2025 California Quality Collaborative Network Convening Burbank, CA

Fostering Strong Partnerships:
Collaboration Between Care Teams and Community Organizations

March 4, 2025

PBGH — California Quality Collaborative

Panelists

Kitty Bailey
Chief Executive Officer,
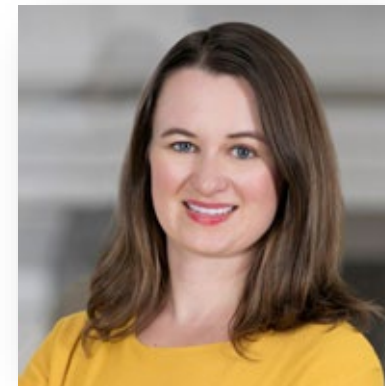San Diego Wellness Collaborative

Evette De Luca
Director,
LA CHW/P/R Consortium,
El Sol Neighborhood
Educational Center

Kathleen Lang, MD
Vice President,
Medi-Cal Regional Lead, Health
Net

Tarek Mahdi, MD
President,
Riverside Family Physicians

Moderator:
Kristina Mody
Director,
Practice Transformation

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HISTORY

Since 1991, El Sol NEC has served vulnerable communities in Southern California, with an emphasis on mono-lingual Spanish speakers, immigrants, and residents with limited-english proficiency.

MISSION

To empower vulnerable communities to lead healthy lives with access to health care; safe, affordable housing; opportunities for education; and the leadership skills to eliminate disparities.

SERVICES

We deploy 100+ CHWs across the Inland Empire and L.A. County, providing health education/promotion, healthcare access, Medi-Cal CHW, ECM, and CS services, advocacy and policy development.

As a leader in CHW and promotores training, El Sol founded the El Sol NEC CHW Training Center.
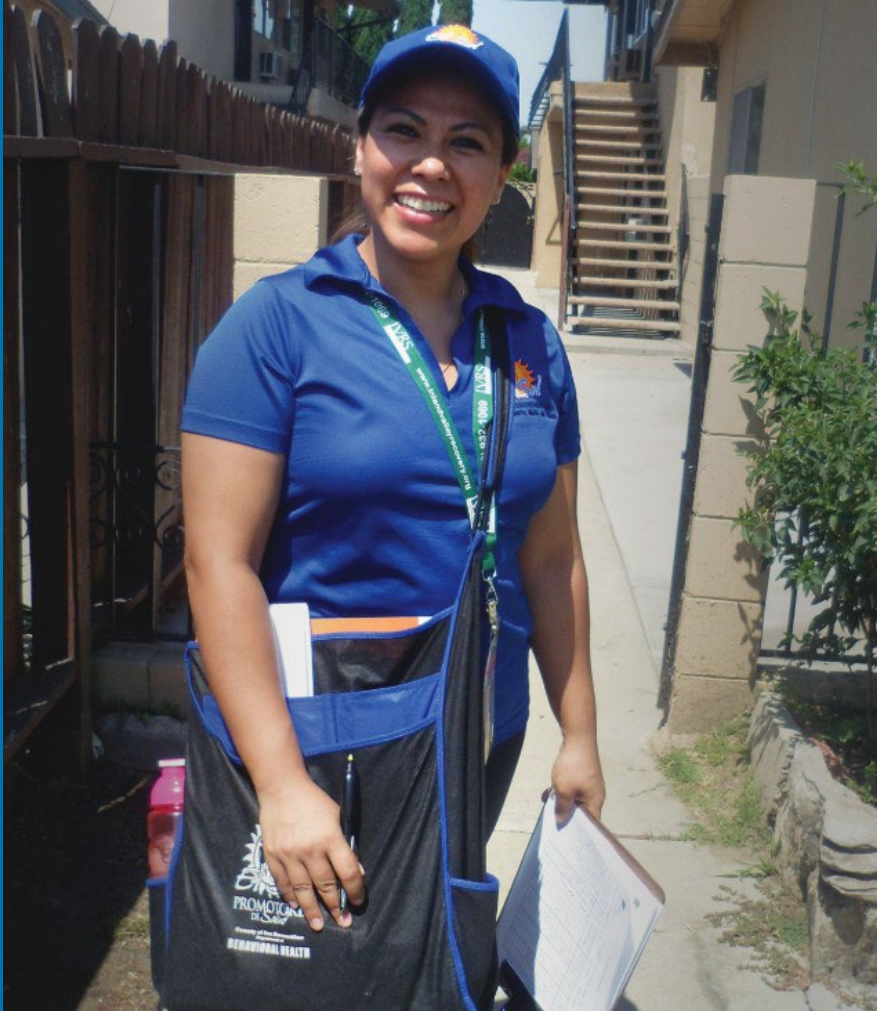
We provide technical assistance to managed care plans, healthcare systems, and CBOs on CHW program development, training, and community health interventions.
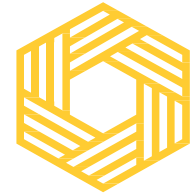
We lead consortia and coalitions to advance health equity, foster collaborative partnerships and pilot innovation.

THE CHW MODEL

Community health workers are catalyst for sustainable individual and community change. The CHWs model follows specific principles and operational guidelines that govern the identification, training and technical assistance, support and development, and evaluation of CHWs and promotores. **It is not enough to merely hire outreach workers.**

- While our CHWs collaborate with healthcare providers, their work is not solely clinical.
- Over-medicalizing the role could strip away the community-based, prevention-focused, and advocacy-driven aspects that make CHW's unique.

INITIATIVES

El Sol

1. Health Promotion & Disease Prevention
2. Strengthening Families
3. Advancing Prosperity
4. Mental Health
5. Outreach & Social Connection
6. CHW Competence & Transformation
7. Provision of Healthcare Services
8. Community Action Engagement
9. Integrated Health Tech Solutions

MISSION

To empower vulnerable communities to lead healthy lives with access to health care; safe, affordable housing; opportunities for education; and the leadership skills to eliminate disparities.

- 80 CBOs, CHWs, health systems, clinic associations, CHW academies, government, and colleges
- 5 work groups
- Strategic plan (collaboration, financing innovations, data alignment, policy)

CONTACT

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OUR MISSION

San Diego Wellness Collaborative works to improve health equity and community health in San Diego through collaborative initiatives.

ABOUT US

San Diego Wellness Collaborative

Goal

Improved community health and health equity in San Diego County

What

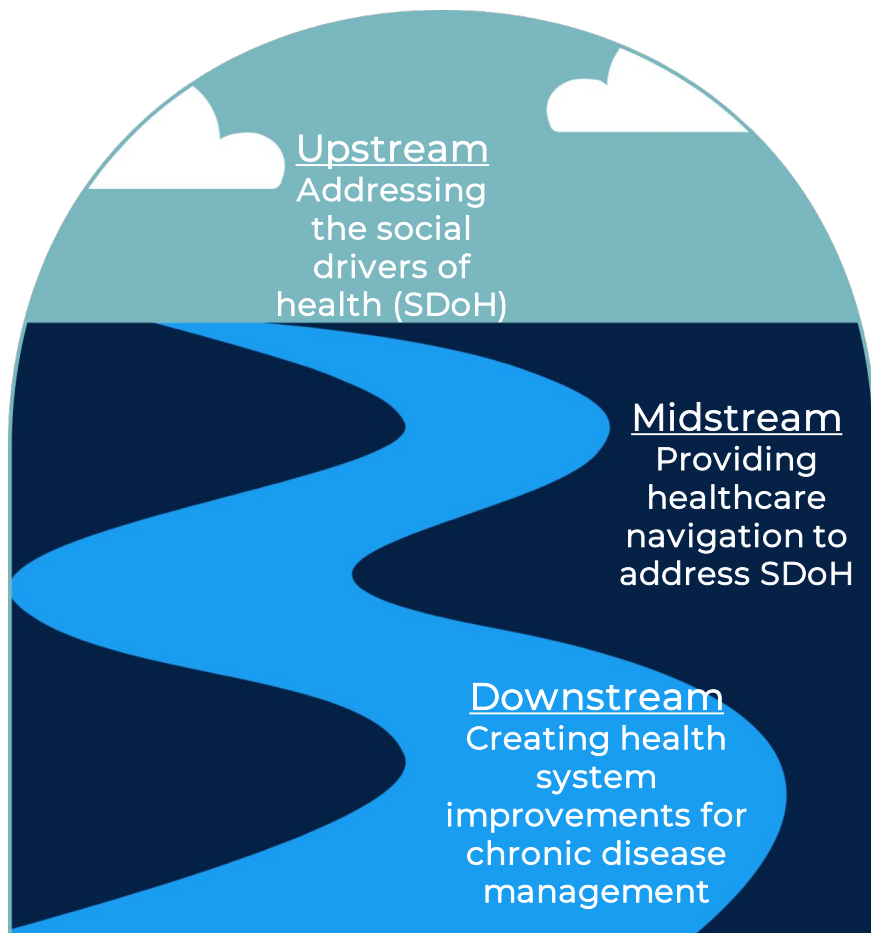Partnership development and collaboration across three unique initiatives

Who

Community-based organizations + healthcare organizations

OUR APPROACH

THREE CORE INITIATIVES
Working across the population health continuum

Upstream
Addressing the social drivers of health (SDoH)

Midstream
Providing healthcare navigation to address SDoH

Downstream
Creating health system improvements for chronic disease management

Initiative	Approach	Tactics
SAN DIEGO ACCOUNTABLE COMMUNITY FOR HEALTH	Upstream	Creating community-clinical linkages to improve community health conditions
NEIGHBORHOOD NETWORKS	Midstream	Connecting healthcare and CBOs to meet the health and social needs of community members
BE THERE SAN DIEGO Preventing Heart Attacks & Strokes	Downstream	Adopting best practices to address health disparities and improve outcomes

Medi-Cal Partnership & CalAIM Implementation

Dr. Kathleen Lang
Vice President, Regional MediCal Lead

DHCS Vision

The bold transformation of Medi-Cal requires the commitment of a broad network of partners, including health plants, clinical and nonclinical providers, and community-based organizations.

CalAIM Goals

Implement a whole-person care approach and address social drivers of health.

Improve quality outcomes, reduce health disparities, and drive delivery system transformation.

Create a consistent, efficient, and seamless Medi-Cal system.

"MCPs are responsible for administering both ECM and CS in close collaboration with their network of community-based Providers…ECM and CS are anchored in the community, where services can be delivered in an in-person manner by community-based ECM and CS Providers, to the greatest extent possible."

– Department of Health Care Services, CalAIM Enhanced Care Management Policy Guide

Commitment to Addressing Health Equity

Health Net has pioneered an innovative and multipronged approach to advance health equity

- Led by a dedicated health equity team that ensures the diverse cultures and languages of members and providers are understood and addressed.

- Based on meaningful engagement with members, providers and community organizations.

- Scaled our equity model as a national best practice by Centene.

- Health Net was invited by NCQA to participate in development of health equity standards. One of only nine plans nationally to receive an invitation. Health Net is also the only plan to receive NCQA recognition for all lines of business.

Our dedication to advance health equity has earned accolades from:

NCQA
Measuring quality.
Improving health care.

National Committee for Quality Assurance (NCQA) Multicultural Health Care Distinction

DHCS

Department of Health Care Services

Business Group on Health

National Business Group on Health

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A Multipronged Approach

- National Best Practices
- Social Drivers of Health
- Health Literacy
- Cultural Competency Training & Resources for Providers
- Disability-Adapted Services
- Population-Specific Programming
- Workforce Development
- **Health Equity**
- Internal Disparities Dashboard
- Encounter Data
- Language & Interpreter Services
- Telehealth Services
- Community-Based Partnerships & Local Investments
- Housing Security
- Food Security

Data Infrastructure and Sharing: Holistic Member Information

Pharmacy Information

EHR

HIE

Immunization Records

Providers **Care Team**

ADT Alerts

Telehealth & Virtual Care

Social Health Information Exchanges

Daily Care Gaps through Cozeva
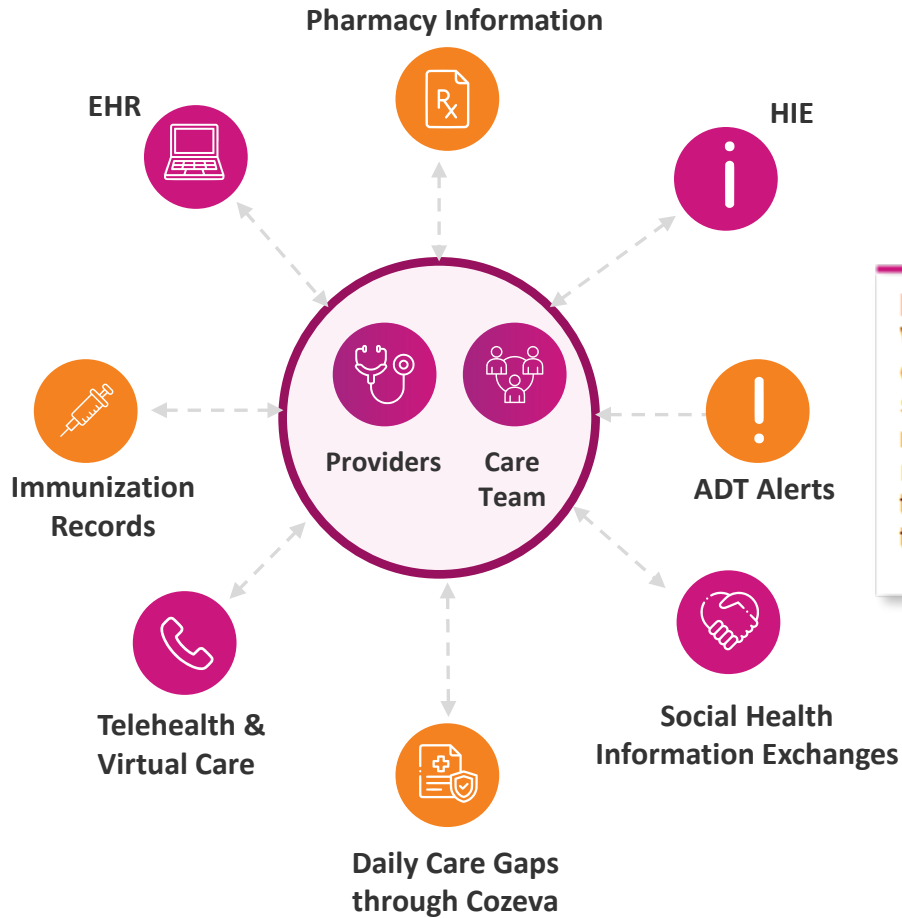
Expansive Data Sharing
We currently connect with over 200 Provider EHR systems and have received approximately 20 million medical records through 5 California HIEs to-date.

Functions enabled by **Health Net team of 42 employees** focused on data sharing, HIE/EDT/EMR connectivity, Cozeva and encounter analytics/engagement supported further by Centene's national expertise and resources:

Providers, Specialists, & IPA:
- Data: ADT, RX, Care Gaps, etc.
- Channel: Cozeva, EMRs, or Portal
- Action: Engage Members, Coordinate Care, Close Care Gaps, Review Care Plan, Improve Quality

Internal Care Management:
- Data: HIE, EHR, Telehealth, SHIE
- Channel: TruCare Cloud
- Action: Inform care management outreach and pop health programming

Telehealth
- Data: HIE, EHR, Telehealth, SHIE
- Channel: SFTP & Secure Provider Portal
- Action: Improve access, coordinate with PCP, address health needs and improve quality

CBOs
- Data: SHIE
- Channel: Secure Web Portal, SHIE
- Action: Address social needs in the context of full health

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Services/Approach to Care:
Local Leadership and Community Engagement Model

We have deepened our county engagement and leadership to be responsive to local needs and align our work with local and state priorities

- Gather local **feedback to improve performance**, through mechanisms such as stakeholder interviews, advisory committees, and member and provider surveys

- Increase our **impact** in the community

- Deliver on our **purpose** to transform the health of the community one person at a time

- Deploy **community facing** team members and leaders

- Strengthen our **local presence** and the **quality** of our partnerships

- **Inform** local communities of Health Net initiatives, programs and investments to address community needs and develop joint county level SMART goals

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Community Investments: Assessing for Future Needs

Optimize Local Efforts
Utilize local Community Needs Assessments, population health analytics, partner insights, and provider surveys to prioritize and optimize investments **that build local infrastructure and capacity** to support needs of the community while engaging in direct member & provider feedback.

Impact Health Equity
Make investments with organizations **committed to advancing health equity**, who know their communities best, and that can operate in a way that effectively meets community needs.

Drive Quality and Access
Routinely invest in provider incentives, provider infrastructure and community partners to improves **access and improve quality**. (Practice transformation, CHW workforce, $65M incentives in 2023, etc.)

Future DHCS Funding
Emerging experience, significant changes in covered populations, policy decisions and market dynamics all critical to consider in setting funding **to maintain the integrity of the program and deliver sustainability.** We routinely offer insights to DHCS finance and program teams.

Streamline Across Funders
Given the cascade of funding streams, **community coordination is** paramount.
Launched quarterly CalAIM Roundtables to coordinate investments in infrastructure and service delivery across MCPs and the County and will continue additional engagement, as necessary.

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Additional Resources

- [Accountable Health Communities (AHC) Model Evaluation](#)

- [California Accountable Communities for Health Initiative Website](#)

- [California Health Care Foundation - Exploring Emerging Medi-Cal Community Care Hubs](#)

- [Collective Impact Model](#)

- [Medicare Community Health Integration Services](#)

- [Vital Conditions Framework](#)

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