This profile highlights one of these topic areas, the issue of multi-sector care delivery, along with barriers and lessons learned from the workshop. The session highlighted lessons learned in the last decade about transforming care delivery, particularly in primary care, and spurred discussion on how that care delivery model could be expanded and supported to integrate non-clinical community services into those clinically-focused models.

**Emerging Issues**

Workshop participants discussed many issues that should be considered by multi-sector collaborative partners when addressing multi-sector clinical and non-clinical care delivery integration. Establishing mutual understanding of how care is currently delivered among partners in a community – as well as who the key providers are – was integral to the conversation. In particular, meeting participants identified a fundamental need to understand the following:

- Who are the key providers of clinical services and social services in the community?
- How are health care and social services currently delivered among the partners/community?
- What key clinical and non-clinical care delivery interventions do the collaborative partners want to undertake?
- How can social services be integrated and coordinated with clinical services?

With support from the Robert Wood Johnson Foundation, AcademyHealth's Payment Reform for Population Health (P4PH) initiative aims to develop a comprehensive understanding of current efforts and successes related to payment reform activities that support community-wide (i.e., geopolitically-based) population health improvement. To inform this effort, AcademyHealth collaborated with the Network for Regional Healthcare Improvement (NRHI) to explore challenges and barriers related to how health care purchasers, plans, and providers could support strategies for sustainable investment in non-clinical community-wide population health activities.
To learn more about these projects, visit www.academyhealth.org/p4ph

About AcademyHealth
AcademyHealth is a leading national organization serving the fields of health services and policy research and the professionals who produce and use this important work. Together with its members, AcademyHealth offers programs and services that support the development and use of rigorous, relevant, and timely evidence to increase the quality, accessibility, and value of health care, to reduce disparities, and to improve health.

About NRHI
The Network for Regional Healthcare Improvement is a national organization representing regional multi-stakeholder groups working towards achieving better health, better care, and reduced costs through continuous improvement. NRHI and all of its members are non-profit organizations, separate from state government, working directly with physicians, hospitals, employers, health plans, and patients using data to improve health care.

About RWJF
For more than 40 years the Robert Wood Johnson Foundation has worked to improve health and health care. We are working with others to build a national Culture of Health enabling everyone in America to live longer, healthier lives. For more information, visit www.rwjf.org. Follow the Foundation on Twitter at www.rwjf.org/twitter or on Facebook at www.rwjf.org/facebook.

Topic Profile: Alignment Across Sectors – Multi-sector Care Delivery

• What are the desired shared outcomes/goals from these multi-sector interventions?
• How can the quality and capacity of the social services sector be ensured?
• Can health care providers and social services organizations share financial risk for performance?

Key Barriers Identified
• Accountability
  – Collaborative partners must agree on who can be held accountable and financially at-risk for multi-sector interventions. Is responsibility and accountability shared? Do certain partners have more responsibility than others?
• Power Dynamics
  – Collaborative partners must recognize and understand the power dynamics and influence of certain partners that can negatively or positively affect the success of their efforts.
• Maintain Involvement
  – Collaborative partners must commit and remain at the table to represent the full voice of the community.
• Social Service Sector Capacity/Quality
  – Collaborative partners must assess the adequacy of community-based organizations and social services to meet a potential increase in referrals to address newly identified gaps and patient needs.
  – Collaborative partners must ensure that the quality of social services being delivered is sufficient.

Lessons Learned
• Start small. Identify practical interventions and data collection activities to build trust and demonstrate proof of concept to those participating in the collaborative.
• Invest in the planning process by equally involving health care and non-health care sector decision makers. Start with agreement on where to focus.
• Continue ongoing engagement to ensure commitment and leadership of collaborative partners.
• Ensure data collection and analysis is credible for intervention’s proof of concept by making it straightforward and consistent.
• Collaborative partners should coordinate related programs to make use of existing data tools, which can create momentum.
• Use social determinants of health screeners to link individual needs with community services.
• Involve all collaborating partners in key decision-making.
• Engage all payers to ensure care coordination is a “utility” for total community (i.e., limit “free riders”).