



**Raising  
the Bar**

Healthcare's Transforming Role

# Resources

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Supported by the **Robert Wood Johnson Foundation**, *Raising the Bar* provides an actionable framework for the entire healthcare sector to embed equity and excellence throughout its work. In this first part of the project the **National Alliance to impact the Social Determinants of Health** (NASDOH) convened extensive discussions with providers, hospitals, payers, and community leaders to develop foundational principles, essential roles, and concrete actions for the sector to help achieve optimal health for all. A second part, led by the National Partnership for Women & Families, is exploring more detailed guidance for maternal health.

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# Resources

## Inspirational and Aligned Efforts

The following set of materials are included because they are pioneering and foundational frameworks and guides that informed the *Raising the Bar* Principles or strongly align with the *Raising the Bar* Values and Principles.

### [Achieving Health Equity: A Guide for Health Care Organizations](#)

Institute for Healthcare Improvement (2016)

- This IHI White Paper provides a framework for healthcare organizations to improve health equity in the communities they serve. It also provides guidance for measuring health equity, a case study, and a self-assessment tool for organizations to gauge their current efforts to improve health equity.

### [Aligning Systems for Health](#)

Robert Wood Johnson Foundation (n.d.)

- Aligning Systems for Health focuses on identifying, testing, and sharing what works to align healthcare, public health, and social services to better address the goals and needs of the people and communities they serve. It includes a resource library with case studies, webinar postings, and other publications.

### [Assessing Meaningful Community Engagement: A Conceptual Model to Advance Health Equity through Transformed Systems for Health](#)

National Academy of Medicine Organizing Committee for Assessing Meaningful Community Engagement in Health & Health Care Programs & Policies (2022)

- This resource offers a conceptual model that illustrates the dynamic relationship between community engagement and improved health and healthcare outcomes. It can be used to assess meaningful community engagement.

### [A Roadmap to Reduce Racial and Ethnic Disparities in Health Care](#)

Robert Wood Johnson Foundation (2014)

- This resource provides a six-step framework to help organizations integrate disparities reduction into all healthcare quality improvement efforts. The roadmap is designed to allow an organization to develop programs to address disparities based on available resources and expand as needed.

### [Better Care Playbook](#)

Arnold Ventures, The Commonwealth Fund, The John A. Hartford Foundation, The Milbank Memorial Fund, Peterson Center on Healthcare, The Robert Wood Johnson Foundation, The SCAN Foundation (n.d.)

- The Better Care Playbook is a resource on evidence-based practices to improve care for people with complex health and social needs. The Playbook provides a compendium of resources by topic.

### **Bringing Light & Heat: A Health Equity Guide for Healthcare Transformation and Accountability**

HealthBegins, Health Leads, JSI, SIREN, Human Impact Partners (2021)

- Bringing Light & Heat provides a framework for healthcare institutions to pursue health and racial equity, with a proposed process and approach to organizing action and ongoing improvement. The guide also includes ideas about the kinds of strategic goals and sample practices institutions might adopt at the patient, organizational, community, and societal levels to operationalize health and racial equity.

### **Building an Organizational Response to Health Disparities**

Center for Medicare and Medicaid Services (CMS) (2016)

- This guide from CMS offers organizations key strategies to identify, prioritize, and take action on health disparities. The guide links to additional resources and is complemented by companion resources, including a [summary](#) of five pioneering organizations building their organizational response to health disparities, and a [practical guide](#) to implementing the National Culturally and Linguistically Appropriate Services (CLAS) Standards.

### **Building Narrative Power for Racial Justice and Health Equity**

Open Society Foundations (2019)

- This resource offers a summary from a two-day convening of health practitioners, race theorists, academics, activists, community organizers, and cultural and media strategists who met to discuss efforts to advance narratives that promote racial justice and expand our understanding of health, human rights, and the public good.

### **Countering the Production of Health Inequities through Systems and Sectors**

Prevention Institute (2018)

- This resource offers an analysis of the contributing factors of health inequities and presents a three-pronged systems solution to addressing these inequities.

### **Equity Resources on Advancing Health Equity**

Robert Wood Johnson Foundation (2005-Present)

- Advancing Health Equity provides a set of resources for implementing the steps outlined in the Roadmap to Reduce Racial and Ethnic Disparities in Health Care described above. Resources are provided for each step of the roadmap.

### **Equity of Care: A Toolkit for Eliminating Health Care Disparities**

Equity of Care: American Hospital Association, American College of Healthcare Executives, America's Essential Hospitals, Association of American Medical Colleges, and Catholic Health Association of the United States (2015)

- The Equity of Care Toolkit is a user-friendly "how-to" guide to help accelerate the elimination of healthcare disparities. The toolkit includes resources on increasing the collection and use of race, ethnicity, and language preference data, increasing cultural competency training, and increasing diversity at the leadership and governance levels.

### **Health Equity Accreditation Standards**

National Committee for Quality Assurance (2021)

- This resource outlines the standards employed by NCQA as they transition from a Distinction in Multicultural Health Care to a Health Equity Accreditation program for health plans.

### **Health Equity Roadmap and Health Equity Action Library**

American Hospital Association (2022)

- The Health Equity Roadmap is a framework to help hospitals and healthcare systems chart their own paths toward transformation — thus becoming more equitable and inclusive organizations. The Health Equity Action Library (HEAL) is a collection of tools and resources focusing on practical, how-to solutions to help hospitals and healthcare systems of all sizes build more inclusive and equitable communities.

### **Hospitals Index**

Lown Institute (2021)

- The Lown Institute Hospitals Index is a ranking system that defines standards for hospital social responsibility by examining performance across health outcomes, value, and equity. The Lown Institute provides several listings for hospitals that meet different equity measures such as racial inclusivity, community benefit, and cost efficiency, and social responsibility.

### **Pathways to Population Health – An Invitation to Health Care Change Agents**

Institute for Healthcare Improvement, 100 Million Healthier Lives (2020)

- This resource supports healthcare professionals in identifying opportunities for their organizations to make practical, meaningful, and sustainable advancements in improving the health and well-being of the patients and communities they serve. The guide is composed of three sections: Foundational Concepts and Creating a Common Language, Portfolios of Population Health, and Levers for Implementation.

### **Principles for Building Healthy and Prosperous Communities**

Build Healthy Places Network (2020)

- The Build Healthy Places Network created this list of five principles to encourage work across sectors in low-income communities to improve health and wellbeing. These principles were developed through a review of mission statements and principles from organizations representing the community development, health, academic, government, finance, and philanthropic sectors. The principles are meant to frame and guide efforts across sectors working toward achieving an equitable future.

### **Webinar: Measuring Health Equity: Building a U.S. News Health Equity Index for Hospitals and Health Systems**

U.S. News (2022)

- In this webinar, U.S. News editors and analysts describe several measures examining disparities in healthcare services provided to people of different races and ethnicities that were debuted in 2021. They review findings from recent analysis and discuss how equity measures may be incorporated into the Best Hospitals rankings going forward.

### **Steward's Pathway**

ReThink Health (n.d.)

- ReThink Health hypothesizes that active, interdependent stewardship by people and organizations in a region is the most promising path to equitable health and well-being. Stewards are people and organizations who take responsibility for working with others to create the conditions that all people need to thrive, beginning with those who are struggling and suffering. This set of Steward's resources helps organizations become and sustain active roles as Stewards in their region. More information about hospital Stewards can be found here.

### **#123forEquity Campaign to Eliminate Health Care Disparities**

American Hospital Association (2015)

- The AHA #123forEquity pledge provides a way for hospitals and healthcare system leaders to sign on to the National Call to Action to Eliminate Health Care Disparities released by Equity of Care.

# Resources by Role

The following are a set of resources organized by *Raising the Bar* role. These are intended to support those looking for a place to start or to amplify ongoing work implementing the actions in each of the different areas.

## PROVIDER ROLE

### [Becoming a Culturally Competent Health Care Organization](#)

American Hospital Association/Health Research Educational Trust (2013)

- This guide explores the concept of cultural competency and builds the case for the enhancement of cultural competency in healthcare. It offers seven recommendations for improving cultural competence in healthcare organizations. Also included are self-assessment checklists for hospital leaders and a list of relevant cultural competency resources.

### [Better Care Playbook: Mental Health and Substance Use](#)

Better Care Playbook (n.d.)

- The Better Care Playbook page on Mental Health & Substance Use is a compendium of resources focused on care models that integrate behavioral health into a whole-person approach, as well as policy initiatives to advance these models.

### [Better Communication, Better Care A Provider Toolkit for Serving Diverse Populations](#)

LA Care Health Plan (2019)

- This toolkit provides recommendations and resources to help providers and care teams offer culturally and linguistically competent care.

### [Blueprint for Health Plans: Integration of CBOs to Provide Social Services and Supports](#)

The SCAN Foundation (2019)

- This resource provides guidance for integrating community-based organizations in healthcare with a focus on meeting the needs of older adults and dual eligible individuals with complex medical and social needs.

### [The Building Blocks of High Performing Primary Care](#)

University of California San Francisco Center for Excellence in Primary Care (2012)

- This resource outlines the Building Blocks identified by UCSF through site visits to high-performing primary care practices and clinics in 2010-2011 and provides tools to discuss the Building Blocks within a medical practice.

### [The Care We Need: Driving Better Health Outcomes for People and Communities](#)

National Quality Forum (2020)

- This report looks back on twenty years since the Crossing the Quality Chasm report and makes recommendations representing the shared priorities of payers, healthcare systems, clinicians, purchasers, patients, consumers, policy, community leaders, and more to improve care quality.

### **Center of Excellence for Integrated Health Solutions**

National Council for Mental Wellbeing (n.d.)

- This resource provides evidence-based [resources](#), tools, and support for organizations working to integrate primary and behavioral care. The Center has a team of experts in organizational readiness, integrated care models, workforce and clinical practice, health and wellness, and financing and sustainability that partner with organizations to create customized approaches to advance integrated care and health outcomes. This program is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA).

### **Coverage and Financing of SDOH Strategies in Medicaid Managed Care**

State Health and Value Strategies (2019)

- This resource outlines options for states to finance social needs interventions through Medicaid managed care.

### **Creating a Culture of Equity**

Institute for Medicaid Innovation, Center for Health Care Strategies (n.d.)

- This document outlines how a culture of equity is defined for healthcare organizations and systems and provides resources designed to facilitate the work of creating a culture of equity.

### **Cultural Competence and Patient Safety**

Agency for Healthcare Research and Quality (AHRQ) Patient Safety Network (2019)

- This perspective piece explains the links between cultural competence and patient safety and provides guidance for how to improve cultural competence.

### **The Cycle to Respectful Care: A Qualitative Approach to the Creation of an Actionable Framework to Address Maternal Outcome Disparities**

National Birth Equity Collaborative (2021)

- This resource utilizes focus groups and interviews from communities in the United States identified as having higher density of Black births to create a framework for training on anti-racist maternity care.

### **Ensuring Access in Vulnerable Communities - Taskforce Report and Resources**

American Hospital Association (n.d.)

- This report and accompanying resources from the American Hospital Association provide nine strategies for healthcare organizations to pursue to preserve access in vulnerable communities.

### **Financial Barriers to Health Care Access**

American Medical Association Code of Medical Ethics (n.d.)

- This resource outlines physicians' obligations to address financial barriers to healthcare access. It encourages physicians, health facilities, health insurers, professional medical societies, and public policymakers to work together to ensure sufficient access to appropriate health care for all people.

### **Getting grounded: Building a Foundation for Health Equity and Racial Justice Work in Health Care Teams**

New England Journal of Medicine Catalyst, Innovations in Care Delivery (2022)

- This article provides concrete recommendations for how to prepare healthcare teams to begin addressing health inequities in their relationships, processes, and outcomes based on a learning and action network that the Institute for Healthcare Improvement (IHI) facilitated from 2017-2019.

### **Guide to Implementation Social Risk Screening and Referral-Making**

Kaiser Permanente Center for Health Research, OCHIN (2022)

- This resource provides practical guidance to help practices implement social risk screening and referrals. The guide uses a five-step roadmap for implementing or improving social risk screening and related activities within a clinic or practice and provides tools, materials, and resources to support each step.

### **Healing the Nation: Advancing Mental Health and Addiction Policy**

Wellbeing Trust (2019)

- This resource is a framework for federal policymakers with actionable solutions for comprehensive, inclusive mental health and addiction policies. This guide provides actionable solutions for healthcare systems, judicial systems, educational systems, workplace and unemployment systems, and in the community.

### **Hospitals Index**

Lown Institute (2021)

- The Lown Institute Hospitals Index is a ranking system that defines standards for hospital social responsibility by examining performance across health outcomes, value, and equity. The Lown Institute provides a number of listings for hospitals that meet different equity measures such as racial inclusivity, community benefit, cost efficiency, and social responsibility.

### **Implementation Guide: Patient Centered Interactions**

Safety Net Medical Home Initiative: Qualis Health, The Commonwealth Fund, GroupHealth (2013)

- This resource provides guidance on addressing measurement of patient satisfaction and experience and describes other mechanisms to gain and use patient and family feedback. The guide provides a format for the structure and flow of patient visits to optimize positive patient health outcomes, lower costs, and enhance experience.

### **Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care**

National Academies of Sciences, Engineering, and Medicine (2021)

- This implementation plan includes five objectives to make high-quality primary care available for everyone in the United States. The implementation strategy includes an implementation framework, an accountability framework, and a public policy framework.

### **Integrating Social Care into the Delivery of Health Care: Moving Upstream to Improve the Nation's Health**

National Academy of Medicine (2018)

- This resource uses an 18-month study to develop five healthcare activities to better integrate social care into healthcare. These activities are awareness, adjustment, assistance, alignment, and advocacy. The report details specific tools for change within each activity.

### **National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care: A Blueprint for Advancing and Sustaining CLAS Policy and Practice**

U.S. Department of Health and Human Services Office of Minority Health (2013)

- The Blueprint offers practical information for health care organizations to implement the National Standards for Culturally and Linguistically Appropriate Services (CLAS).

### **Opportunities in Medicaid and CHIP to Address Social Determinants of Health**

Centers for Medicare and Medicaid Services (CMS) (2021)

- This letter from CMS to states explains how federal Medicaid and CHIP funds can be used to address social determinants of health and offers CMS support to states with designing programs, benefits, and services that can more effectively improve population health, reduce disability, and lower overall health care costs in the Medicaid and CHIP programs.

### **Patient Centered Medical Home Assessment**

Safety Net Medical Home Initiative: Qualis Health, The Commonwealth Fund, GroupHealth (2014)

- This resource is designed to help health care organization sites understand their current level of “medical homeness” and identify opportunities for improvement. This assessment can also help sites track progress toward practice transformation when it is completed at regular intervals.

### **Patient-Centered Medical Home Recognition program**

National Committee for Quality Assurance (n.d.)

- This webpage provides resources on why organizations should implement the Patient-Centered Medical Home (PCMH) model and how to get recognized by NCQA as a PCMH.

### **Person Centered Engagement at the Organizational Level**

Center for Consumer Engagement in Health Innovation, Community Catalyst, Health Care Transformation Task Force (n.d.)

- This resource is a guide for leaders and staff at healthcare organizations to aid in developing meaningful person-centered engagement structures at the organizational level. It is informed by a review of literature on consumer engagement and case studies from healthcare organizations that have made commitments to engaging patients and families at the organizational level.

### **The SHARE Approach**

Agency for Healthcare Research Quality (2014)

- The SHARE Approach is a five-step process for shared decision-making that includes exploring and comparing the benefits, harms, and risks of each option through meaningful dialogue about what matters most to the patient. AHRQ provides resources for SHARE Approach workshops and tools for implementation.

### **Using Data to Reduce Disparities and Improve Quality**

Center for Health Care Strategies (2021)

- This brief recommends strategies that healthcare organizations can use to effectively organize and interpret stratified quality data to improve health equity for their patients.

## EMPLOYER ROLE

### **A CEO Blueprint for Racial Equity - Inside the Organization, Within the Community, and Broader Society**

FSG, PolicyLink, JUST Capital (2020)

- This blueprint provides corporate leaders actions to support racial equity by redesigning their “business-as-usual” practices and policies. The actions are organized in three key domains: 1) inside the company, 2) within the communities where the companies are headquartered and conduct business, and 3) at the broader societal level.

### **A Design Thinking, Systems Approach to Well-Being Within Education and Practice: Proceedings of a Workshop**

National Academies of Sciences, Engineering, and Medicine (2018)

- This resource details the proceedings of a workshop to explore systems-level causes and downstream effects of job-related stress affecting all health professions working in learning environments, both in clinical and classroom settings. The workshop identified examples that demonstrate how different professions cope with the stresses of educating health professionals under current health and educational structures, and how adjustments in policies and incentives might move organizations to adopt a more welcoming environment for testing and implementing individual stress-reduction and resilience-building strategies.

### **Advancing Workforce Equity**

National Equity Atlas (2021)

- The Advancing Workforce Equity project is a multi-year collaboration between the National Equity Atlas, the National Fund for Workforce Solutions, and Burning Glass Technologies, which includes two national reports and ten local reports with disaggregated data on racial inequities in the workforce.

### **Amplifying Black Voices: What Health Care Organizations Can Do to Advance Diversity, Equity, and Inclusion in the Workforce**

Deloitte (2021)

- This resource summarizes Deloitte’s recent research showing that improving diversity, equity, and inclusion in the workforce can support quality of care and financial performance goals. The research found that addressing racism and other biases can give organizations a competitive advantage, helping them attract the best talent and elevate their brand and reputation.

### **Creating a More Human Workplace Where Employees and Business Thrive**

Society for Human Resources Management Foundation (2016)

- This resource discusses how employers can achieve valuable outcomes by focusing on creating a more human, caring workplace that promotes people’s strengths, capabilities, and functioning, leading to elevated levels of engagement, productivity, satisfaction, and retention.

### **Creating a Safe Space: Psychological Safety of Healthcare Workers**

Healthcare Excellence Canada (2020)

- This resource is intended to assist healthcare organizations in supporting healthcare workers by creating peer-to-peer support programs (PSPs) or other models of support to improve the emotional well-being of healthcare workers and allow them to provide the best and safest care to their patients.

### **Diversity and Inclusiveness in Health Care Leadership: Three Key Steps**

New England Journal of Medicine Catalyst Innovations in Care Delivery (2021)

- This resource offers three recommendations for healthcare leaders and their boards to improve diversity in their workforce and hospital leadership.

### **Employer Toolkit: Work Design for Health**

The Work and Well-Being Initiative (n.d.)

- This toolkit is designed to help employers create workplace conditions which foster the health and well-being of all workers in an inclusive manner. It is composed of a number of modules that explore the Work Design for Health approach to worker well-being.

### **Health Equity, Diversity & Inclusion Measures for Hospitals and Health System Dashboards**

American Hospital Association (2020)

- This document serves as a tool for hospitals and healthcare systems to develop health equity, diversity, and inclusion dashboards to measure opportunities and improvements as they address inequities and reduce disparities in their communities.

### **Inclusive Local Hiring: Building the Pipeline to a Healthy Community**

Healthcare Anchor Network (2019)

- This toolkit offers a guide for how healthcare systems can leverage hiring practices to advance inclusive, local job creation and career development for communities experiencing the greatest health and wealth disparities.

### **Investing in Workplace Breastfeeding Programs and Policies**

National Business Group on Health, Center for Prevention and Health Services (2008, adapted)

- This toolkit includes specific information on setting up a lactation room, storing milk, and cleaning the room, and explains how to promote support for breastfeeding workers from co-workers and supervisors. In addition, it shares case studies examining program components and program impact across different companies, and provides tools for employers including a sample policy and sample timeline, and even program evaluation surveys.

### **Lessons from the Workplace: Caregiving During COVID-19**

National Alliance for Caregiving (2021)

- This resource shares experiences from working caregivers and recommends solutions, like job flexibilities, that help caregivers manage and employers retain talent. It includes a comprehensive list of additional resources for further learning.

### **Making it Work: Tool Kit**

Work Well NC (n.d.)

- This guide outlines employers' legal obligations and includes a checklist for employers to use when an employee requests lactation accommodations as well as tips for providing lactation accommodations in non-office environments, including retail stores and construction sites.

### **The National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard)**

Mental Health Commission of Canada (2013, reaffirmed 2018)

- The National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard) – the first of its kind in the world, is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.

### **Paid Leave: Workplace Policy**

Paid Leave for the United States (n.d.)

- The resource offers an FAQ on paid leave, a toolkit, and template proposal to achieve a quality paid family leave policy, cost benefit analysis resources, and paid family and medical leave trends.

### **Pursuing Paid Family and Medical Leave**

Better Life Lab, New America (2020)

- The resource includes a collection of reports, articles, and resources on paid family and medical leave as well as a story series and a collection of recent events, hearings, and writings that call for action on paid family and medical leave.

### **Race-Explicit Strategies for Workforce Equity in Healthcare and Information Technology (IT)**

Race Forward (2017)

- The report identifies major internal and external barriers to greater adoption of race-explicit strategies for equity in the workforce development field, including racial bias and discrimination, limited tracking of racial disparities and outcomes, and a lack of services to support low-income workers of color.

### **Ready for Equity in Workforce Development: Racial Equity Readiness Assessment Tool**

Race Forward (2018)

- This resource is designed as a guide for workforce development organizations and practitioners to evaluate their programs, operations, and culture in order to identify strength areas and growth opportunities. Practitioners can use this toolkit to familiarize themselves with various practices and policies that support institutional racial equity, evaluate their current efforts, and plan action steps.

### **Strategies to Support CHW Sustainability**

Health Leads (2019)

- This resource utilizes perspectives from three organizations that have taken a creative approach to their community-facing workforce to gain a deeper understanding of the barriers to sustaining community health worker (CHW) roles in clinical settings and identify strategies to mitigate those challenges.

### **Strengthening Accountability for Discrimination: Confronting Fundamental Power Imbalances in the Employment Relationship**

Economic Policy Institute (2021)

- This resource outlines solutions to confront power and information asymmetries in the workplace that create more powerful incentives for employers to adopt practices designed to prevent discrimination, audit systems for bias, and proactively correct problems. Additionally, it details how government enforcement agencies can vindicate workers' rights by strengthening relationships with stakeholders to help identify patterns of violations and barriers to compliance.

### **What Can I Do to Promote a Culture of Pay Equity**

California Pay Equity Task Force, California Commission on the Status of Women and Girls (2018)

- This guide walks through actions employers can take to promote pay equity, including improving the hiring process and compensation structures, training managers, implementing compensation reviews, and offering paid leave.

## PARTNER ROLE

### **Advancing Resilience & Community Health**

Nonprofit Finance Fund (2021)

- The Advancing Resilience & Community Health (ARCH) project was designed to help burgeoning relationships between healthcare institutions (payers and hospital systems) and community-based organizations (CBOs) get off the ground successfully and at a scale that could make a difference.

### **Aligning Systems for Health**

Robert Wood Johnson Foundation (n.d.)

- Aligning Systems for Health focuses on identifying, testing, and sharing what works to align healthcare, public health, and social services to better address the goals and needs of the people and communities they serve. It includes a resource library with case studies, webinar postings, and other publications.

### **Building Effective Health System-Community Partnerships: Lessons from the Field**

Center for Health Care Strategies (2021)

- This brief shares considerations for healthcare organizations and government entities seeking to build effective partnerships with the individuals and communities they serve to better address their health and social needs.

### **Community Health Assessment Toolkit**

AHA Community Health Improvement (2017)

- This toolkit offers a nine-step pathway for conducting a community health assessment and developing implementation strategies.

### **Convening a Consumer Advisory board: Key Considerations and Best Practices Infographic**

Center for Health Care Strategies (2019)

- This piece and accompanying infographic from the Center for Health Care Strategies provides guidance to healthcare systems about how to create successful consumer advisory boards. Consumer advisory boards ensure that healthcare systems can better understand priority health issues and improve care delivery to the individuals and communities they serve.

### **Engaging People with Lived Experience Toolkit**

Community Commons (2019)

- This toolkit was developed to help conveners effectively engage people with lived experience of a core issue and/or inequity to create lasting community transformation.

### **Engaging People with Lived/Living Experience**

Tamarack Institute (2019)

- This practical guide to engaging people with lived/living experience was written to support the social justice and human rights imperative that people with lived/living experience of poverty must be included as equal partners in the development, implementation, and evaluation of solutions that affect their lives.

### **Ensuring Access in Vulnerable Communities: Community Conversations Toolkit**

American Hospital Association (2017)

- This toolkit is designed to help organizations begin to engage in discussions related to the healthcare services offered in their communities. It provides ways to broadly engage communities through community conversation events, social media, and use of the community health assessment. The toolkit outlines strategies to focus engagement on specific stakeholders such as patients, boards, and clinicians.

### **Guide: Engaging Patients and Communities in the Community Health Needs Assessment Process**

American Hospital Association/Health Research & Educational Trust (n.d.)

- This guide provides a framework for hospitals to launch their community health improvement efforts and engaging patients and community members throughout the process makes the community health needs assessment more powerful for hospitals and the communities they serve.

### **Inclusion: The Starting Point for Effective Teams**

Patient-Centered Outcomes Research Institute (2021)

- This resource outlines strategies for effective stakeholder engagement, especially regarding trust and inclusivity.

### **Lessons Learned from Partnerships Between Networks of Community-Based Organizations and Health Care Organizations**

Nonprofit Finance Fund (2021)

- This brief highlights themes and lessons learned through the Advancing Resilience and Community Health (ARCH) initiative, designed to help networks of nonprofit community-based organizations develop new contracts, payment models, and partnership approaches with healthcare payers to achieve better health outcomes across the United States.

### **One-Stop Shop for Healthcare & Community Partnerships**

HealthBegins and Nonprofit Finance Fund (2019)

- This resource provides tools for healthcare and social service partners to demonstrate financial and social returns for healthcare and social service partnerships.

### **Oregon's Rapid Engagement Pilot: Engaging People with Lived Experience in System Change Co-Design**

The Delta Center (2021)

- This library of resources details the Rapid Engagement Pilot in Oregon and includes a summary of consumer input for the pilot and a brief lesson learned from engaging people with lived experience in co-design of the pilot. Rapid Engagement is a system transformation project with the goal of making it easier, faster, and more user-friendly for people to get started with receiving outpatient behavioral health services and uses a trauma-informed and person-centered approach to behavioral health access.

### **Person Centered Engagement at the Organizational Level**

Center for Consumer Engagement in Health Innovation, Community Catalyst, Health Care Transformation Task Force (2020)

- This resource is a guide for leaders and staff at healthcare organizations to aid in developing meaningful person-centered engagement structures at the organizational level. It is informed by a review of literature on consumer engagement and case studies from healthcare organizations that have made commitments to engaging patients and families at the organizational level.

## ADVOCATE ROLE

### **A Framework for Advancing Health Equity and Value: Policy Options for Reducing Health Inequities by Transforming Health Care Delivery and Payment Systems**

Families USA (2018)

- This report serves as a resource that health equity and healthcare system transformation leaders can use to assist in policy development and prioritization that best serves their communities and constituencies. The report outlines six policy option domains for health equity-focused system transformation.

### **A National Goal to Advance Health Equity Through Value-Based Payment**

Joshua M. Liao, MD, MSc; Risa J. Lavizzo-Mourey, MD, MBA; Amol S. Navathe, MD, PhD (2021)

- This viewpoint describes three steps policymakers should take to engage the clinical community and translate lessons from the early value-based payment movement into “pay for equity.”

### **Addressing Racial Health Disparities and Promoting Health Equity**

Blue Cross Blue Shield Association (BCBS) (n.d.)

- This resource is a BCBS Association white paper outlining strategies for payers to address equity issues using data, targeted condition specific interventions, investing in behavioral health and preventative care, improving access to insurance coverage, addressing social determinants of health, and increasing provider diversity.

### **Advancing Health Equity: Leading Care, Payment, and Systems Transformation, Leveraging Value-Based Payment Approaches to Promote Health Equity: Key Strategies for Health Care Payers**

Center for Health Care Strategies (2018)

- This report identifies six connected strategies to guide payers, including Medicaid agencies and managed care organizations, in developing equity focused value-based payment approaches to mitigate health disparities at the state and local level.

### **Advancing Health Equity through APMs**

Health Care Payment Learning & Action Network, Health Equity Advisory Team (2021)

- This resource provides stakeholders with actionable guidance on how they can leverage Alternative Payment Models (APMs) to advance health equity in ways that are both aligned and tailored to meet their communities' needs to ensure that health equity and person-centeredness are prioritized throughout the design, implementation, and evaluation processes.

### **Bringing Light & Heat: A Health Equity Guide for Healthcare Transformation and Accountability**

HealthBegins, Health Leads, JSI, SIREN, Human Impact Partners (2021)

- Bringing Light & Heat provides a framework for healthcare institutions to pursue health and racial equity, with a proposed process and approach to organizing action and ongoing improvement. The guide also includes ideas about the kinds of strategic goals and sample practices institutions might adopt at the patient, organizational, community, and societal levels to operationalize health and racial equity.

### **Build Health Places Network Playbooks**

Build Healthy Places Network (n.d.)

- This resource provides practical advice to help healthcare organizations and community development organizations partner with each other.

### **Center for Community Investment Resources**

Center for Community Investment (2022)

- This library of resources provides helpful tools and guides for community investment. Some of these include Investing in Community Health: A Toolkit for Hospitals, Improving Community Health by Strengthening Community Investment: Roles for Hospitals and Health Institutions, and Investing Upstream for Community Health Equity: Getting Started.

### **Financing that Rewards Better Health and Well-Being: A Workshop Series**

National Academy of Medicine (2021)

- This brief summarizes the discussions that occurred throughout the workshop series “Financing That Rewards Better Health and Well-Being,” a program focused on accelerating movement away from fee-for-service and toward integrated payment approaches.

### **Health Equity Should Be a Key Value in Value-Based Payment and Delivery Reform**

Health Affairs (2020)

- This resource provides three strategies for payers and providers to integrate health equity into performance measurement, reimbursement, and care delivery.

### **Health in All Policies**

Centers for Disease Control and Prevention Office of the Associate Director for Policy (2015)

- This resource supports the inclusion of health considerations when making decisions about things like transportation, education, and other areas that impact communities. The Health in All Policies Resource Center houses practical tools and resources to achieve better health for individuals, families, and communities.

### **Health systems should look within to address social determinants**

Modern Healthcare (2018)

- This commentary offers a perspective on how healthcare systems could improve the health of their own employees and contractors by providing them with the same support offered to at-risk patients to improve social determinants of health.

### **Healthy Communities Policy Framework**

Healthcare Anchor Network (2020)

- This resource provides a framework for a policy agenda to create equitable, engaged, connected and economically strong communities.

### **Inclusive Local Sourcing: People and Place**

Healthcare Anchor Network (2019)

- This toolkit offers a guide for how healthcare systems can leverage their supply chains to support diverse and locally owned vendors and help incubate new community enterprises to fill supply chain gaps.

### **Integrator Role and Functions in Population Health Improvement Initiatives**

Nemours (2012)

- This resource describes the role of an integrator—an entity that serves a convening role and works intentionally and systematically across various sectors to achieve improvements in health and well-being—and outlines the goals of an integrator or system of integrators. The paper proposes 11 integrative roles and functions that a range of partners within population health networks must play to ensure that their efforts have the best opportunity for achieving their population-level health goals.

### **Place Based Investing: Creating Sustainable Returns and Strong Communities**

Healthcare Anchor Network (2019)

- This toolkit outlines place-based investing strategies that allow healthcare systems to earn a financial return on their investments while producing a positive social, economic, or environmental impact within their geographical service areas.

### **Preliminary Findings on the Role of Health Care in Multi-Sector Networks for Population Health: Notes from the Field**

Nemours (2020)

- This issue brief is an update to the 2012 Nemours paper “Integrator Role and Functions in Population Health Improvement Initiatives.” This brief updates the understanding of integrative roles and functions based on a scan and interviews completed in 2019, and identifies barriers to, and accelerators for, healthcare to carry out these roles in a sustained fashion. The brief also includes recommendations for the field and for the provision of technical assistance to healthcare partners that are seeking to strengthen their integrator role over the longer-term.

### **Promoting Health and Cost Control in States (PHACCS)**

Trust for America's Health (2019)

- This resource outlines 13 evidence-based, state-level policies that can be adopted and implemented to promote health and control cost growth.

### **The Road Ahead: A Model for Advancing High Performance in Primary Care and Behavioral Health Under Value-Based Payment**

The Delta Center (2019)

- This resource details the Model for Advancing High Performance (MAHP) 2.0, a unified set of evidence-based actions and infrastructure necessary for community health centers and community behavioral health organizations to both provide high-quality, comprehensive care and succeed in value-based payment arrangements.

### **Value Based Payment Planning Guide**

The Delta Center (2016)

- This planning guide provides a framework to shape the process of organizational transformation needed to prepare for value-based payments (VBPs). The tool is designed to help identify manageable objectives and tasks that will build towards the long-term goal of preparedness for value-based payments.



**Raising  
the Bar**  
Healthcare's Transforming Role

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2022