

# Value Proposition Tool: Articulating Value within Community-Based and Health Care Organization Partnerships

Partnerships between community-based and health care organizations across the country are emerging, driven by a notion that working together can yield better outcomes than each partner working on its own. As health care and community-based organizations (CBOs) explore evolving relationships, a clear understanding and articulation of the value that each can provide is critical to building, sustaining, and deepening partnerships.

## Who is this tool for?

- CBOs and health care organizations exploring a new partnership or seeking to clarify their value within an existing partnership

## What are the goals of this tool?

- Help partners clearly articulate their value within a potential or existing partnership
- Highlight the range of ways in which CBOs and health care organizations can provide value to each other through a partnership, and the overall value of a partnership
- Assist those exploring a new partnership in determining how to align around shared goals
- Inform collaborations with multiple partners – or those partnerships considering adding partners – in thinking through individual and shared value across the partnership

## Advancing Community-Based Organization and Health Care Partnerships to Address Social Determinants of Health

Health care and community-based organizations (CBOs) across the country are increasingly working together to better address the root causes of poor health among low-income and vulnerable populations. To assist these efforts, there is a need to identify the financial, operational, and strategic considerations necessary to make these partnerships a win-win for all parties: consumers, the communities being served, health care providers, and CBOs. Through support from Kaiser Permanente Community Health, the Center for Health Care Strategies and Nonprofit Finance Fund collaborated to identify new strategies for advancing effective CBO-health care partnerships, building on work done under the *Partnership for Healthy Outcomes* project funded by the Robert Wood Johnson Foundation. This tool is part of a series highlighting and supporting diverse partnership models between CBOs and health care organizations.

To learn more, visit [www.nff.org](http://www.nff.org) or [www.chcs.org/cbo-collaborate](http://www.chcs.org/cbo-collaborate).

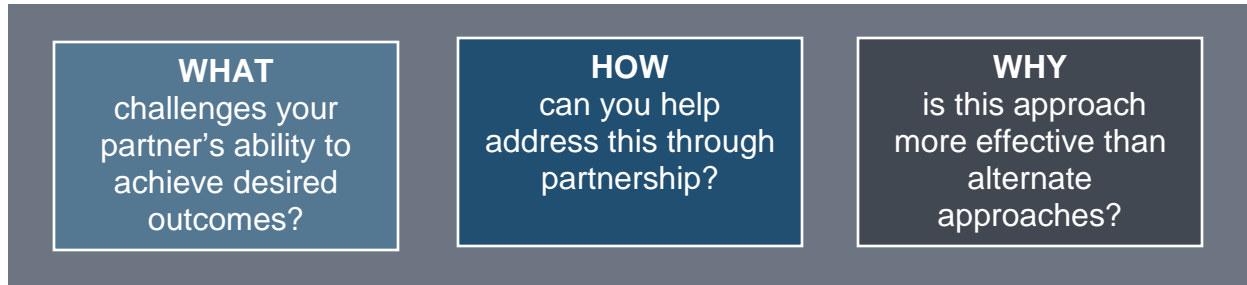
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## How to use this tool:

- Fill out core questions on behalf of your organization and/or a proposed partnership and note considerations to support and substantiate your value proposition in the blue fillable text boxes.
- Upon completion, write a brief value proposition statement summarizing your answers.

## Value Proposition Framework



**Your organization:**

**Partner organization(s):**

**WHAT** challenges your partner's ability to achieve desired outcomes?

*Blue fillable text boxes are for notes.*

**How does this impact your partner? What outcomes are not being achieved? Why is this challenge of concern to your partner?**

Consider:

- How does this affect service delivery, health and social outcomes, staffing, revenue, and cost?
- What external factors – such as a community health needs assessment, participation in an Accountable Care Organization, contractual requirements, care quality standards – make this a relevant concern?

**What is preventing your partner from addressing this challenge that a partnership could help solve?**

Consider:

- Does your partner lack the services or capabilities to address this?
- Does your partner face barriers related to cultural competence, trust-building, external networks, decision-making processes, or access to resources?

**HOW** can you help address this through partnership?

**What services do you provide? What do these services address?**

Consider:

- Do your services reach your partner's target population?
- Do your services address needs that are challenging for your partner to meet?

**What related expertise does your organization have?**

Consider:

- What are your skills and competencies related to this challenge?
- What relationships and networks can you leverage to help address this challenge?

**What has been your track record of results?**

Consider:

- What have been the short-term, medium-term, and long-term outcomes of your work?
- What outcomes have you produced for individual clients and/or at the systems level?
- What quantitative data provides evidence of potential partnership outcomes, e.g. evaluation, return on investment, cost-benefit, cost-effectiveness data, etc.?

- What qualitative data suggest potential partnership outcomes, e.g. focus group data, testimonials, stories, case studies, etc.?

### **In what ways are you and your partner complementary?**

Consider:

- How are you and your partner aligned on mission, organizational values, and/or culture?
- Have you and your partner worked together effectively in the past? How so?

**WHY** is this approach more effective than alternate approaches?

### **What alternatives does your partner have, instead of partnering with you?**

Consider:

- Could your partner build services in-house to address this challenge?
- Are there peer or competitor organizations that your partner could work with instead?
- What would be the impact for your partner of not addressing this challenge?

### **Why are you a better choice than the alternatives? What evidence do you have to support this?**

Consider:

- What skills and competencies are unique to your organization, e.g. expertise, connections to clients, service model, and flexibility to innovate?
- What resources do you have – including financial, access to networks, advocacy power, access to clients – that your partner would otherwise be unable to access?
- How do you compare with peers on outcomes and cost?

## **What additional value is created by partnering that would not exist if you and your partner worked independently?**

Consider:

- How can the partnership accelerate new approaches, facilitate systems-change, or broaden your and your partner's understanding of the issue or clients?
- How can the partnership improve connections in the community (e.g., among nonprofits, health care providers and payors, government, and other community-based organizations)?
- What additional organizational benefits, such as new capacities or new infrastructure, can you and your partner gain from working together?

## **Summarizing your value proposition**

**Develop a brief statement (2-3 sentences) articulating how your partnership solves an issue and/or improves a situation, delivers specific benefits, and is better than the alternatives.**

Consider:

- WHAT challenges your partner's ability to achieve desired outcomes?
- HOW can you help address this through partnership?
- WHY is this approach more effective than alternative approaches?

### **Example:**

To foster healthy pregnancies, avoid complications, reduce NICU admissions, and develop strong bonds with their babies, high-risk pregnant women need support and resources such as good nutrition and a safe and secure place to live – needs which can extend beyond the capacity of the services available through the hospital's prenatal and postpartum care. Drawing on our agency's decades of experience supporting women and their families in neighborhoods in southeast Pennsylvania, our community health workers provide emotional support, facilitate care and social service connections, and assist with critical resources (e.g., access to healthy food, new baby items) so that women can focus on managing their chronic conditions and attending their prenatal, postpartum, and specialty care appointments. Partnering our agency with the hospital and its prenatal clinic is the best approach to supporting a safe and healthy perinatal stage because together we are delivering to a woman the full benefit of her health care, reinforced by resources that strengthen her and her family's well-being.

## Additional resources

- [Nonprofit Readiness for Health Partnership](#) (Nonprofit Finance Fund, 2017)
- [Partnership Assessment Tool for Health](#) (Nonprofit Finance Fund, 2017)
- [Return on Investment Calculator](#) (HealthBegins, 2018)

### Advancing Community-Based Organization and Health Care Partnerships to Address Social Determinants of Health

This tool is part of *Advancing Community-Based Organization and Health Care Partnerships to Address Social Determinants of Health*, a project of the Center for Health Care Strategies and Nonprofit Finance Fund made possible through support from Kaiser Permanente Community Health. Resources include:

- **Case studies** featuring a partnership in Colorado that is improving access to nutritious food for vulnerable populations, a collaboration in San Diego, California that is using an online Community Information Exchange to allow health and social service providers to facilitate care coordination for at-risk community members, and a collaborative effort in Portland, Oregon that is seeking to improve care transitions from emergency and inpatient hospital settings for uninsured and low-income individuals.
- **Technical assistance resources** that can be used to establish a common language and framework among partnering organizations, articulate the value of collaborative relationships, and determine total costs for cross-sector partnerships.

To learn more, visit [www.nff.org](http://www.nff.org) or [www.chcs.org/cbo-collaborate](http://www.chcs.org/cbo-collaborate).