

# CALIFORNIA HEALTHIER LIVING COALITION

## In-Person Meeting

Monday, November 13, 2017  
9:00 AM – 3:00 PM

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C A L I F O R N I A  
**HEALTHIER LIVING**  
Living Your Best Life...

This project was supported, in part by grant number 90FPSG0005-01-01 and 90CSSG005, from the U.S. Administration for Community Living, Department of Health and Human Services, Washington, D.C. 20201. Grantees undertaking projects under government sponsorship are encouraged to express freely their findings and conclusions. Points of view or opinions do not, therefore, necessarily represent official Administration for Community Living policy.

*California Department of Aging*

*California Department of Public Health*

*CA Arthritis Partnership Program*

*Area Agency on Aging Serving Napa and Solano*

*San Francisco Department of Aging & Adult Services*

*California Association of Physician Groups*

*Orange County Office on Aging*

*Ventura County Area Agency on Aging*

*WISE & Healthy Aging*

# **WELCOME TO THE CALIFORNIA HEALTHIER LIVING COALITION MEETING**

*Dignity Health*

*Camarillo Health Care District*

*County of San Diego, Aging & Independence Services*

*Los Angeles County Department of Public Health*

*Kaiser Permanente*

*San Joaquin County Public Health Services*

*County of Humboldt Department of Health and Human  
Services, Healthy Communities Division*

*Alameda County Emergency Medical Services*

*Dignity Health, Mercy & Memorial Hospitals*

*Dignity Health, Northridge Hospital*

*Venice Family Clinic*

*Partners in Care Foundation*

# Announcements

- Be sure to sign-in
- Silence cell phones and pagers
- Breakfast and lunch are provided
- Restrooms

# CALIFORNIA HEALTHIER LIVING COALITION MEETING

Lora Connolly  
California Department of Aging  
November 13, 2017



# CA HEALTHIER LIVING COALITION MEETING

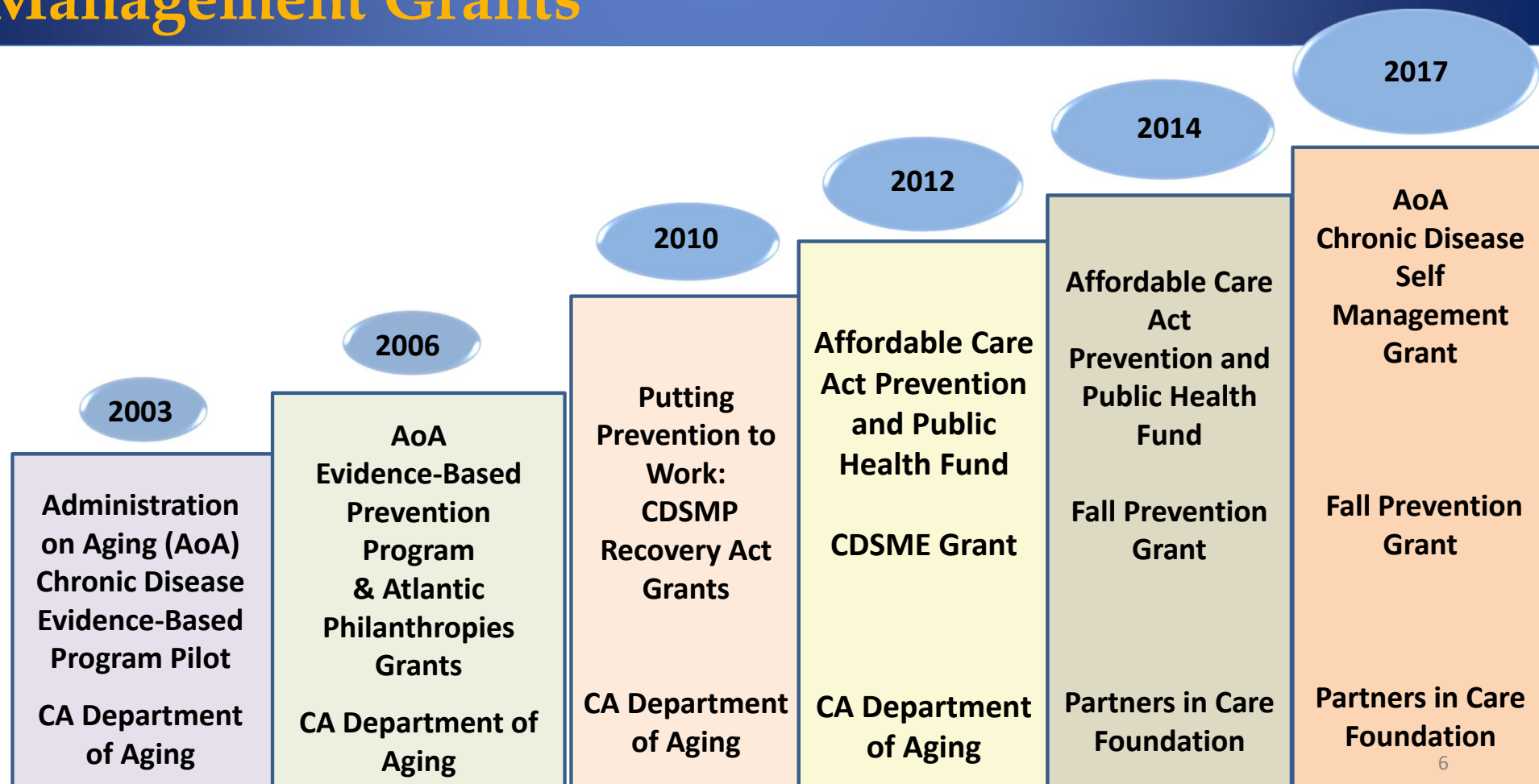
November 13, 2017

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**HEALTHIER LIVING**  
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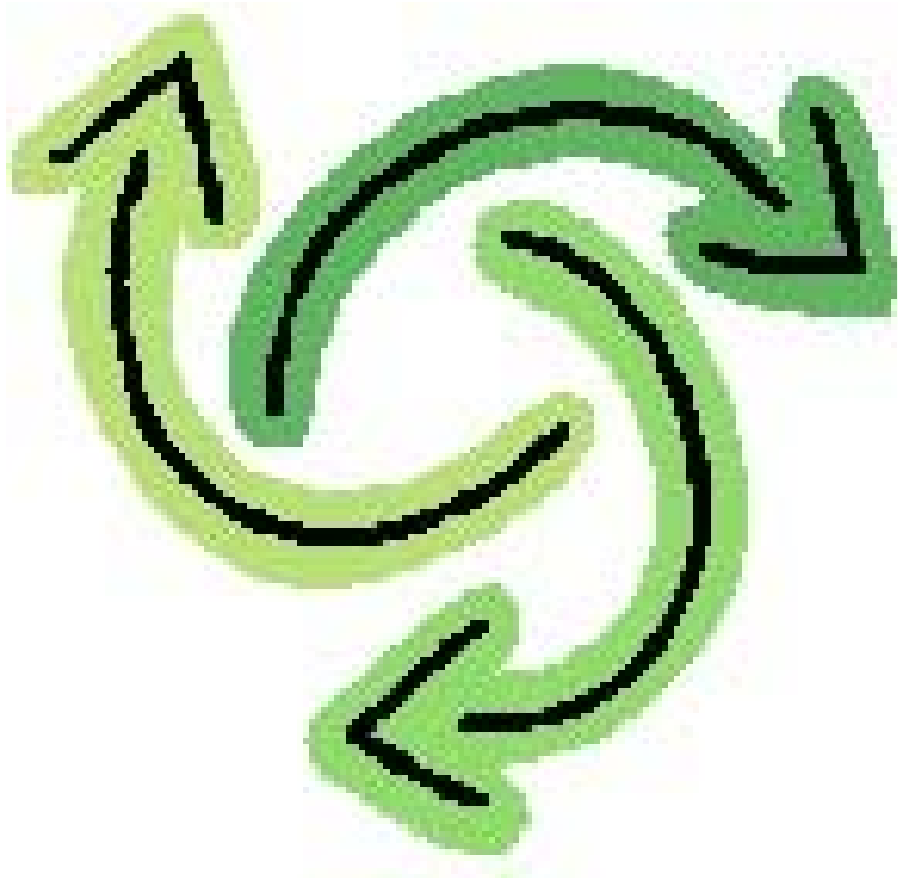


# California Evidence Based Chronic Disease Self Management Grants



- These programs need lots of networking to identify the **right** participants
- And the **right** program to motivate personal engagement and behavioral change...





- Evidence Based Health Promotion and Fall Prevention Programs also require significant programmatic resource coordination.
- Program licensing, master trainers, committed workshop leaders, convenient locations for workshops, enrollment scheduling, and a community “lead” in doing outreach and workshop scheduling...
- These are all key to Sustainability...

# CALIFORNIA HEALTHIER LIVING COALITION MEETING

Jessica Núñez de Ybarra  
California Department of Public Health



# Sustainability and Capacity through Collaboration to Deliver the Spectrum of Chronic Disease Prevention

Jessica Núñez de Ybarra, MD, MPH, FACPM, Chief  
Chronic Disease Control Branch  
California Healthier Living Coalition Meeting  
November 13, 2017, Los Angeles, CA





# Chronic Disease Control Branch Mission



***Prevent and optimally manage chronic disease***

**Chief:** Jessica Núñez de Ybarra, MD, MPH, FACPM

CDCB programs address chronic disease prevention and management with an aim to ensure all Californians experience a lifetime of wellness.

CDCB team collaborates with local health departments, state and federal agencies, universities, non-government organizations, and community based organizations to prevent and manage chronic disease in California



# Programs & Initiatives

- California Alzheimer's Disease Program\*
- California Arthritis Partnership Program
- California Colon Cancer Control Program\*
- California Heart Disease, Stroke, and Diabetes Prevention
  - Prevention First
  - Lifetime of Wellness
- California Oral Health Program\*
- California Preventive Health and Health Services Block Grant (PHHSBG)
  - California Cardiovascular Disease Prevention Program
  - California Epidemiologic Investigation Service (Cal-EIS) Fellowship Program
  - California Wellness Plan Implementation
  - Prevention 2020
  - Preventive Medicine Residency Program (PMRP)
- California Stroke Registry/California Coverdell Program (CSR/CCP)
- Well-Integrated Screening and Evaluation for Women Across the Nation (WISEWOMAN)

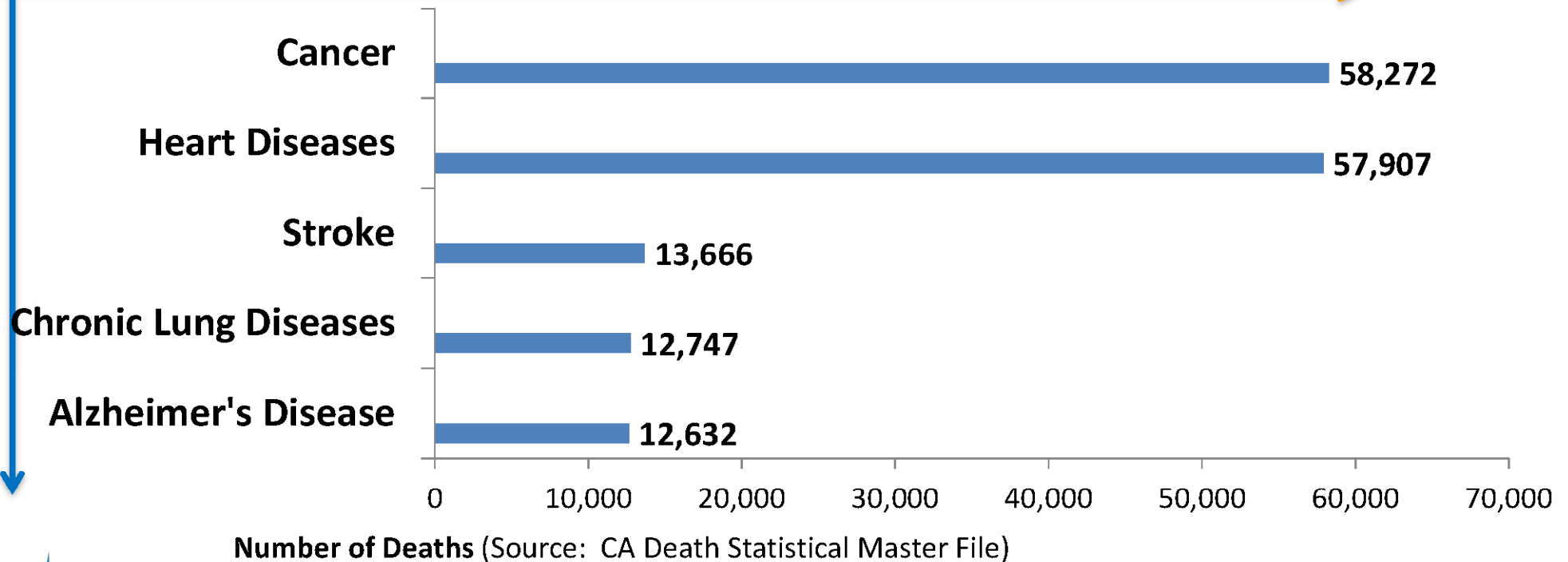
\* Indicates Statutory Requirement

California Department of Public Health

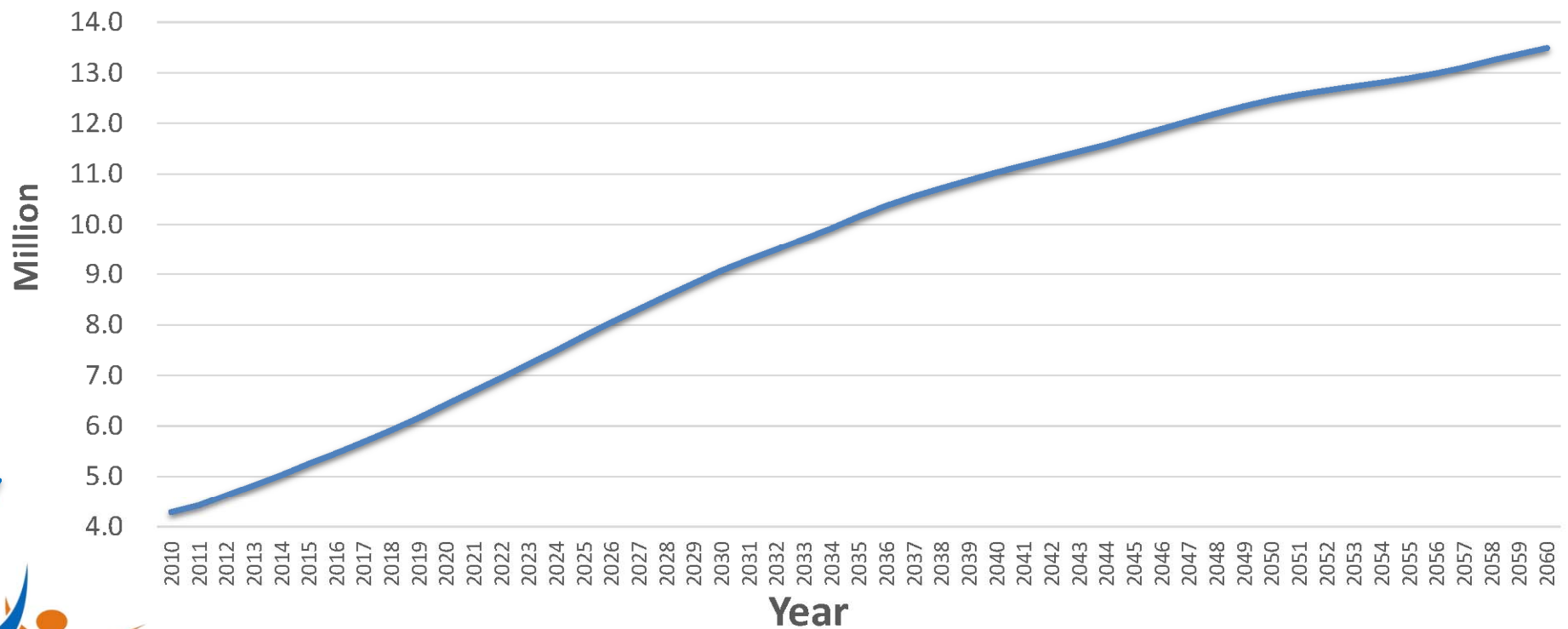




# Top Five Leading Causes of Death California, 2014



# Estimated Age Growth of California Adults 65+



**Source:** State of California Department of Finance, State Population Projections 2010-2060: Total Population by Sex and Age Groups 1-year increments

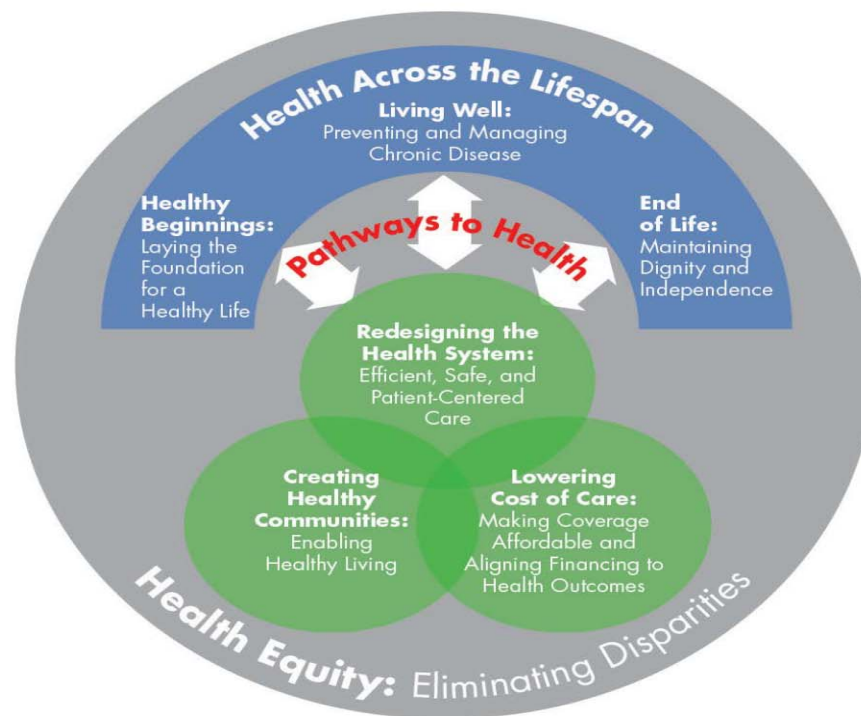
*California Department of Public Health*



## Let's Get Healthy California Task Force Framework

### The Triple Aim:

Better Health • Better Care • Lower Costs

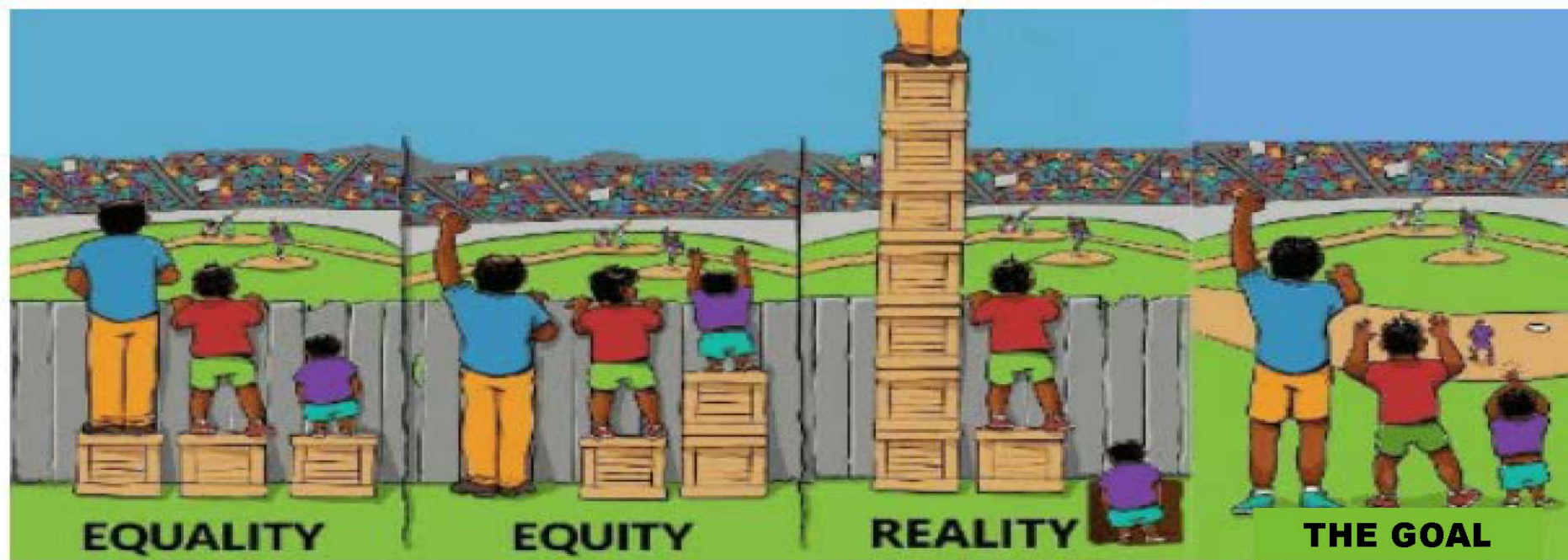


<http://letsgethealthy.ca.gov>

<http://www.chhs.ca.gov/pages/LGHCTF.aspx>

California Department of Public Health

# Inequitable Conditions



# California Wellness Plan

Roadmap for California to improve chronic disease health outcomes

## Equity in Health and Wellness

1. Healthy Communities
2. Optimal Health Systems Linked with Community Prevention
3. Accessible and Usable Health Information
4. Prevention Sustainability and Capacity

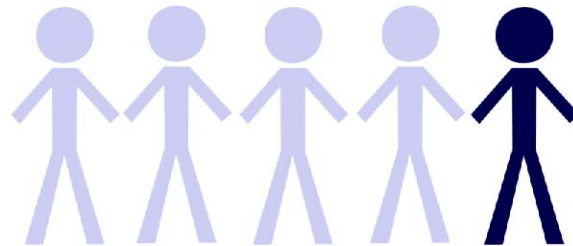
*Plan posted online February 28, 2014*

<https://www.cdph.ca.gov/Programs/CCDPHP/DCDIC/CDCB/Pages/CaliforniaWellnessPlanImplementation.aspx>



# Arthritis Prevalence in CA

- 5.9 million adults (est.) have some form of doctor-diagnosed arthritis (1 in 5 adults).



1 in 5 Californian adults  
have some form of arthritis

# Arthritis & Other Chronic Conditions

## Arthritis can be a barrier to leading a healthy lifestyle

- "in individuals with common chronic conditions, comorbid arthritis is associated with an even greater decrease in self-reported physical and mental health"
- Given the high prevalence of chronic comorbid conditions and arthritis in older adults, improving health-related quality of life depends upon managing both chronic conditions and any accompanying arthritis



Havens E, Slabaugh SL, Helmick CG, Cordier T, Zack M, Gopal V, et al. Comorbid Arthritis Is Associated With Lower Health-Related Quality of Life in Older Adults With Other Chronic Conditions, United States, 2013–2014. *Prev Chronic Dis* 2017;14:160495. DOI: <http://dx.doi.org/10.5888/pcd14.160495>

California Department of Public Health



## Estimated health care costs in CA in 2010<sup>1</sup>

<http://cbcd.ucmerced.edu/Health/>

Chronic Condition	Estimated health care costs in 2010 in CA <sup>2</sup>	Percentage of total health care expenditures <sup>3</sup>
Cardiovascular disease	\$38 Billion	16.1%
Cancer	\$14 Billion	6.0%
Arthritis	\$14 Billion	6.2%
Diabetes	\$13 Billion	5.6%
Depression	\$10 Billion	4.4%
Asthma	\$9 Billion	4.1%
<b>TOTAL:</b>	<b>\$98 Billion</b>	<b>42.4%</b>

1. Brown PM, et. al. 2015. CDPH Economic Burden of Chronic Disease in California. <http://www.cdph.ca.gov/programs/cdcb/Documents/CDPHEconomicBurdenCD2015California.pdf>
2. Based on statewide prevalence data & CDC Chronic Disease Cost Calculator Version
3. Based on 2009 U.S. Centers for Medicare & Medicaid Services data.





# Health Spending Growth in United States\*

By 2025,

- the health spending share of the United States of America economy is projected to reach 20.1 percent – up from 17.5 percent in 2014
- the percentage of the U.S. population that is uninsured is expected to be 8 percent – down from 11 percent in 2014

\*Sean P. Keehan, et. al. National Health Expenditure Projections, 2015-2025: Economy, Prices and Aging Expected to Shape Spending and Enrollment. Health Affairs 35: No. 8. July 13, 2016. Online.

# Expanding Role of Pharmacists

## AB 1114 – Signed by CA Governor

- **Rate of reimbursement for pharmacist services** (as authorized in Section 4052 of the CA Business and Professions Code) shall be at **85 percent of the fee schedule for physician services under the Medi-Cal program** as soon as federal approvals are obtained and shall be implemented only to the extent that federal financial participation is available:
- - (A) Furnishing **travel medications**
  - (B) Furnishing **naloxone** hydrochloride
  - (C) Furnishing self-administered **hormonal contraception**
  - (D) Initiating and administering **immunizations**
  - (E) Providing **tobacco cessation counseling** and furnishing **nicotine replacement therapy**

# CA Prevent Diabetes: Screen, Test, Act - Today™

## Community Engagement: Awareness

### Objectives:

- By June 2018, CA PDSTAT network will promote and disseminate national *Prediabetes Awareness Campaign* advertisements and marketing materials to Californians.
- By June 2018, CA PDSTAT network will increase awareness of evidence-based lifestyle change programs, among individuals with prediabetes in California.





# Coverage

## Objectives:

- By June 2018, CA PDSTAT network will obtain National DPP coverage for 50% of Medi-Cal Managed Care plans.
- By June 2018, CA PDSTAT network will secure National DPP coverage for at least two large CA health plans.

24 Medi-Cal Managed Care Plans have the authority to cover DPP; one (CA Alliance for Health) has agreed

Today, at least California Public Employees' Retirement System and two large commercial health plans (Anthem and Blue Shield) cover DPP





# Thank you!



**Jessica Núñez de Ybarra, MD, MPH, FACPM, Chief**

Chronic Disease Control Branch

California Wellness Plan Implementation

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**Marilyn Kempster, MPH**

Program Manager

California Arthritis Partnership Program

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[Marilyn.kempster@cdph.ca.gov](mailto:Marilyn.kempster@cdph.ca.gov)



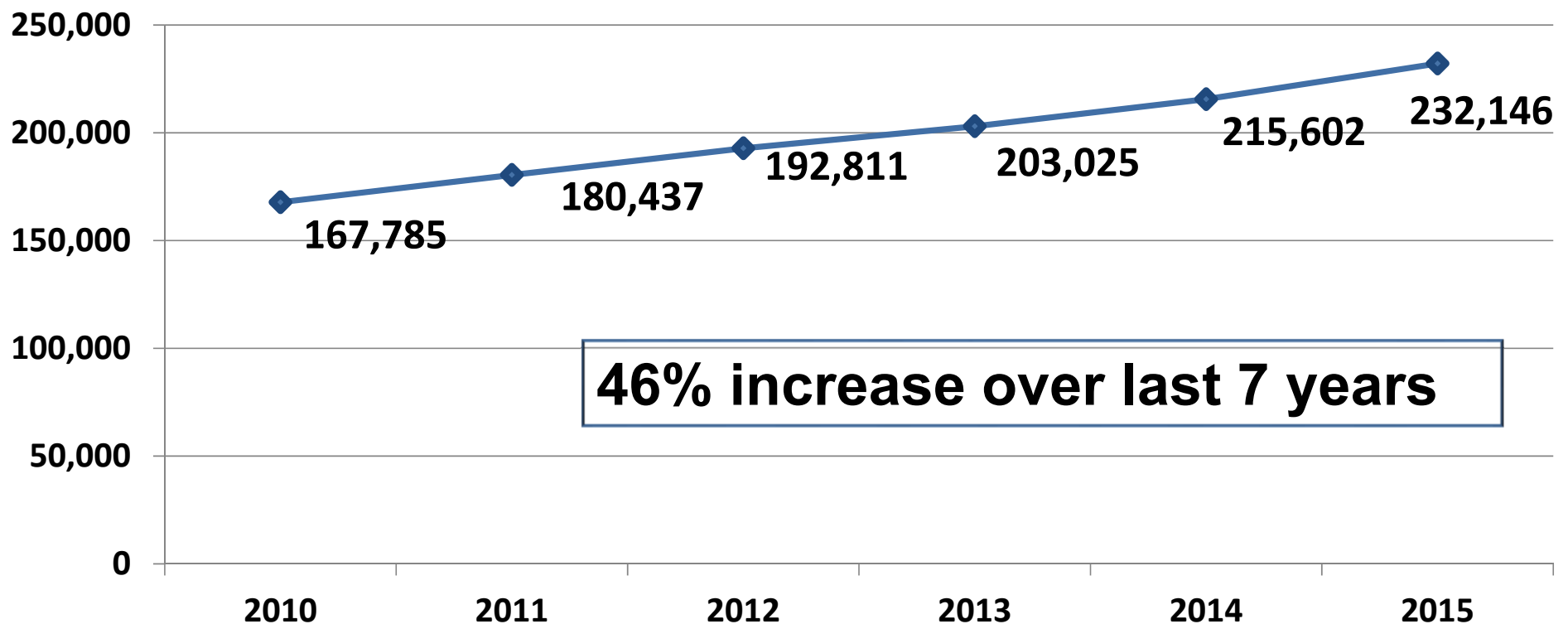
# Growing Epidemic of Chronic Diseases

- 40% of adults age 20+ have a chronic health condition (over 90% by age 65)
- Risks involve diet, smoking, falls, alcohol & substance abuse, stress, and social isolation
- 70% of these conditions are tied to behavioral and environmental factors

....“Self management” is crucial—we must manage our health *over 95% of the time...*)

# Falls Among CA Seniors 65+ Resulting in ER Visits

[http://aging.ca.gov/Data\\_and\\_Statistics](http://aging.ca.gov/Data_and_Statistics)



Source: Emergency Department Data, 2010-2016; Office of Statewide Health Planning & Development, 2017

## Affordable Care Act --Triple Aim Goals

- ✓ Better Client Outcomes
- ✓ Better Population Outcomes
- ✓ Better Care for No More Than on Lesser Costs





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- No matter what, the burden chronic diseases has is a fundamental impact from a clinical, public health, societal quality of life and economic perspective.
- But we need coordinated approaches across our networks and funding streams that are **sustainable** to support individuals in avoiding and managing these challenging health conditions.

# Program Update

Dianne Davis, MPH

Senior Director, Health Self-Management Services

Partners in Care Foundation



# California Awarded Two ACL Grants!

- CDSME – Diabetes and Pain Self-Management
  - \$850,000 over three years (August 2017 – July 2020)
  - 4,000 participants, 2,800 completers
  - Build infrastructure
    - 60 leaders trained/cross-trained (30-Yr 1; 30-Yr 2)
    - 3 new contracts
    - 6 quality improvement projects
  - 7 partnering counties
    - Kern
    - Solano
    - Los Angeles
    - Humboldt
    - San Diego
    - Napa
    - Ventura



# Program Interventions

## Chronic Pain Self-Management Program

- Techniques to deal with problems such as frustration, fatigue, isolation, and poor sleep
- Appropriate exercise for maintaining and improving strength, flexibility, and endurance
- Appropriate use of medications
- Communicating effectively with family, friends, and health professionals
- Nutrition
- Pacing activity and rest
- How to evaluate new treatments.



## Diabetes Self-Management Program

- Techniques to deal with the symptoms of diabetes, fatigue, pain, hyper/hypoglycemia, stress, and emotional problems such as depression, anger, fear and frustration
- Appropriate exercise for maintaining and improving strength and endurance
- Healthy eating
- Appropriate use of medication
- Working more effectively with health care providers
- Participants will make weekly action plans, share experiences, and help each other solve problems they encounter in creating and carrying out their self-management program.





# California Awarded Two ACL Grants!

- BALNCE Initiative
  - 4 Programs: MOB, STEADI, Tai Chi for Arthritis and Tai Ji Quan: Moving for Better Balance
  - \$600,000 over three years (August 2017 – July 2020)
  - 4,045 participants, 3,324 completers
  - Build/Expand infrastructure
    - Training X new MOB leaders and X Tai Chi leaders
    - Adding two Tai Chi programs
    - 1 new contract
  - 7 partnering counties (rural and urban)
    - Alameda
    - Humboldt
    - Los Angeles
    - Napa
    - Solano
    - San Joaquin
    - Ventura



# Program Interventions



A MATTER OF  
**BALANCE**  
MANAGING CONCERNS ABOUT FALLS

- Acknowledges the risk of falling but emphasizes practical coping strategies to reduce this fear, including:
  - Promoting a view of falls & fear of falling as controllable
  - Setting realistic goals for increasing activity
  - Changing the environment to reduce fall risk factors
  - Promoting exercise to increase strength and balance



**Stopping Elderly  
Accidents, Deaths & Injuries**

- Support Emergency Medical Service (EMS) departments by training them to do a 2-minute fall risk assessment, and providing a resource packet for referring patients to a Matter of Balance workshop





## Tai Chi for Arthritis

- Improved flexibility, muscular strength, fitness and positive frame of mind leading to improved balance and fall prevention
  - Exercise or being active is essential for good health
  - Pain and stiffness of the joints tend to discourage or limit people from exercising
  - Without exercise joints become stiffer and muscles weaken; creating a cycle of pain
  - Exercise keeps bones, muscles and joints healthy, improving flexibility and strength
  - Exercise improves circulation which aids the healing process



## Tai Ji Quan: Moving for Better Balance®

- Transforms martial arts movements into a therapeutic regimen aimed at improving:
  - Postural stability
  - Awareness and mindful control of body positioning in space
  - Functional walking
  - Movement symmetry and coordination
  - Range of motion (ankle and hip joints)
  - Lower extremity muscle strength





# California Against Falls – No Cost Extension

- Over the 2-year grant period
  - July 31, 2017 116% of goal met:
    - 1,355 participants, 1,120 completers
  - 147 new MOB leaders trained
- 5-Month no-cost extension (ending December 31, 2017)
  - One county completing goals
  - Continued work with EMS (Torrance, Alameda and Arcadia)
    - Designed and printed 5,000 brochures to equip EMS with materials no longer provided by CDC
  - Salesforce upgrade
    - Track leaders
    - Licensing
    - Update trainings statewide



## Start living your best life, today!

If you or someone you care for is dealing with a chronic condition such as diabetes or arthritis, you know that it can often feel like illness is taking over your life. The good news is that there are things you can do to feel better, and improve your quality of life. Sign up for a health self-management workshop today and start to take control of your health, instead of letting it take control of you!

[FIND A PROGRAM](#)

# How can you get involved?

- Make sure your workshops are listed!
  - Each county has a single log-in
    - Contact Cassandra Manfre ([cmanfre@picf.org](mailto:cmanfre@picf.org)) for your county log-in
  - Step by step instructions for listing your workshop are available
  - List now, and list often!
- List your trainings

# ASSESSING ORGANIZATIONAL SUSTAINABILITY

# BRAINSTORM

- What are the common barriers to sustainability?

# ASSESSING ORGANIZATIONAL SUSTAINABILITY

What are the key factors that contribute toward this barrier?

# **ORGANIZATIONAL SUSTAINABILITY: THE KEYS TO A HEALTHY ORGANIZATION**

Leslie Robin  
Center for Nonprofit Management

*A very special thank  
you to*

*Kaiser  
Permanente*

*for sponsoring our  
lunch today.*

*Please enjoy your lunch &  
reconvene by*

*12:30 p.m.*





# ORGANIZATIONAL SUSTAINABILITY: THE KEYS TO A HEALTHY ORGANIZATION

Leslie Robin  
Center for Nonprofit Management

# Organizational Sustainability: The Keys to a Healthy Organization

**November 13, 2017**

Leslie Robin

Senior Strategist



# Agenda

- Defining Sustainability
- Building Value and Impact
- Fostering Effective Planning
- Creating Strong Programs
- Ensuring Financial Sustainability
- Maintaining Strong Organizations
- Next Steps



# What is Sustainability?

“the ability to maintain serving the clients or meeting the need”

# What does it take for organizational or programmatic sustainability?

- Sufficient financial resources
- Impactful program
- Sound organizational and systems

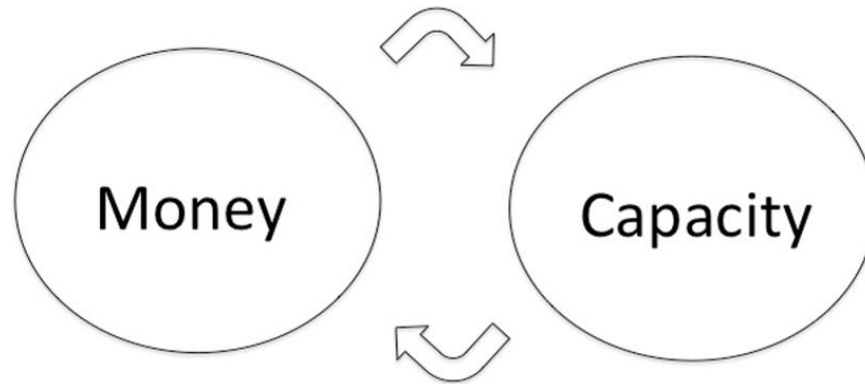


# Nonprofit Success Factors

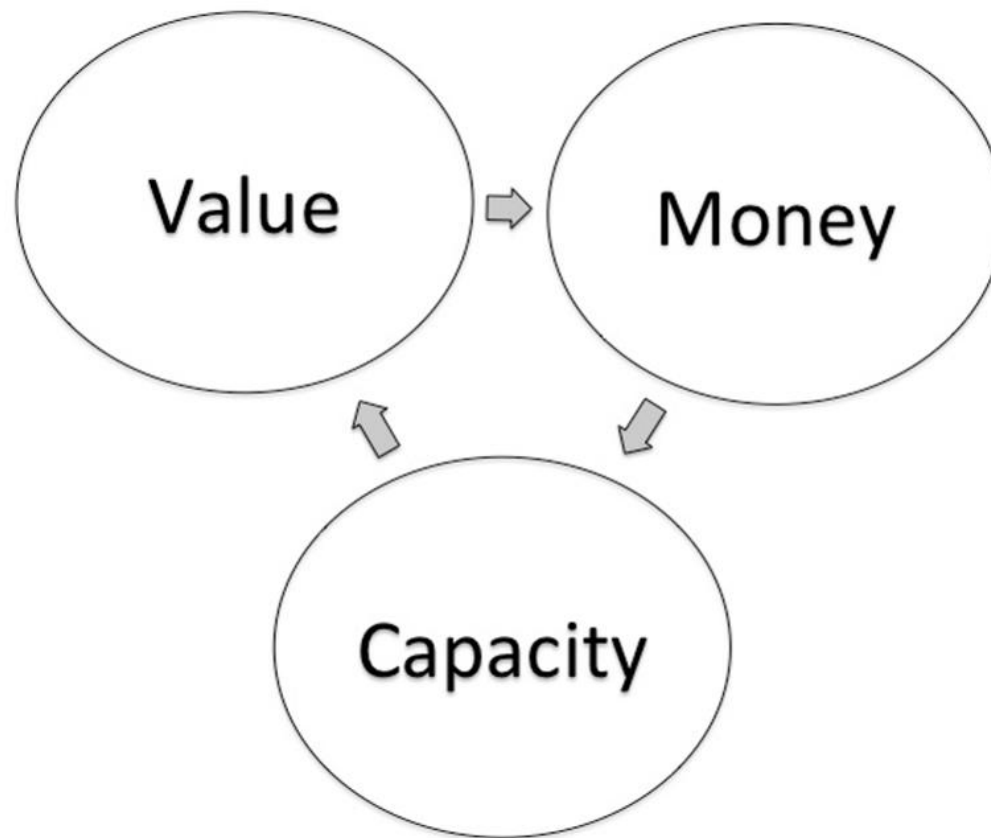
- **Impact:** Clear mission, goals and measure of success
- **Strategy:** Any systematic approach to charting an organization's future business activity
- **Culture:** The shared assumptions, beliefs, values, expectations, rules, and predominant practices collectively held by members of an organization
- **Operations:** Organizational apparatus engaged in administration and service delivery
- **People:** Policies and practices around the engagement of an staff and volunteers
- **Business Model:** The economic logic of an organization.

- Source: Success Factors for Nonprofit Organizations, Public Interest Management Group

# It is all about more money



# It is really about more





# Building Value and Impact



# Starting the Process

- Main purpose - mission, vision
- Value proposition
- Community's needs and mission align
- Trying to accomplish - change
- Gaps in services
- Role and relationship to the community
- Human resources needs
- Partners and collaborators



# Dual-bottom line strategy

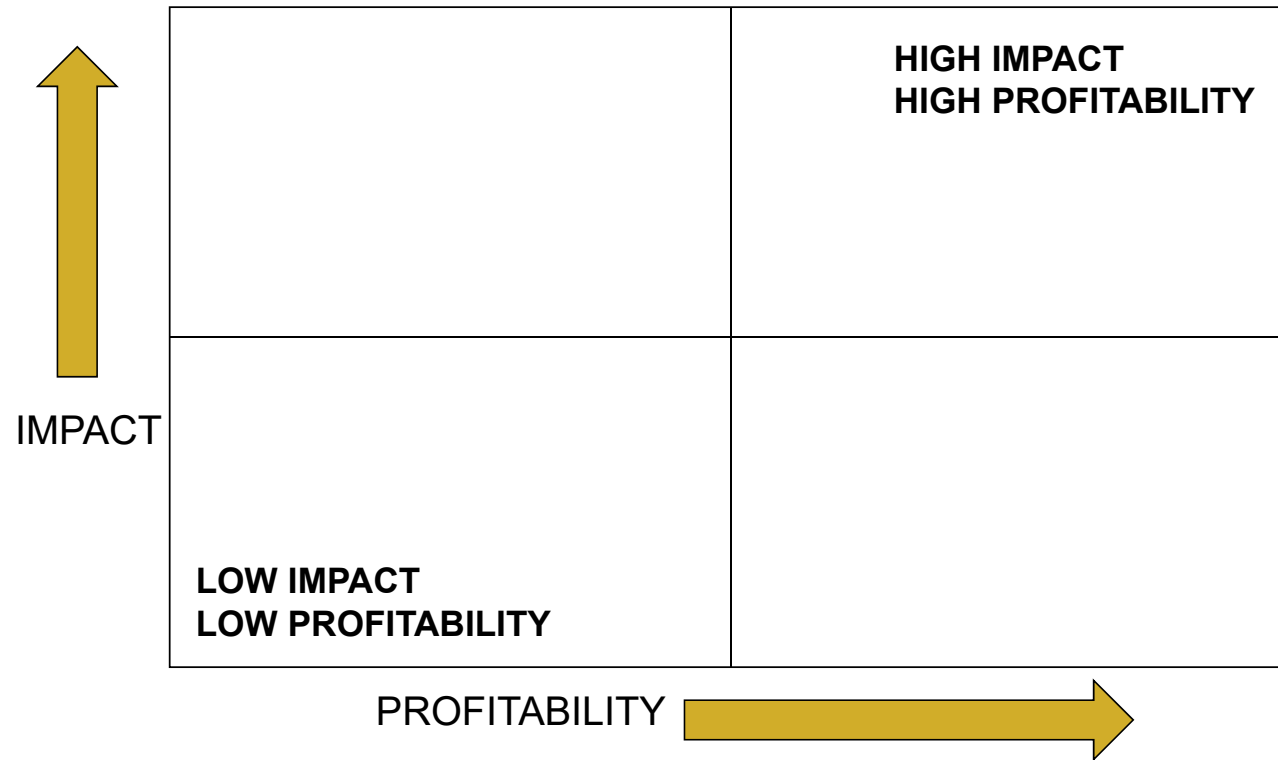
*Every activity has two kinds of impact:*

- Mission impact – external
- Financial impact – internal

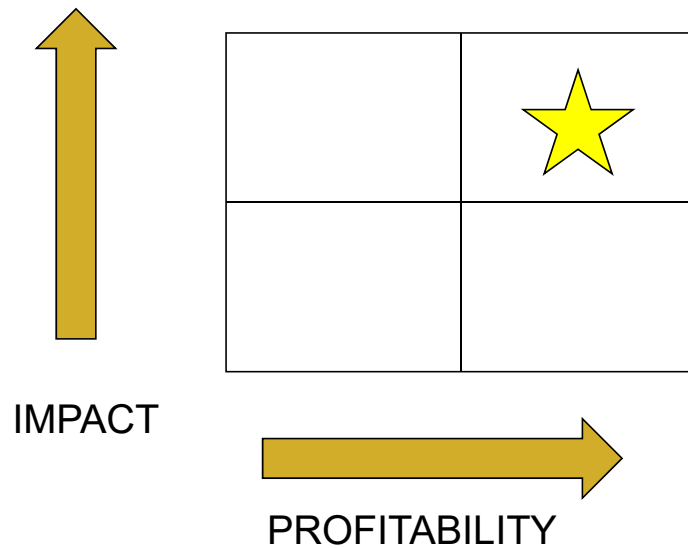
Instead of considering activities one by one, we need to see them in the context of the whole



# Matrix Map



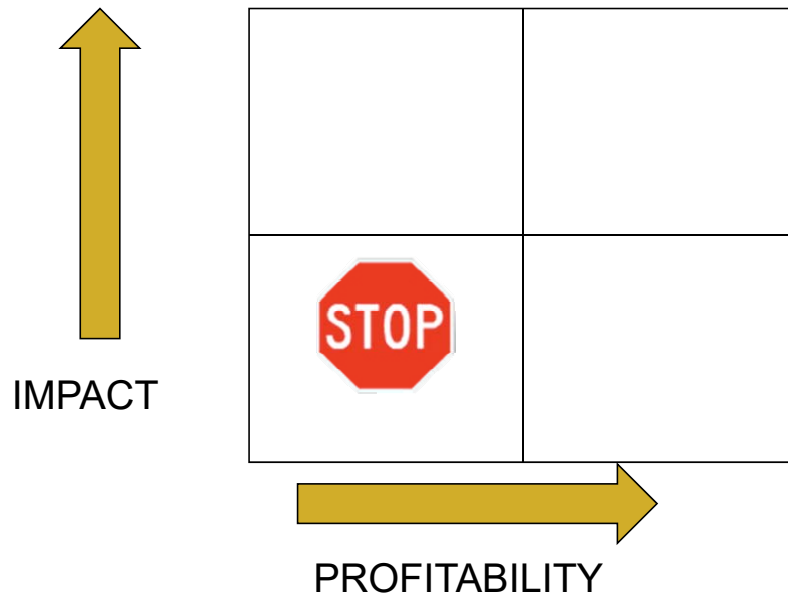
# HIGH IMPACT HIGH PROFITABILITY



Examples:

- Important, foundation-funded program
- Fee-for-service program that makes money
- Annual mail donations campaign
- ?

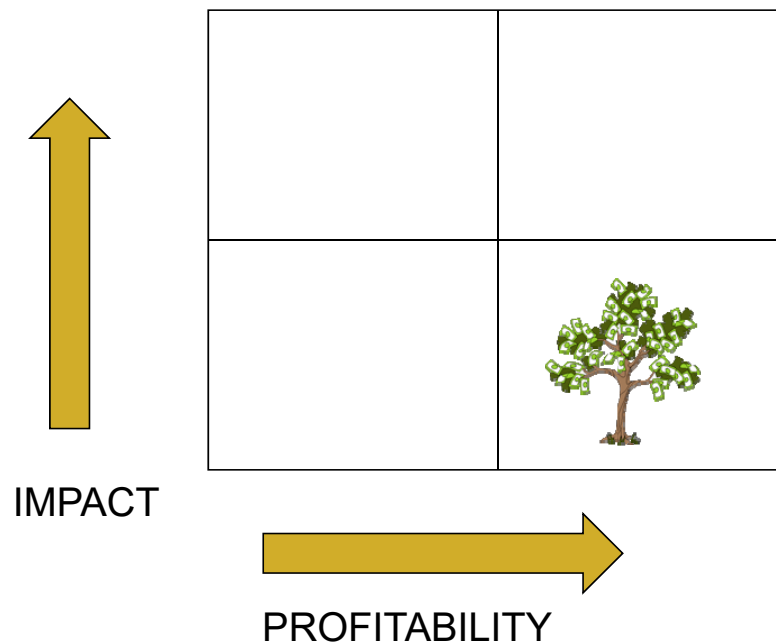
# LOW IMPACT LOW PROFITABILITY



Examples:

- Little-used Resource Library
- Program that used to have funding
- Stale fundraising event
- ?

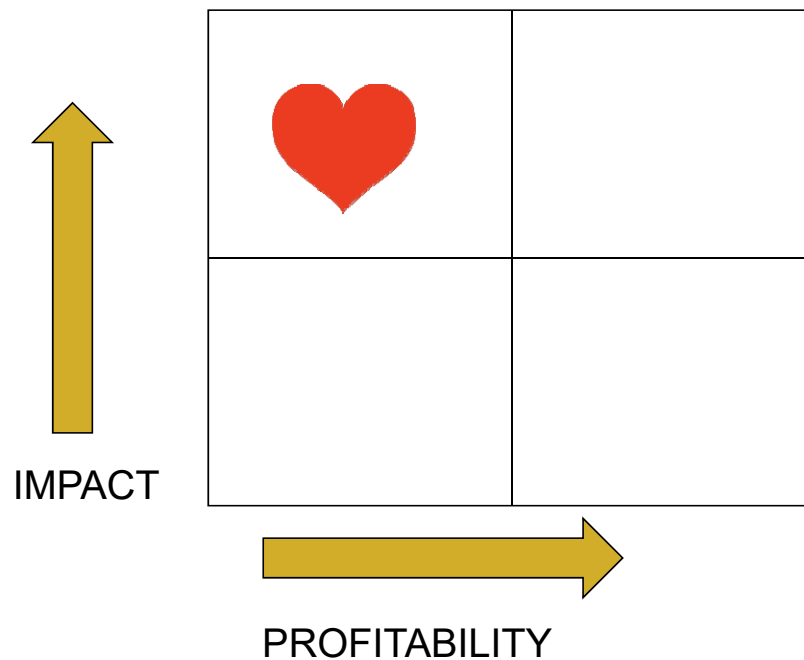
# LOW IMPACT (other than money raised) HIGH PROFITABILITY



Examples:

- Martini parties
- Luncheon
- Raffle tickets
- ?

# HIGH IMPACT LOW PROFITABILITY



Examples:

- Advocacy at state level
- Taking children to see parents in prison
- Show of experimental art
- ?





High Mission Impact  
Low Profitability



High Mission Impact  
High Profitability



Low Mission Impact  
Low Profitability



Low Mission Impact  
High Profitability

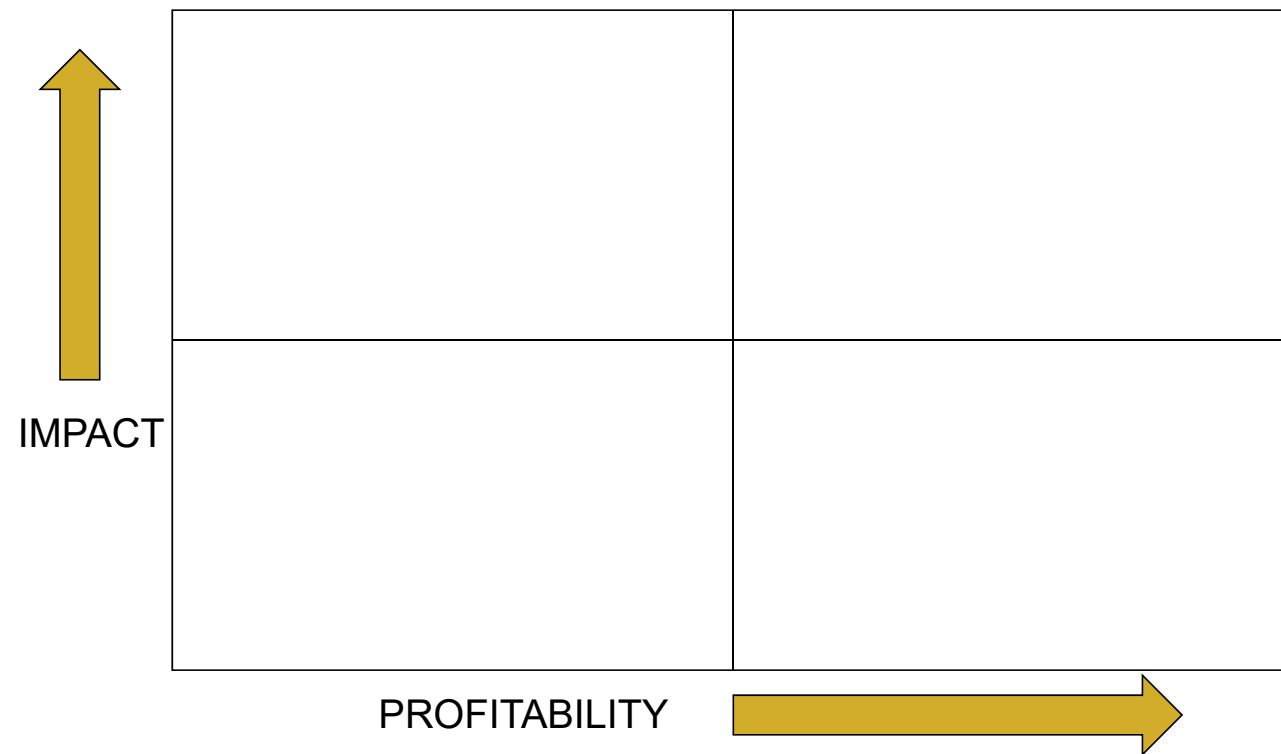
Impact ↑

Profitability →

# Matrix Map - Sample



# Matrix Map



# Fostering Effective Planning



# What is Strategic Planning?

Strategic Planning is a **PROCESS**

- Step back
- Take stock
- Create a future vision
- Identify goals
- Action plan





# Types of Plans

- Strategic
- Business
- Operational, Action
- Program, Project
- Evaluation
- Resource, Revenue
- Marketing

# 8-Step Planning Model



# Ensuring Strong Programs

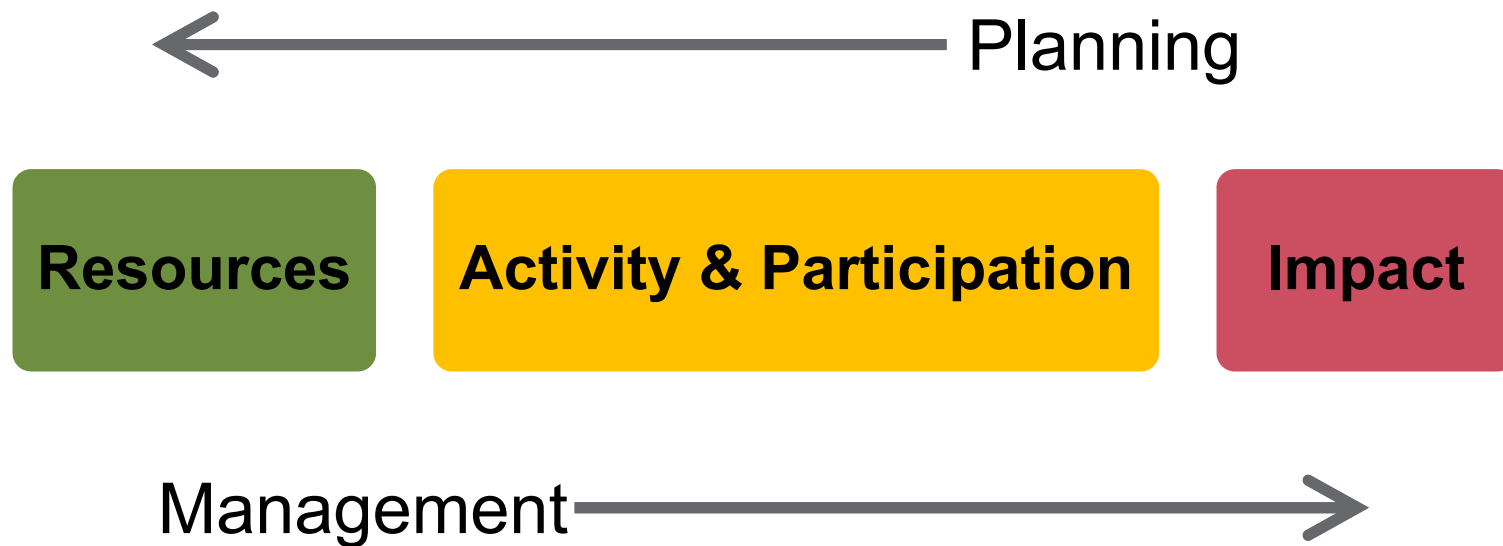




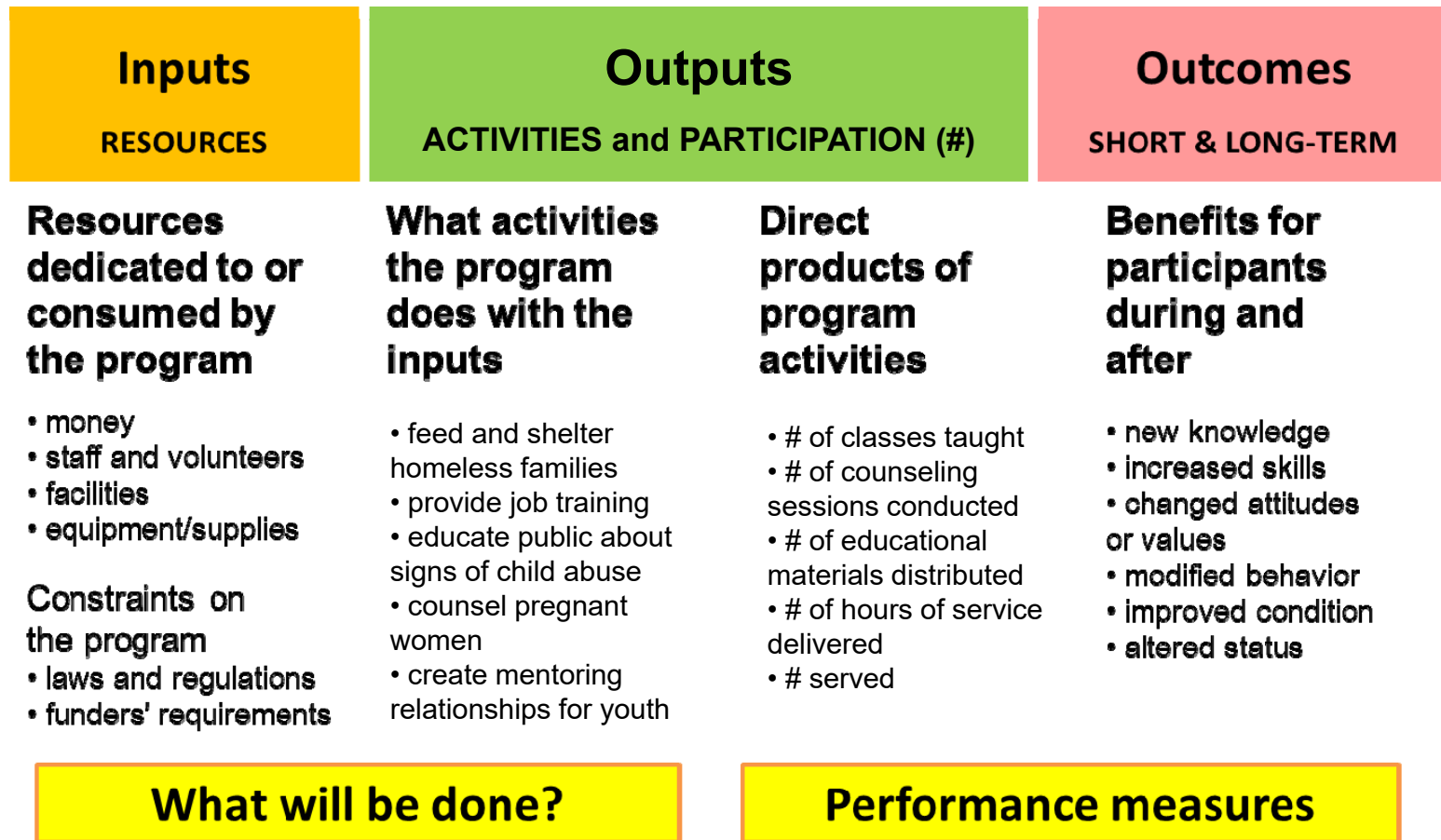
# A LOGIC MODEL

is a *systematic and visual* way to present and understand the relationship between your resources, activities, and results.

# Planning for Impact: Logic Model



# Logic Model



*Adapted from Measuring Program Outcomes: A Practical Approach*  
 © Copyright 1996 United Way of America

# Ensuring Financial Sustainability



# Nonprofit Revenue in the U.S.

\$

50% Earned Income

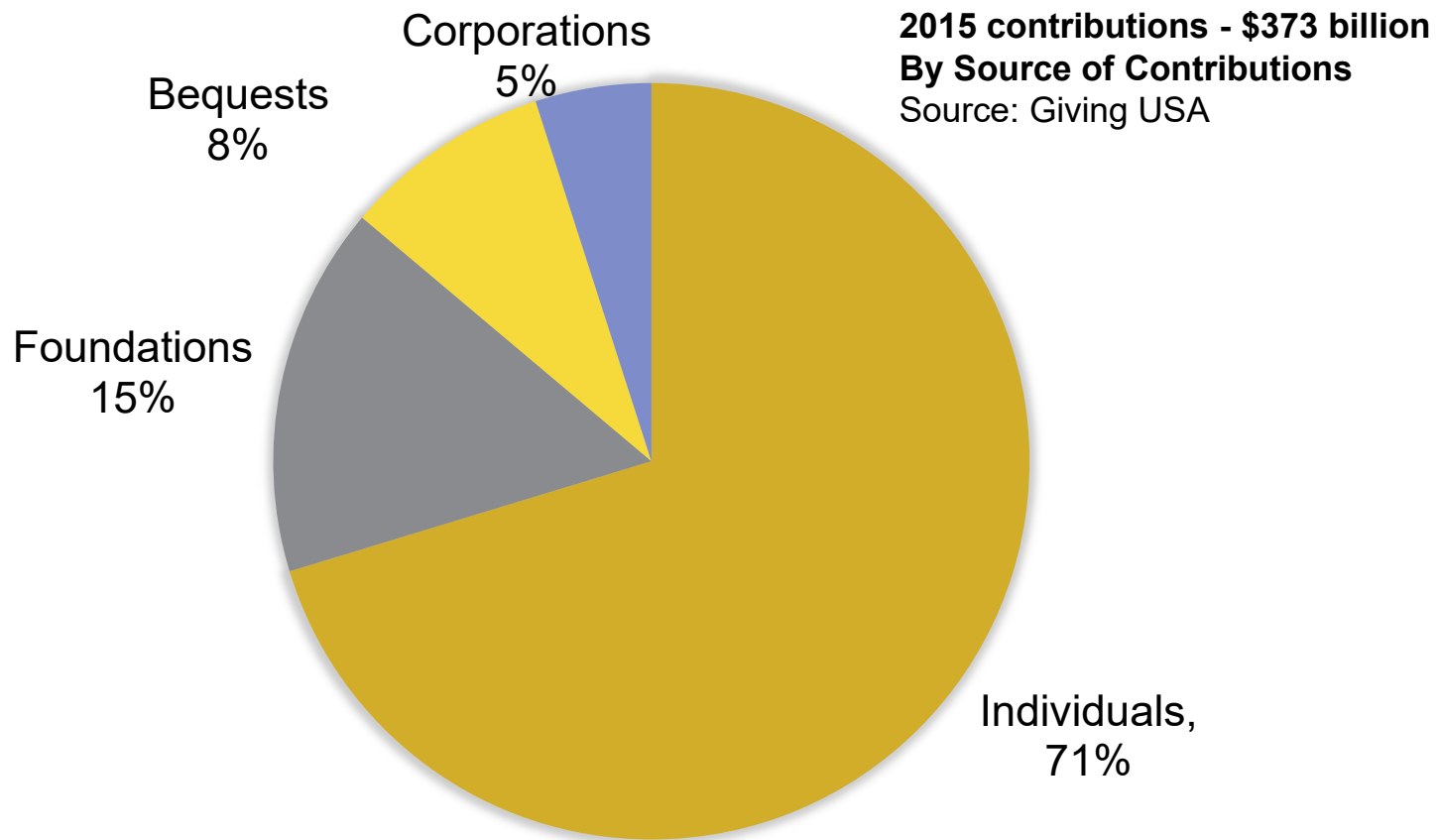
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30% Government/Public

\$

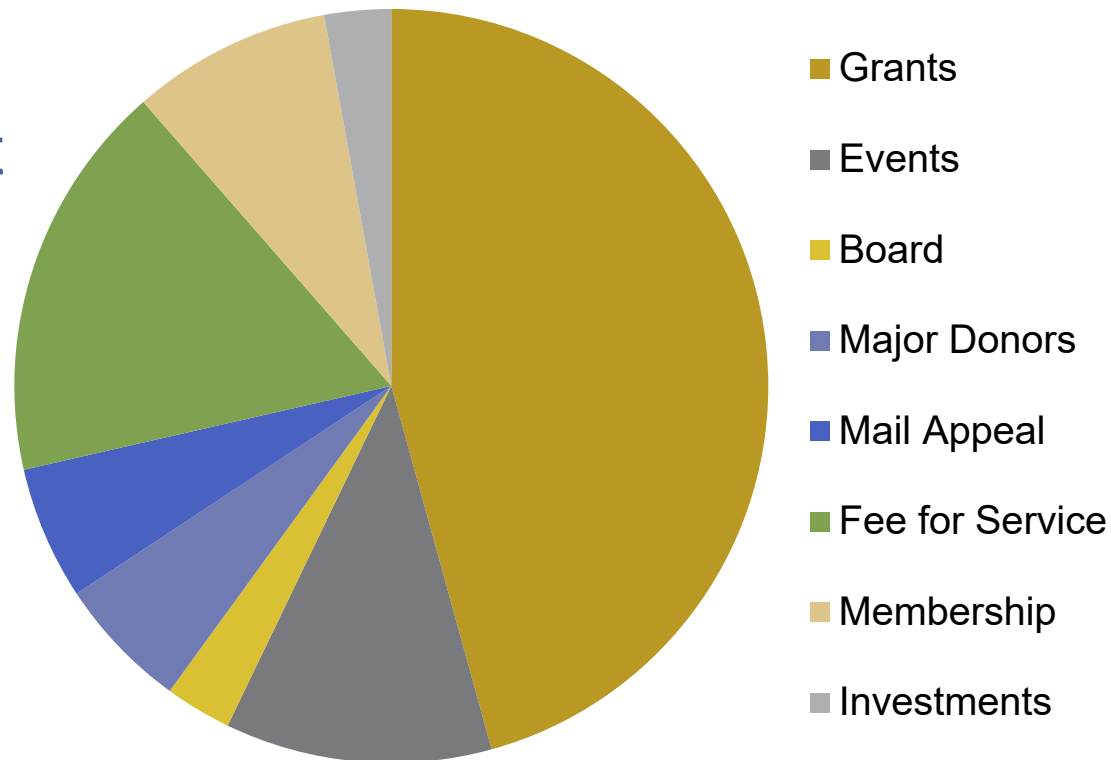
20% Private Sector

# Charitable Giving: \$373 Billion



# What is your agency's distribution of funding sources?

Current



# Where should the money come from?

- Do receive government grants and what are the prospects for continuing?
- Do you charge for services? Is there potential to increase the fees?
- Are there corporations, foundations, and individuals are a natural fit and care about for your cause?
- Is there something that you do that can be monetized?
- Are there opportunities for membership?
- Are there new or emerging funding sources?



# Developing a Revenue Plan

- Current Sources
- Current Funding
- Projected Sources
- Projected Funding
- Actions Necessary
- Human Resources Needed/Who
- Timeframe



# Maintaining Strong Organizations

- Organizational Assessment, including systems and processes
- Financial Assessment, including ROI
- Program Assessment, include financial and impact
- Staff Assessment, performance and capacity
- Community Needs Assessment, including current services

# Review

- Defining Sustainability
- Building Value and Impact
- Fostering Effective Planning
- Creating Strong Programs
- Ensuring Financial Sustainability
- Maintaining Strong Organizations
- Next Steps



# Action Steps



# Thank you!

**Leslie Robin**

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213.266.8453



**Center for  
Nonprofit  
Management**