Building Shared Outcomes with Community–Based Organizations

In an environment where social determinants are playing more of a role in conversations about improving health outcomes, it is critical for the health care and social sectors (which often take the form of local community-based organizations, referred to as CBOs) to build mutually beneficial partnerships. This play outlines helpful steps to help health systems and CBOs build relationships that draw on each other's strengths, put patients first, and support ecosystem development in local communities.

What is a Play?

If you are not a sports fan, then the concept of a "play" may be unfamiliar. Yet the idea is simple: a play is a plan designed to help deliver a win through highly coordinated teamwork. This idea can be applied to help redesign systems to better serve individuals with complex health and social needs. Explore additional plays on the *Better Care Playbook* at **bettercareplaybook.org**.

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1 Build space for reflection and make time for partners to share emerging insights.

2 Create an infrastructure to manage the work and the relationships.

3 Ensure that everyone has skin in the game.

4 Set clear expectations.

How to Run the Play

1. **Build space for reflection and make time for partners to share emerging insights.**

   - Find ways to **share** and use data creatively to clearly understand progress and performance.

   - Create channels for reporting out to the community and local officials systematically on successes and failures.

2. **Create an infrastructure to manage the work and the relationships.**

   - Define roles, decide who is accountable for what, establish timelines, and stick to them. Structure creates the place where trust starts to build.

   - Create a group charter that details partnership purpose, logistics, responsibilities, and timeframes.

3. **Ensure that everyone has skin in the game.**

   - At the outset, establish rules of engagement and rules for how the partnership will operate. Help partners understand their time commitment (e.g., establish how many meetings a month or provide an annual meeting calendar).

   - Include expectations of resource sharing and agree to terms of the partnership, like membership fees or in-kind contributions.

4. **Set clear expectations.**

   - Partners should acknowledge their limits and be honest about what they can and cannot contribute.

   - Data-sharing is a must for all partners, as is a commitment to shared care planning and performance reporting.

Tips and Tricks

- A strong backbone organization drives progress in a collaborative project. This organization can play a key role in getting people to meetings, keeping track of decisions, handling day-to-day issues, and other day-to-day supports. Health systems are typically better staffed and more financially resourced than CBOs, so backbone support is often a key contribution made by the health system partner.

- You can encourage commitment and a shared sense of responsibility by setting expectations that partners have to show up, give time, share expertise and their lived experience, and contribute financial or other resources within their means.

- Setting milestones, along with measuring outcomes, helps partners track progress and celebrate when they reach them.

- Recognize that each organization will bring its own priorities to the table.

Additional Resources

- **Sample Data-Sharing Agreements** - These sample data-sharing agreements were used as part of Camden ARISE, which linked data from criminal justice, health care, and housing in Camden, NJ. The agreements can be adapted for use by other cross-sector groups seeking to share data.

- **Cross-Sector Collaboration for Data-Sharing** - This set of webinars and briefs cover the importance of building trust when embarking on data-sharing partnerships, navigating legal parameters for cross-sector data-sharing, and activating shared data.

- **Better Care Play: Use Human-Centered Design Methods to Develop Your Care Model** - Organizations can use this play to help use human-centered design in developing a data-sharing approach.

This Better Care Play is part of a series developed in partnership with the Camden Coalition of Healthcare Providers to share practical lessons in serving complex populations.

- **Building Shared Outcomes with Community-Based Organizations: Navigating Challenges to Address Social Needs** - This interview with Victor Murray, Director of Field Building and Resources for the Camden Coalition of Healthcare Providers, explores the tension between health systems and community-based organizations and discusses strategies for successfully navigating it.

- **Forging Health Care and Social Service Partnerships through Data-Sharing: The Camden Coalition Health Information Exchange** - This blog post explores the Camden Coalition of Healthcare Providers Health Information Exchange, a web-based application that gives providers across health systems real-time access to medical information for patients with complex needs.

- **Better Care Play: Initiating Health Care Data-Sharing with a Social Service Organization** - This play is designed to help health systems provide access to health-related data to social service organizations in their community.

About the Better Care Playbook

The Better Care Playbook is an online resource center designed to help health care stakeholders find the best in evidence-based practices and promising approaches to improving care for people with complex health and social needs. It is made possible by six leading health care foundations — The Commonwealth Fund, The John A. Hartford Foundation, Milbank Memorial Fund, Peterson Center on Healthcare, the Robert Wood Johnson Foundation, and The SCAN Foundation — that are working together to accelerate health system transformation. To learn more, visit **bettercareplaybook.org**.