

# RAPID-CYCLE RESEARCH

## Findings from Public Health Solutions

### CONTEXT

The Hospital-Community Partnership Initiative is a multistakeholder collaborative effort to initiate or revitalize connections between NYC Health + Hospitals and community resources as part of New York state's 1115 Medicaid Waiver Delivery System Reform Incentive Payment program. As a bridge partner to the initiative, Public Health Solutions assessed implementation factors that prevent providers from effectively bridging the gap between health care settings and services available in the community through interviews with triads of patient, community-based organization staff, and clinical staff, taking into consideration the impact of the COVID-19 pandemic. Determinants of quality referrals were mapped to the core elements of cross-sector alignment.

### RESEARCH QUESTIONS

- What are the barriers and facilitators that affect how colocated social services in safety net hospitals increase access to existing services addressing social needs outside the hospital walls?
- Does implementing such services upon core elements of cross-sector alignment lead to improvement in the quality and follow-up of referrals to social services evolved) influenced by these factors?

### KEY FINDINGS

#### Purpose Needs to Be Translated Into a Clear, Well-Defined Scope of Work



Formulating the project's purpose into a well-delineated, focused scope, which is then implemented in a collaborative manner, appears to result in better implementation processes with fewer coordination issues, and ultimately, a successful strategy for initiating and completing quality social needs referrals.

#### Roles Must Emphasize Collaborative Approaches and Joint Decision-Making



Teams with the most collaborative approaches, rather than heavy reliance on checklists and eligibility criteria, were the most successful in generating eligible referrals and enrolling those individuals. They were also the most likely to sustain effective collaborations during the COVID-19 pandemic. Defining staff roles that inculcate joint decision-making and collaboration across sectors appears to yield more success.

#### Health Care Community Partnerships Are Fragile and Difficult to Maintain in Crises



When bridges across sectors are built based on trust and alignment, they can be rapidly reconfigured in a time of crisis to ensure that continuity and support for individuals are sustained and that cross-sector alignment remains resilient.

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