

Value in Action: Defining and Communicating Your CHC Value Model

Virginia CHC Leadership Institute

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Overview	
Introduction	<ul style="list-style-type: none"> □ The Virginia Community Healthcare Association and its members are engaged in a strategic effort to define and demonstrate the value of Virginia CHCs for our diverse stakeholders. This effort is critical for assuring that Virginia CHCs continue to survive and thrive in a rapidly changing health system. □ In support of this effort we have defined the <i>Virginia CHC Value Model</i> as a flexible framework for defining and demonstrating the value of Virginia CHCs both individually and as a group. We strongly recommend that all Virginia CHCs adopt this model. □ In this workshop we will work as teams to define a value model for our individual CHCs. We will also turn our model into action by designing a plan to communicate our value to at least one key audience.
A Five-Step Process	<p>The Virginia CHC Value Model is a flexible framework that can be applied for individual CHCs using a five-step process:</p> <ol style="list-style-type: none"> 1. Define our audiences 2. Define our audiences' action objectives 3. Define our value messages 4. Define our value indicators 5. Communicate our value
Worksheet 1. The CHC Value Model Canvass	<p>In Worksheet 1 we will design a CHC value model for our individual CHCs using a tool called the CHC value model canvass. Here we will think strategically as we define our key audiences, action objectives, value messages, value indicators, and communication channels.</p>
Worksheet 2. The CHC Value Indicator Menu	<p>In Worksheet 2 we will review a menu of value indicators that we can use to support our CHC value messages.</p>
Worksheet 3. Communication Planning Tool	<p>In Worksheet 3 we will turn our model into action by designing a plan to communicate value to at least one key audience.</p>
Outcomes	<p>By the end of this segment we should all have an outline of a CHC Value Model and a plan for communicating value to at least one key stakeholder. We encourage you to make a team commitment to implement your CHC value model as a core strategy of the organization.</p>
Additional Support	<p>Additional support for your CHC Value Model is available from http://chcleadership.com. Association staff and CHS staff can provide technical assistance for developing any aspect of your CHC Value Model.</p>

Worksheet 1. The CHC Value Model Canvass

The Virginia CHC Value Model is a flexible framework for defining and demonstrating the value of Virginia CHCs. This CHC Value Model Canvass is a tool to help you define a value model for your individual CHC. Start by choosing your key audiences and action objectives. Then choose your key value messages and indicators. Then choose your available communication channels. You can and should use your canvass to refine your CHC value model as conditions change. You can also use your canvass as a starting point for designing specific communication strategies as shown in Worksheet 3.

Audiences	Action Objectives	Value Messages	Value Indicators	Communication Channels
<p><i>What audiences should know the value of our CHC?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Patients <input type="checkbox"/> Staff <input type="checkbox"/> Board Members <input type="checkbox"/> Community Members Generally <input type="checkbox"/> Community Service Partners <input type="checkbox"/> Health Plans <input type="checkbox"/> Accountable Care Organizations <input type="checkbox"/> Grant Funders <input type="checkbox"/> Accreditation / Recognition Agencies <input type="checkbox"/> State Agencies <input type="checkbox"/> Federal Agencies <input type="checkbox"/> Elected Officials at all levels <p><i>Additional audiences:</i></p>	<p><i>What actions do we want our audiences to take?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Patients choose and stay with our CHC <input type="checkbox"/> Excellent staff choose and stay with our CHC <input type="checkbox"/> Our board knows and communicates our value <input type="checkbox"/> Our staff knows and communicates our value <input type="checkbox"/> Local health systems partner with our CHC <input type="checkbox"/> Regional health plans contract with our CHC <input type="checkbox"/> Regional ACOs contract with our CHC <input type="checkbox"/> Local employers utilize our CHC <input type="checkbox"/> Grant funders support our CHC <input type="checkbox"/> NCQA recognizes our CHC as a PCMH <input type="checkbox"/> DMAS recognizes our CHC as a high performing organization <input type="checkbox"/> HRSA recognizes our CHC as a high performing organization <input type="checkbox"/> Elected officials support our CHCs <p><i>Additional objectives:</i></p>	<p><i>What messages should we deliver to our audiences?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> We Address Local Health Needs <input type="checkbox"/> We Provide Access to Vital Services <input type="checkbox"/> We Keep Patients and Families First <input type="checkbox"/> We Deliver High Quality Health Care <input type="checkbox"/> We Help Control Health Care Costs <input type="checkbox"/> We Support Community and Economic Development <input type="checkbox"/> We Innovate for Excellence <p><i>Additional messages:</i></p>	<p><i>What indicators can we use to support our value messages? (Choose from Worksheet 2)</i></p>	<p><i>How can we communicate our value?</i></p> <p>Internal Channels:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Board Meetings <input type="checkbox"/> Team Meetings <input type="checkbox"/> Individual Meetings <input type="checkbox"/> Intranet <input type="checkbox"/> Email <input type="checkbox"/> Newsletters <input type="checkbox"/> Memos <input type="checkbox"/> Wall Messaging / Displays / Banners <input type="checkbox"/> Screen Savers <input type="checkbox"/> Job Descriptions <input type="checkbox"/> Performance Reviews <input type="checkbox"/> Strategic Plans <p>External Channels:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Website / Social Media <input type="checkbox"/> Patient Materials <input type="checkbox"/> Wall Messaging / Displays / Banners <input type="checkbox"/> Direct Mail <input type="checkbox"/> Email <input type="checkbox"/> Newsletters <input type="checkbox"/> Annual Reports <input type="checkbox"/> Grant Reports <input type="checkbox"/> HRSA Reports <input type="checkbox"/> Marketing Campaigns <input type="checkbox"/> Community Meetings <input type="checkbox"/> Legislative Meetings <input type="checkbox"/> Funder Meetings <input type="checkbox"/> Employer Meetings <input type="checkbox"/> Podcasts / Videos <input type="checkbox"/> Press Releases / Media Interviews <input type="checkbox"/> Conference Presentations <input type="checkbox"/> Journal Articles <p><i>Additional channels:</i></p>

Worksheet 2. The CHC Value Indicator Menu

Use this menu as a starting point to choose one or more indicators to support your CHC value messages. Customize or add indicators as needed. Many indicators on the list are qualitative and can be readily produced from CHC records. Association staff and CHS staff can provide technical assistance for developing quantitative indicators related to community need, quality of care, and economic impact.

Value Messages	Indicators	
<i>We Address Local Health Needs</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Organizing as a nonprofit organization <input type="checkbox"/> A mission to improve community health <input type="checkbox"/> Community representatives on board 	<ul style="list-style-type: none"> <input type="checkbox"/> Welcoming all community members as patients <input type="checkbox"/> Assessing and responding to community needs
<i>We Provide Access to Vital Services</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Serving patients across age groups <input type="checkbox"/> Serving patients across income groups <input type="checkbox"/> Providing preventive and primary care services <input type="checkbox"/> Providing additional services <input type="checkbox"/> Emphasizing wellness and prevention <input type="checkbox"/> Providing 24-hour telephone access 	<ul style="list-style-type: none"> <input type="checkbox"/> Providing extended hours <input type="checkbox"/> Providing informative website <input type="checkbox"/> Providing patient portal <input type="checkbox"/> Connecting people to community support services <input type="checkbox"/> Helping people enroll in health coverage
<i>We Keep Patients and Families First</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Engaging patients and families as partners <input type="checkbox"/> Listening to patients through conversations and surveys <input type="checkbox"/> Equipping patients with education, counseling, and quick responses to questions 	<ul style="list-style-type: none"> <input type="checkbox"/> Helping patients and families coordinate services <input type="checkbox"/> Helping patients and families manage conditions at home <input type="checkbox"/> Connecting patients with community services.
<i>We Deliver High Quality Health Care</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Using evidence-based guidelines <input type="checkbox"/> Addressing critical health risks <input type="checkbox"/> Addressing serious health conditions <input type="checkbox"/> Meeting or exceeding established quality standards 	<ul style="list-style-type: none"> <input type="checkbox"/> Reporting to public on quality performance <input type="checkbox"/> Winning recognition as a quality health center <input type="checkbox"/> Winning recognition as a PCMH
<i>We Help Control Health Care Costs</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Helping patients avoid preventable ED visits <input type="checkbox"/> Helping patients avoid preventable admissions <input type="checkbox"/> Helping patients avoid preventable readmissions 	<ul style="list-style-type: none"> <input type="checkbox"/> Helping patients manage medications <input type="checkbox"/> Helping patients minimize unnecessary tests & procedures <input type="checkbox"/> Helping patients manage conditions to reduce lifetime costs
<i>We Support Community and Economic Development</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Attracting federal, state, and private revenue to local area <input type="checkbox"/> Creating jobs for community members <input type="checkbox"/> Providing wages spent in community settings <input type="checkbox"/> Purchasing goods and services from local firms 	<ul style="list-style-type: none"> <input type="checkbox"/> Helping children be healthy and ready for school <input type="checkbox"/> Helping workers be healthy and productive at work <input type="checkbox"/> Partnering with community development organizations <input type="checkbox"/> Supporting the community as a great place to live and work
<i>We Innovate for Excellence</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Brief stories about recent innovations or special recognitions related to community outreach, patient care, resource management, community collaboration, grant development, and other actions that demonstrate innovation and stewardship by your CHC. 	
<i>List additional value messages & indicators:</i>		
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Worksheet 3. Communication Planning Tool

This tool can be used to plan communications with specific audiences. Use your CHC Value Canvass (Worksheet 1) as a starting point for selecting a specific audience and associated action objectives, value messages, value indicators, and communication channels. Also designate a staff lead and outline the timeframe, milestones, resource requirements, and other relevant planning factors.

Audiences	Action Objectives	Value Messages	Value Indicators	Communication Channels
<p><i>Who is our audience for this communication?</i></p> <p>:</p>	<p><i>What are our action objectives for this audience?</i></p>	<p><i>What are our value messages for this audience?</i></p>	<p><i>What are our value indicators to support these value messages?</i></p>	<p><i>How will we communicate our value to this audience?</i></p>
<p><i>Staff lead:</i></p>				
<p><i>Timeframe and milestones:</i></p>				
<p><i>Required resources:</i></p>				
<p><i>Additional notes:</i></p>				