeholders; report on results of key stakeholder interviews; address potential integrators which might be used to facilitate coordination across emerging healthcare delivery systems in SPA 6; and solicit input from participants on next steps. Forty one stakeholders represented community clinics, private hospitals, LA County hospitals and clinics, community-based organizations, county officials, physician groups, health plans, and funders. Following the presentation by NHF (which can be downloaded at www.nhfca.org/slaidn), participants had the opportunity to ask questions and comment, after which attendees participated in smaller work groups to answer four key questions and to discuss next steps.

Presentation Summary

To start the day, NHF presented on its first report for this project providing context for understanding the challenges and opportunities for attempting to create an integrated delivery network of healthcare in South Los Angeles. The report summarized findings of a survey conducted among key thought leaders. Specifically, the report and presentation helps illuminate where these healthcare leaders are with individual approaches and prospects for creating a process for enhancing coordination across initiatives being planned or implemented which will effect healthcare delivery in South Los Angeles.

- **Overview of Project**
 - Project goal: improve community health and healthcare quality in South Los Angeles (South LA)
 - Project Objective: bring current and emerging systems of care together via various integrators to create a better coordinated healthcare delivery network for South Los Angeles
- **Key Takeaways**
 - Four current and emerging Accountable Care Organizations (ACOs) and Integrated Delivery Systems are trying to respond to healthcare needs of South Los Angeles (SPA 6)
 - No current coordination between these systems' efforts
 - There is a potential to find ways to maximize the impact of the effects of these efforts if coordination is achieved
 - Four recommended ways to accomplish coordination
 - To capitalize some entity will have to take leadership role

Workgroup Sessions

During the workgroup sessions, participants were asked to discuss four questions and provide feedback to the larger group. Participants engaged in rich discussion and a summary of their responses is below.

1. Are there obvious groups or individuals missing that should be included in the creation of an integrated delivery system for South Los Angeles?

⇒ *Responses included diverse healthcare providers and entities, named systems and related groups that do not provide direct healthcare services.*

- Medical Service Organizations (MSOs)
- Independent Provider Associations (IPAs)
- Private physicians and practices
- Specialists
- Corner clinics
- Ancillary services
- Mental health and substance abuse providers and prevention programs
- Organizations outside of SPA 6 who treat patients residing in SPA 6
- Social service agencies and providers
- Public health
- Faith-based organizations
- Community based organizations
- SCAN
- Kaiser Permanente
- MLK Hospital Board
- Employers
- Schools, especially school health providers
- Consumers
- Academia (e.g. Clinical and Translational Study Institute)
- Technology expertise
- Local technology and healthcare workforce programs

2. In order to create an integrated network of healthcare delivery for South Los Angeles, leaders representing organizations from all of the current and newly emerging delivery systems will need to work together. What methods/mechanisms does your group think should be used to motivate these leaders to participate in this process?

⇒ *The introduction of financial and other incentives to promote integration and improve quality was most frequently mentioned mechanism.*

- Financing
- What is in it for me?
- Incentivize participation
- Potential resources available
- Value to clinicians of improved quality and access
- Accountability to quality metrics to create quality based incentives
- Work with county and LA Care to change provider incentives
- Look for examples to hold up as way to bring people in
- Develop rallying cry to embrace mission across all levels, from top of agency down to front line care delivery

3. How would your group prioritize the four potential areas of integration identified this morning in creating an integrated system of healthcare delivery in South Los Angeles: agree on utilizing an electronic Health Information Exchange that is compatible with current and developing electronic health record systems; agree on creating and collecting Uniform Quality Metrics for South Los Angeles and create a Quality Scorecard to track the progress; identify cost savings opportunities and/or potential new revenue sources; invest in Innovative demonstration projects that can operationalize healthcare integration and improve healthcare and quality in South Los Angeles.

⇒ *Consensus emerged among participants that quality and innovation are the two top priorities in moving forward*

⇒ *Participants identified an underlying need for funding, new resources and/ or financial incentives to motivate leaders and groups to come together to utilize standard quality metrics and technology towards creation of an integrated delivery system.*

⇒ *Participants identified the close relationship between quality measures and utilization of health IT, and engaged in much discussion on whether measuring quality precedes technology or technology as a vehicle to measure quality comes first.*

4. What is the best strategy or strategies to moving forward?

⇒ *Recommendations closely mirrored the prioritization of areas of integration and the incentives needed to advance quality, innovation and access as the key steps towards integrated healthcare delivery in South Los Angeles.*

- Agreed upon quality metrics
- Innovative ways to increase access
- Pool of funding linked to performance and quality and use that as a way to improve access
- Money to drive system transformation
- Convene funders together to talk about next steps
- Encourage payers to be at the table to identify their role in driving change
- Information technology
- Further explore who is at the table, include all service providers
- Bring together similar efforts into single approach
- Define improved health: chronic diseases, obesity
- Workforce development and capacity
- Better definition of integration and marketing of that message
- Role of education, not just health education

Evaluation

Of those participants who responded to an evaluation questionnaire (n=13) all found the presentation on NHF's report findings to be informative. Similarly, all participants reported that the workgroups sessions were useful. Participants reported that they would have liked more time to discuss ideas within the workgroup session, and that additional time would have helped to focus in more on next steps for the project. Inclusion of additional stakeholders, as mentioned during the workgroup sessions, was suggested during the evaluation as well. Finally, the majority (92.3%) of participants learned something new during the convening which they would otherwise not have known.

Future Directions

Bringing stakeholders together in this setting was a crucial step in continuing to understand the landscape of current efforts around integration and in setting the agenda for ongoing meaningful collaboration. Stakeholder feedback centered around a few key themes throughout the day in order to move towards the establishment of an integrated healthcare delivery network in South Los Angeles. First, identification and adoption of standardized quality metrics is a top priority moving forward. Additionally, innovation will be needed in order to increase access, produce quality outcomes and system improvement. Furthermore, based on the feedback and recommendations of stakeholders, investment to drive quality improvement and innovation, as well as the realization of cost savings as a result of improved quality and performance, is needed.