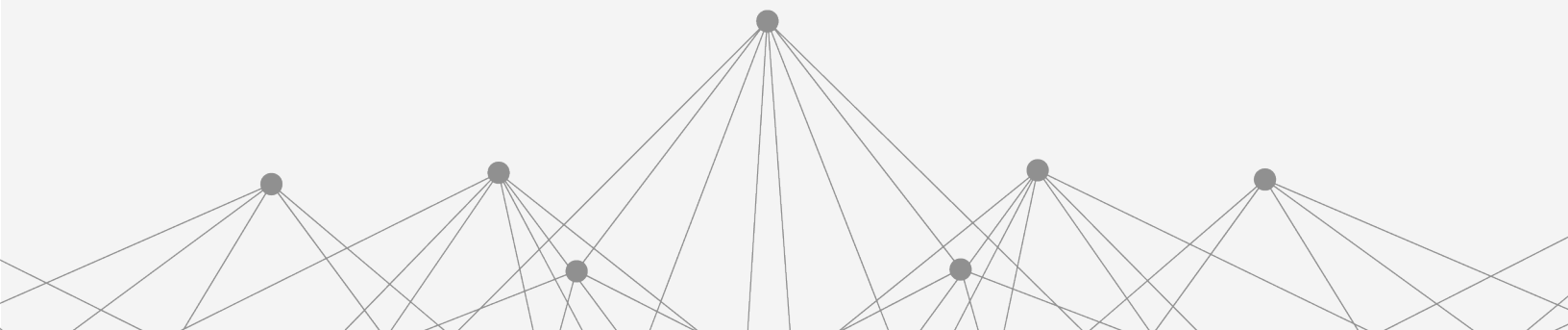




**Delaware Center
for Health Innovation**
healthy neighborhoods

Charter

OCTOBER 2014



1. SCOPE

1.1 Purpose

Delaware aspires to be one of the five healthiest states in the nation, as measured by its performance on core dimensions of Centers for Disease Control and Prevention's Healthy People 2020 goals.

Although Delaware has strong public health, community, and health care programs and a track record of success on specific initiatives, Delaware spends 25% more per capita on health care than the U.S. average and outcomes remain average or below in many areas. As a result, Delawareans recognize an important need to improve both population health and health care. Stakeholders have coalesced around a community-based approach called "Healthy Neighborhoods" (Neighborhoods) as the foundation for our plan.

Nationwide experience suggests that significant impact may be made through local health organizations that promote healthy behavior, partner with caregivers, and reinforce local health through involvement of local stakeholders. The state currently has a number of active initiatives to improve population health with a track record of delivering on targeted goals. Barriers to greater success include lack of coordination across initiatives, insufficient patient and clinician awareness, and an incentive structure that does not promote integration of the delivery system into these efforts.

To meet this challenge, Delaware will create the "Healthy Neighborhoods" program, which will offer funding and resources for individual communities to convene forums of community leaders, align on priority health areas of focus, assess existing resources, facilitate targeted interventions, and track performance. The resources offered to neighborhoods will include a funding pool for interventions, staff members, and additional centralized support.

The Delaware Center for Health Innovation Healthy Neighborhoods Committee has overall responsibility for this program with the following goals:

- Drive progress toward the state's aspiration of being one of the healthiest states in the nation
- Implement Healthy Neighborhoods covering the entire Delaware population
- Support statewide improvements in population health priority areas (e.g., obesity, diabetes, tobacco use)
- Accelerate integration of Delaware's care delivery system into Healthy Neighborhoods and other population health initiatives

- Align stakeholders around a comprehensive Plan to Improve Population Health
- Support the integration of primary care delivery with community support services that address the social determinates of health

1.2 Core areas of focus

There are three core responsibilities for the Healthy Neighborhoods Committee:

1. **Designing a population health scorecard.** The scorecard will define measures and goals, building from core measures. It will likely have commonalities with the provider scorecard to incentivize integration of care delivery. The specific metrics should reflect, and be sensitive to, the state's diverse population and practice landscape.
2. **Designing and implementing Healthy Neighborhoods.** Building from the SIM work so far, the Healthy Neighborhoods Committee has responsibility for finalizing core elements of design, defining the program details, and then facilitating implementation of Healthy Neighborhoods across Delaware. The Committee will adjust design as the program scales based on best practices that are identified.
3. **Developing Delaware's Plan for Improving Population Health.** Delaware will use its Healthy Neighborhoods strategy to develop a comprehensive Plan for Improving Population Health, in collaboration with the CDC and Delaware Division of Public Health. The Plan will identify the state's most pressing population health needs and prioritize potential interventions.

1.3 Interdependencies

The Healthy Neighborhoods Committee's work is highly dependent on the overall strategy and approach that will be developed by the other Committees of the Delaware Center for Health Innovation, particularly the Clinical Committee.

The Plan for Improving Population Health and population health scorecard will draw on the CDC's core measures and data from the Division of Public Health.

Healthy Neighborhoods will interface with the Division of Public Health's focus on community health services and community action planning. It will also intersect with the efforts of various community organizations and coalitions (e.g., Healthy Sussex Worksite Wellness Program, Healthy Weight Collaborative, Promoting Healthy Activities Together).

2. COMPOSITION

2.1 Expertise / experience required for Committee members

The Healthy Neighborhoods Committee requires diverse expertise and experience, with strong representation from the delivery system.

- Clinical leaders, including individuals from primary care, health systems, and Federally Qualified Health Centers
- Expertise in public health (e.g., data collection/analytics, epidemiology, community needs assessment, training/capacity development)
- Knowledge of existing community health programs and resources in Delaware, as well as familiarity with similar initiatives nationwide
- Experience with community organizations (e.g., social services, support groups, nutrition programs, schools, churches, fitness centers)
- Grants management expertise, potentially with representation from community funders

The Committee will reserve one designated spot for a representative from a Healthy Neighborhood.

2.2 Expectations for Committee members

Expectations for Healthy Neighborhoods Committee membership are as follows:

- Meetings will typically be held monthly
- Committee members are expected to serve for a term of one year
- Because continuity and engagement are important, members are expected to attend at least 75% of all meetings either in person or by phone
- Members should not send delegates in their place
- Committee membership is likely to include some additional time commitment outside of scheduled meetings

3. DELIVERABLES

3.1 High-level milestones by year

Milestone ¹	Timing
Program Director appointed	Q2 2015
Initial data collected for Population Health Plan needs assessment	Q3 2015
Applications provided to potential pilot neighborhoods	Q3 2015
“Hot spots” identified and pilots selected	Q4 2015
First population health scorecard published	Q1 2016
Pilots launched in two sites	Q1 2016
Selection process complete for new Healthy Neighborhoods	Q4 2016
Total of five Healthy Neighborhoods operating	Q1 2017
Total of ten Healthy Neighborhoods operating	Q1 2018

4. METRICS

4.1 Accountability targets

Metric ²	Description	Frequency	Target
Healthy Neighborhoods coverage	Population covered by a Healthy Neighborhood program		■ 10% (2016) ■ 40% (2017) ■ 80% (2018)

¹ From Delaware’s CMMI SIM Model Testing Grant Application; will be updated in conjunction with HCC based on CMMI’s review of the Operational Plan

² From Delaware’s CMMI SIM Model Testing Grant Application

APPENDIX

Committee Members: October 2014-June 2015

	Name	Organization
1	Lolita Lopez (Co-Chair)	Westside Family Healthcare
2	Matt Swanson (Co-Chair)	Innovative Schools
3	Joanne Fletcher	Bayhealth Medical Center
4	Susan Frank	Delaware Community Investment Corporation
5	Peggy Geisler	Sussex County Health Promotion Coalition
6	Alisa Haushalter	Nemours Health and Prevention Services
7	Tyrone Jones	AstraZeneca
8	Omar Khan	Christiana Care Health System
9	Jim Martin	A.C.E. Complex (Peer Resource & Community Center)
10	Leslie Newman	Children and Families First
11	Brian Rahmer	Christiana Care Health System
12	Karyl Rattay	Delaware Division of Public Health