



Date: December 6, 2019

Request for Proposals seeking Pathways Community HUB Care Coordination Agencies in Cambria and Somerset counties

Introduction

The 1889 Jefferson Center for Population Health, established through a partnership between the 1889 Foundation and the Jefferson College of Population Health, will work with community agencies to implement the Pathways Community HUB model (HUB) to impact health outcomes in the region.

The HUB helps to coordinate community resources to reduce the medical, behavioral and social barriers to care, like employment, housing and transportation, for individuals with complex health needs, such as Type II Diabetes. A HUB is an organized, outcome focused, network of Care Coordination Agencies (CCAs) who hire and train community health workers (CHWs) to reach out to those at greatest risk.

Community health workers (CHWs) are frontline public health workers who are trusted members of and/or have an unusually close understanding of the community they serve. This relationship enables CHWs to serve as a liaison, link or intermediary between health/social services and their community to facilitate access to services and improve the quality and cultural competence of service delivery. CHWs also build individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.

The 1889 Jefferson Center for Population Health (CPH) is establishing a Pathways Community HUB to support a sustainable community-based care coordination system where HUB CHWs:

- find members of the target population at greatest risk;
- connect them to appropriate care and social service agencies;
- remove barriers to obtaining care; and
- measure the results.

Like most other HUBs, the CPH HUB will initially focus on one specific community health need - in this case, Type II Diabetes. However, plans are to expand to other health needs in the future.

The Pathways Community HUB model removes duplication through a singular technology system to track outcomes. Using the technology platform, CHWs use the same assessment for every new participant. Based on the assessment, risks are identified and treated using the same evidence-based "Pathway." Care Coordination Agencies (CCAs) get paid in a new way, where instead of being paid in 15-minute blocks of time, CCAs get paid in part based on the outcomes (Pathways completed) that CHWs achieve. The Pathways Community HUB plans to be operational by late spring.

Opportunity

The HUB Review Committee will select up to three (3) organizations to become CCAs. The CPH will support these CCAs to hire, train and employ two (2) HUB CHWs each. Recognizing that the Pathways Community HUB model uses an outcome-based payment methodology, the CPH will support organizations to make the transition to this new payment system. Organizations who are selected will be eligible for funding to support the salary, benefits and operating costs of hiring and employing CHWs who have been trained, approved and are implementing the Pathways Community HUB model.

Outcome-Based Payment Model

Initially, CPH will provide full salary and benefit support for the CHWs hired by the CCAs. The goal is to prepare agencies to move towards outcome-based payments when Pathways are completed. Pathways are the tools used to measure risk reduction for an individual over time. CPH will be working to develop outcome-based contracts with insurance companies and other payers to build ongoing sustainability for this work.

The transition to outcome-based payments will begin after the HUB has successfully launched and CHWs are approaching full caseloads. CCA supervisors will receive monthly reports from CPH showing each CHW's performance related to Pathways completion. CPH anticipates that CCAs will begin to move towards outcome-based payments after 6 months of HUB operation. After the first 6 months of the HUB's launch, a small percentage of the payment will be tied to Pathways with the remaining funding supporting salaries, outlined as follows:

- For the **first 6 months** after the HUB is launched, 100% of CHW base salary and benefits will be supported by the CPH. During this time, the CPH will provide outcome-based reports to the CCAs, which will allow both the CHW and CCA to see the potential reimbursement that could have been received during that time period if the outcome-based model was fully in place.
- For **months 6-9** post-HUB launch, CCAs will be supported for 90% of base salary and benefits paid for the CHWs, with the other 10% based on pathway completion and the Outcome Based Unit payment methodology;
- For **months 9-12** post-HUB launch, CCAs will be supported for 75% of base salary and benefits paid for the CHWs, with the other 25% based on pathway completion and the Outcome Based Unit payment methodology;
- Additional funding will be provided by CPH to support supervisor oversight at the CCA. It is anticipated that **25% of a supervisor's time** will be needed to oversee 2 CHWs and a pre-determined reimbursement rate to off-set the Supervisor's salary will be provided.
- The funding model outlined above will reflect the first year contract. During year two and beyond, the payment for Pathways will increase and the remaining funding support will decrease until there is full outcome-based payment.

If the HUB referral volume is not what is anticipated, both the HUB and CCAs can revisit the time period outlined above and the methodology, with input from the HUB Community Advisory Committee.

The CHW must be employed to work on Pathways for a minimum of 40 hours/week. CHWs must be offered all of the other benefits offered to other full-time employees in the CCA. The CPH requires a complete accounting of how the funding was used. CHWs must participate in up to eight (8) weeks of CHW training provided by the HUB initially and ongoing training as required.

Eligible Organizations

Organizations are eligible to submit applications to become CCAs if:

- They provide, or are willing to provide, home-based outreach services to residents of Cambria and Somerset Counties
- The organization has experience working in underserved communities of Cambria and Somerset Counties

The 1889 Jefferson Center for Population Health reserves the right to decide the number of awards, type of awards, amount of support, or to make no awards at all.

Initial Priority Population

The initial priority population will include a focus on prevention:

- Pregnant women in Cambria and Somerset counties diagnosed with Gestational Diabetes
- Pregnant women receiving Medicaid benefits in zip codes 15901-15909

If HUB referrals of initial population are not as robust as expected, the priority population can be expanded to all of Cambria and/or Somerset Counties. Additionally, as capacity within the HUB infrastructure grows, the HUB will identify additional sub-sets of populations for expansion.

Application Deadline

Applications are due by **12:00 pm (noon) on Tuesday, January 14, 2020**. Care Coordination Agencies selected by the HUB CCA Review Committee will be notified by **January 31, 2020**. Selected agencies will then have **60 days** to hire a community health worker.

Description of CHW Role in the HUB

1. Work in and according to the training provided on the Pathways Community HUB Model. This includes but is not limited to: standardized intake and risk assessment, assignment and administration of Pathways, use of approved educational materials, timely documentation, use of the provided hardware and technology to report progress and outcomes, and attendance of trainings and meetings hosted by the CPH HUB.
2. Establish a trusting relationship with the priority populations and referred participants. Extend the trusting relationship to be inclusive of CHW HUB partners.
3. Identify and assist participants with identified health and social service goals as appropriate.
4. Act as a cultural translator between the health and human service system(s) and participants. Where appropriate, translate information to participants in a culturally appropriate manner. Where appropriate, communicate participants' cultural preferences and needs with health and human service system(s).
5. Assist in development of strategies to address or eliminate barriers to care.
6. Work collaboratively with supervisor to ensure that all participant needs are identified and addressed.
7. Collaborate with the CPH HUB partners to identify high-risk individuals and assist in the coordination of various wellness and chronic disease activities.

8. Demonstrate a commitment to the mission, vision and goals of the CPH HUB, including the ability to integrate core values of community health workers as defined by the National Association of Community Health Workers: Access, Acceptance, Advocacy, Excellence, Learning, Partnership, Social Justice, Strength, Trust and Unity.
9. CHW education requirements include a high school diploma or GED.

Care Coordination Agency - Application Questions

Please answer the following questions in a separate document (no more than five pages, standard 1” margins, standard font, size 11 and 1.5 spacing).

1. Provide agency name, main contact person, title, street address, phone and email.
2. If your organization has not already submitted the Pathways HUB – Care Coordination Agency Interest Form, please visit <https://www.1889jeffersoncenter.org/pathways-community-hub/> to download a copy to be submitted with this application.
3. Indicate the primary reason your organization is interested in the Pathways Community HUB model.
4. Describe how a CHW and the Pathways HUB model could help your organization better assist those at risk. How would the model help meet the mission of your agency?
5. There is no guarantee that the stipend and outcome payments will cover the total cost of employing a CHW. Thus, how does your organization plan to supplement CHW salary funding if necessary?
6. Will you be hiring a new employee or will you be re-assigning a current staff member that will complete/has completed the Pathways CHW training?
7. Please provide any additional comments or supplemental documentation you feel is pertinent to the CCA selection process.

*The Pathways Community HUB reserves the right to request additional documentation, clarification, or due diligence regarding the applicants or application questions, as necessary.

Applications are due January 14, 2020 by 12:00 pm (noon) and may be mailed or emailed (in PDF format) to:

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Learn more about the Pathways Community HUB and download the RFP Application here:
<https://www.1889jeffersoncenter.org/pathways-community-hub/>