Advancing Resilience and Community Health (ARCH) is a project to help the burgeoning relationships between healthcare institutions (payors and hospital systems) and networks of CBOs get off the ground successfully and at a scale that will make a difference.

NFF is partnering with three networks – EngageWell IPA (New York), Metropolitan Alliance of Connected Communities (Minnesota), and Thomas Jefferson Area Coalition for the Homeless (Virginia) – to explore what it takes for networks of CBOs to come together around a shared vision for how to partner with healthcare. Following are key considerations for all networks plus a detailed look at how the networks participating in ARCH are working toward their goals and visions for the future.

**What do all networks need to consider when forming and working together?**

- “Progress happens at the speed of trust.” Listening and building trust must happen within networks to build stronger collaboration across members, as well as between healthcare and CBOs in building equitable relationships
- Establish a clear vision, strategy and internal processes, and be transparent to your members and partners about it
- Learn the full cost of doing business. Investments will likely be necessary in systems, people and operations: quantify it
- Remember that both debt and deficits can be a result of strategy; multi-year projections are an important planning tool
### Vision & goals for the future

**EngageWell IPA (New York)**
- Provide comprehensive place-based services rooted in the philosophy of client-centered, trauma-informed care and harm reduction to those whose complex conditions would be better met through a collaboration of service providers
- Coordinate member service organizations to achieve collective value-based contracting with healthcare providers

**Metropolitan Alliance of Connected Communities (Minnesota)**
- Building off MACC’s robust existing service lines – including design and implementation of data systems, procurement and contract management, and acting as a hub of institutional knowledge – help member organizations adapt to the demands of healthcare contracts while quickly sharing learning across the network
- Convene and support member organizations in healthcare contracts

**Thomas Jefferson Area Coalition for the Homeless (Virginia)**
- Make homelessness in Charlottesville a rare and brief occurrence
- Create community urgency around housing as healthcare
- Develop a greater pool of rental subsidies and additional supportive services (Housing Navigation & Case Management)
- Help housing and service providers take advantage of Medicaid Expansion across Virginia
- Assess current funding gaps for sufficient rental subsidy and supportive services in Charlottesville
- Find new funding sources to close the gap

### What needs to happen next

**EngageWell IPA (New York)**
- As a new business, the IPA needs investments from the Behavioral Health Care Collaborative fund to support readiness for value-based payment (i.e., setting up systems to interface with health plan partners and their clients, managing funding flows, and supporting member organizations’ ability to expand their services)
- IPA members need to assess how new contracts could impact their business models (e.g., what investments are needed, what are the risks, etc.?)
- Develop trust both with the healthcare partners and across member organizations that may overlap in services and geography

**Metropolitan Alliance of Connected Communities (Minnesota)**
- In order to articulate their value proposition to both members and healthcare partners, MACC needs to define its own role and responsibilities within a healthcare contract
- Members need a clear understanding about what healthcare contracts will require, both operationally and financially from their businesses
- Once this is determined, MACC can implement the strategic vision in their own business model

**Thomas Jefferson Area Coalition for the Homeless (Virginia)**
- TJACH needs to identify an “acupuncture point” where it can make a significant impact through ARCH, recognizing it’s a small organization working within a complex interdependent social system that results in homelessness in Charlottesville
- Assess current capacity to provide permanent supportive housing services, along with the potential for growth through Medicaid expansion, and determine remaining gap
- Develop growth plans with individual service providers that include the full cost of service delivery

### Plan forward & NFF’s approach

**EngageWell IPA (New York)**
- Institute financial management best practices to support the development of the IPA business model related to existing and emerging business lines, identify priority investment areas, manage cash flow fluctuations, and generate multi-year projections that facilitate longer term analysis of investment decisions
- Perform cost analysis to assess the true financial cost for each member to deliver specific services or programs to inform price negotiations
- Provide ongoing strategic financial management training to members to support their businesses

**Metropolitan Alliance of Connected Communities (Minnesota)**
- Strategic vision exercise to determine MACC’s role and value proposition
- Convening of membership to review responsibilities
- Convening of healthcare partners to mediate contract negotiations
- Financial assessment of MACC’s service lines to identify priority investment areas
- Full cost modeling and cohort-level analysis to identify the cost for each organization to deliver on healthcare contracts
- Ongoing financial adaptability and strategic management workshops

**Thomas Jefferson Area Coalition for the Homeless (Virginia)**
- Establish a clear vision statement to articulate activities required to meet the strategic priorities
- Review health assessment data to identify the gap in supportive services to homeless individuals
- Cost analysis with individual service providers to assess the full cost of delivering the identified gap in supportive housing services
- Financial adaptability training to all community stakeholder organizations
- Advocacy to local health, government, and philanthropic funders to connect housing investment to health outcomes