



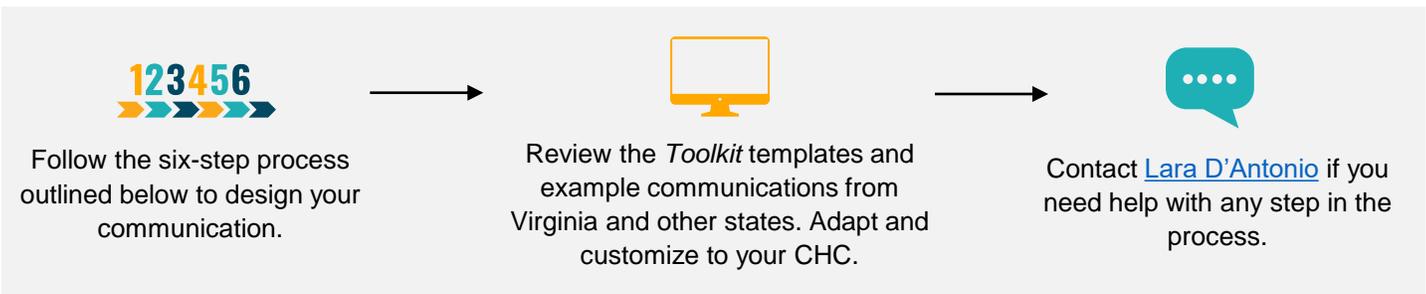
The CHC Value Toolkit

Quick Start Guide

Introduction

Leading for Value is an initiative of the Virginia Community Healthcare Association designed to help all Virginia CHCs optimize the value they deliver for their key stakeholders. *The CHC Value Toolkit (the Toolkit)* provides practical steps and tools for defining and communicating the value of your CHC for specific audiences. We recommend using this *Quick Start Guide* to streamline your design process and optimize your results. Additional resources are available at <https://chcleadership.com/leading-for-value/>.

How to Use the CHC Value Toolkit



1 Select Your Audiences

The first step is to define the audiences who should receive your value message.

2 Define Your Objectives

The second step is to define your objectives for your audiences.

3 Create Your Value Story

The third step is to define the value story you would like to convey to your audiences.

4 Select Your Value Indicators

The fourth step is to define a concise set of indicators that support your value story.

5 Select Your Communication Method

The fifth step is to define how you will communicate your value story to the selected audiences.

6 Execute for Results

The sixth step is to execute for results.



The first step in applying the CHC Value Model is to define the audiences who should receive your value message. Use the checklist below as a guide for selecting audiences that should know about the value your center delivers. This list is not exhaustive; feel free to include additional audience members.

**PATIENTS**

- Current patients
- Prospective patients and patrons

**PROVIDERS**

- Current providers
- Prospective providers

**STAFF**

- Current staff
- Prospective staff

**BOARD MEMBERS**

- Current board members
- Prospective board members

**COMMUNITY SERVICE PARTNERS**

- Area Agencies on Aging
- Community Services Boards
- Dental Practices
- Hospitals and Health Systems
- Housing Agencies
- Medical Practices
- Pharmacies
- Public Health Agencies
- Schools
- Medical Universities
- Social Service Agencies

**COMMUNITY STAKEHOLDER GROUPS**

- Business Groups
- Civic Groups
- Consumer Groups

**ELECTED OFFICIALS**

- Local Government
- State Government
- Federal Government

**GOVERNMENT AGENCIES**

- Local Government Agencies
- State - Department of Medical Assistance Services
- State - Department of Health
- State - Department of Health Professions
- State - Department of Human Resources Management (health benefits program)
- State - Department of Social Services
- Federal - HRSA
- Federal - CMS

**PRIVATE FUNDERS**

- Grant funders
- Private donors

**THIRD PARTY PAYERS**

- Employer-based health plans
- Medicaid managed care organizations
- Medicare managed care organizations / ACOs
- Veterans health programs

**ACCREDITATION AGENCIES**

- NCQA
- Joint Commission



The second step is to define your objectives for your audiences. Think of your objectives in terms of the things you would like your audience to know about your center, and the actions you would like them to take in response to that knowledge. Scan the menu of objectives provided below for some ideas. You can adopt or adapt objectives from the list provided, or define your own objectives based on your audience and purpose.



PATIENTS

Current patients recommend us because they are proud of where they get health care. Prospective patients come to us because of our reputation for excellent service and high-quality care, including how we are different than a traditional primary care office or "minute clinic" in terms of our comprehensive service model.



PROVIDERS

Our current providers stay with us because they can deliver high quality care in a positive work environment. Prospective providers want to join us because of our reputation for delivering high quality care and being a great place to work.



STAFF

Our current staff stay with us because they can contribute to an important mission in a positive work environment. Prospective staff want to join us because of our reputation for serving the community and being a great place to work.



BOARD MEMBERS

Our board members act as community ambassadors for the organization because they believe in the mission of the organization and they are equipped with knowledge and tools to share our value story with the community.



COMMUNITY SERVICE PARTNERS

Community organizations partner with us because they believe in our mission, trust our integrity, and know our track record for delivering vital services in a high-quality fashion. This includes medical professional schools identifying our organization for workforce training and residency opportunities; social service partners referring clients who do not yet have a medical home; and primary care providers referring patients to our CHC for other specialty care services.



COMMUNITY STAKEHOLDER GROUPS

Community stakeholder groups recommend us because they know we provide high quality services to all community members, and not only community members who are uninsured or have low income.



ELECTED OFFICIALS

Elected officials support funding measures and other pro-CHC legislation because they know our mission, how many people we serve from their district, and our track record for high quality, cost effectiveness, and stewardship of public resources.



GOVERNMENT AGENCIES

Government agencies will treat us fairly in issues of payment, funding, regulation, oversight, and contracting because they know the distinctive role of CHCs in assuring access to high quality, cost-effective health services for a wide range of Virginia residents.



PRIVATE FUNDERS

Grant funders and private donors treat us favorably because they know their dollars will support essential services that benefit the community, and they know we will be accountable for dollars and results.



THIRD PARTY PAYERS

Third party payers will contract with us and pay us fairly because they know our track record for assuring access, quality, and cost-effectiveness for the populations we serve.



ACCREDITATION AGENCIES

Accreditation agencies will approve our applications because they have evidence of our demonstrated capacity for assuring access, quality, and cost-effectiveness for the services we deliver.



The third step is to define the value story you would like to convey to your audiences. Think of your value story as the set of messages that are most likely to motivate your audiences to take action.

Scan the menu of messages provided below for some ideas. You will see a set of core messages plus some additional messages suggested by CHC Leaders. You can adopt or adapt messages from the list provided, or define your own messages based on your audiences and objectives.



CORE MESSAGES

Our CHC delivers value by:

1. Addressing Local Health Needs;
2. Providing Access to Vital Services;
3. Keeping Patients and Families First;
4. Delivering Comprehensive, High Quality Health Care;
5. Managing the Total Cost of Care
6. Supporting Community and Economic Development; and
7. Innovating and Collaborating for Excellence



EXAMPLES OF TAILORED MESSAGES

* Visit the *Toolkit* web page for more examples of tailored messages.

- Our CHC provides fully integrated and comprehensive care.
- Our CHC provides the convenience to our patients of having multiple services and specialties under one roof.
- Our CHC ensures comprehensive services are available to everyone; we also specialize in serving the uninsured.
- Our services are provided by a dedicated, committed, and high-level staff and provider team.
- Our CHC is collaborative within the organization and with other service providers.
- Our CHC strives to achieve the triple aim of better health, better experience, and lower cost.
- Our CHC leverages a national perspective in providing quality care, as part of the largest delivery system in the country.
- Our CHC routinely identifies and addresses issues facing our population.
- Our CHC routinely identifies and addresses social determinants of health affecting our patients.



The fourth step is to define a concise set of indicators that support your value story. The number and types of key indicators will depend on your audience, objectives, value story, and availability of data. Scan the menu of messages below for some ideas. Also visit the Toolkit web page for more examples of value indicators.



CORE MESSAGE 1.

CHCS ADDRESS LOCAL HEALTH NEEDS

Our CHC:

- Is organized as a nonprofit organization
- Has a mission to improve community health
- Has community representatives on our Board of Directors
- Continually assesses community health needs
- Collaborates with community partners



CORE MESSAGE 2.

CHCS PROVIDE ACCESS TO VITAL SERVICES

Our CHC:

- Welcomes all community members as patients
- Serves patients across age groups
- Serves patients across income groups
- Provides preventive and primary care services
- Provides additional services (specify)
- Emphasizes wellness and prevention for all family members
- Provides 24-hour telephone access
- Provides extended hours
- Provides informative website
- Provides patient portal
- Connects people to community support services
- Helps people enroll in health coverage



CORE MESSAGE 3.

CHCS PUT PATIENTS AND FAMILIES FIRST

Our CHC:

- Engages patients and families as partners
- Listens to patients through conversations and surveys
- Equips patients with education and counseling
- Equips patients with quick responses to questions
- Helps patients and families coordinate services
- Helps patients and families manage health conditions in their home & community setting.



CORE MESSAGE 4.

CHCS DELIVER COMPREHENSIVE, HIGH QUALITY CARE

Our CHC:

- Uses evidence-based guidelines
- Addresses critical health risks
- Addresses serious health conditions
- Meets or exceeds established quality standards
- Reports to the public on quality performance
- Meets or exceeds national benchmarks on selected quality indicators
- Provides integrated primary care and behavioral health care
- Provides integrated primary care and oral health care
- Provides integrated primary care with other specialty care
- Addresses social determinants of health
- Addresses barriers to patients' health



The fourth step is to define a concise set of indicators that support your value story. The number and types of key indicators will depend on your audience, objectives, value story, and availability of data. Scan the menu of messages below for some ideas. Also visit the Toolkit web page for more examples of value indicators.

**CORE MESSAGE 5.****CHCS MANAGE
THE TOTAL COST
OF CARE**

Our CHC:

- Helps patients avoid preventable ED visits
- Helps patients avoid preventable admissions
- Helps patients avoid preventable readmissions
- Helps patients with cost-effective medication and treatment options
- Helps patients minimize unnecessary tests & procedures
- Helps patients manage conditions to reduce lifetime costs
- Provides comprehensive services including specialty care at the primary care office
- Encourages patients to utilize services beyond primary care, reducing prevalence of co-morbidities

**CORE MESSAGE 6.****CHCS SUPPORT
COMMUNITY &
ECONOMIC
DEVELOPMENT**

Our CHC:

- Attracts federal, state, and private revenue to the local area
- Creates jobs for community members
- Employs a dedicated, committed, and high-level staff and care team
- Provides wages spent in community settings
- Purchases goods and services from local firms
- Helps children be healthy and ready for school
- Helps workers be healthy and productive at work
- Partners with community development organizations
- Partners with higher-education institutions to provide opportunities for student learners (e.g. work study, clinical rotation)
- Supports efforts to promote the community as a great place to live and work

**CORE MESSAGE 7.****CHCS INNOVATE
AND
COLLABORATE
FOR EXCELLENCE**

Our CHC innovates for excellence in:

- Promoting community health
- Reaching out to community members in need
- Helping community members obtain immunizations
- Helping community members obtain health screenings
- Helping community members obtain health coverage
- Helping community members manage chronic conditions
- Delivering medical care
- Delivering dental care
- Delivering behavioral health care
- Delivering patient education
- Assuring quality of care provided
- Creating community partnerships
- Connecting patients to community supports
- Collaborating with other service partners
- Supporting community development



The fifth step is to define how you will communicate your value story to the selected audiences.

Scan the menu of products and delivery channels provided below for some ideas. You can adopt or adapt ideas from those provided or define your own delivery methods based on your audience, objectives, and organizational capabilities.



PRODUCT MENU

Select one or more products to present your value story:

- Annual Reports
- Audio Recordings
- Brochures
- Fact Sheets
- Government Reports
- Grant Reports
- Infographics
- Journal Articles
- News Articles
- Post Cards
- Presentations
- Thematic Maps
- Video Recordings



DELIVERY CHANNEL MENU

Select one or more channels to deliver your value story:

- Bite-sized information
- Broadcast Media
- Conferences
- Direct conversations
- Direct Mail
- Email
- Events
- Hashtag companion
- Journals
- Live streaming broadcast/live-share of stories
- Mobile app version of website
- Online scheduling
- Patient portal
- Podcast
- Presentations
- Social Media
- Story corps
- Student program
- TV Commercials
- Web Pages/Website
- Yelp reviews
- YouTube



The sixth step is to execute for results. Use this sheet to summarize your strategy. Then ask the questions under *Our Results* to refine your strategy as you go.

**OUR AUDIENCES**

List from Step 1:

**OUR OBJECTIVES**

List from Step 2:

**OUR MESSAGES**

List from Step 3:

**OUR VALUE INDICATORS**

List from Step 4:

**OUR COMMUNICATION METHODS**

List from Step 5:

**OUR RESULTS**

- Is our communication getting to the right people?
- Is our message prompting or supporting the action we want?
- What can be done to improve our communication strategy?