

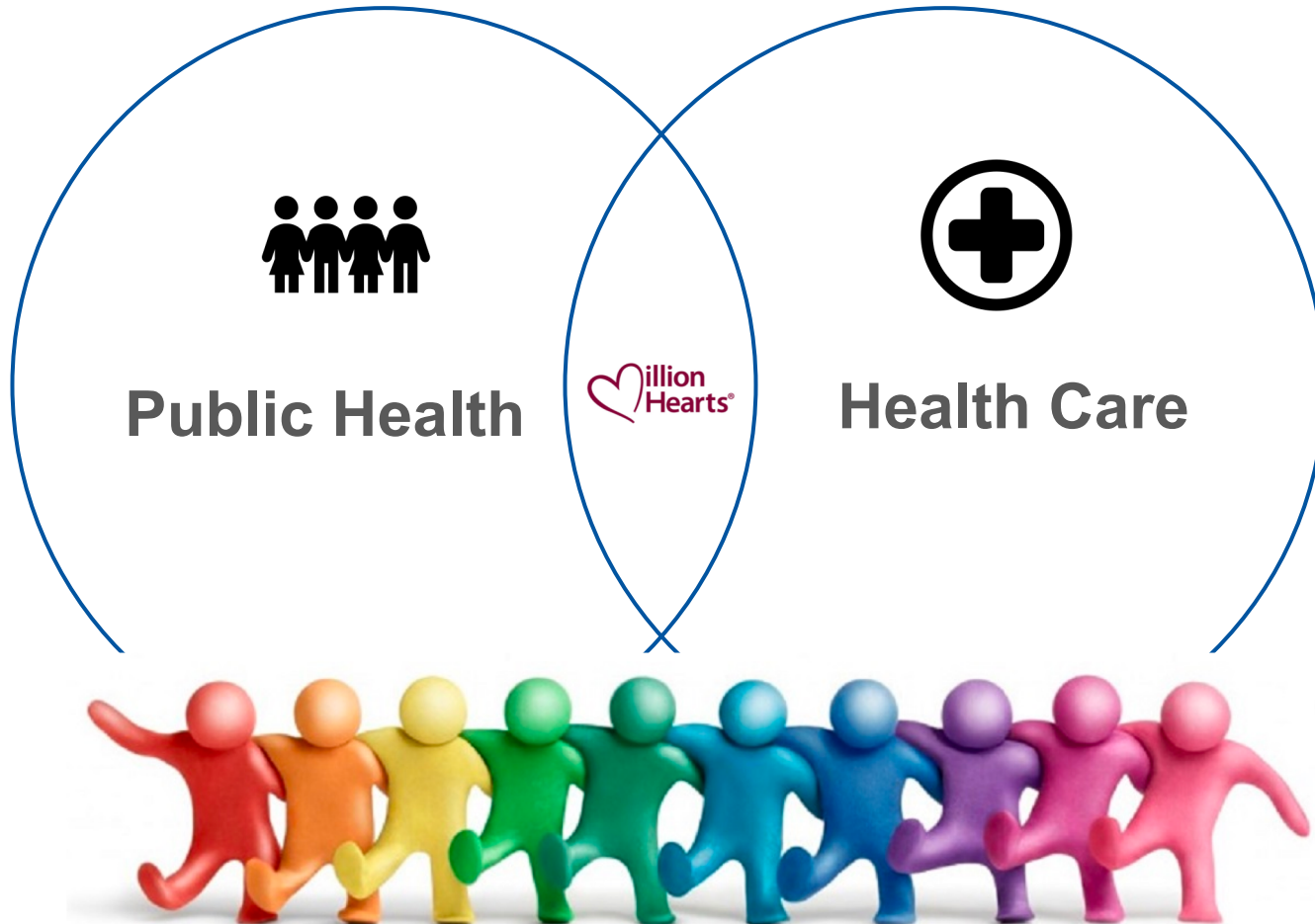
Public health & Primary Care: Collaboration with the Million Hearts Campaign

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September 12, 2018



Objectives



SUSTAINABILITY

The Collaboration Imperative

by **Ram Nidumolu, Jib Ellison, John Whalen, and Erin Billman**

FROM THE APRIL 2014 ISSUE

<https://hbr.org/2014/04/the-collaboration-imperative-2>

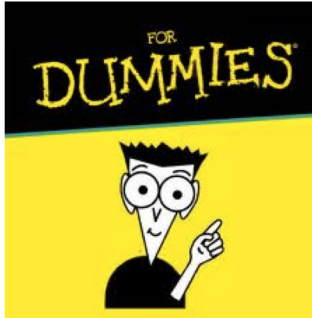
Lesson 1.



Start with a small, committed group.

- Start by convening a small “founding circle” of participants.
- The members must have a common motivation and have mutual trust at the outset.
- This group develops the project vision and selectively invites subsequent tiers of participants into the project as it develops.
- Careful selection of participants at each stage is critical.

<https://hbr.org/2014/04/the-collaboration-imperative-2>



BEGIN WITH TRUSTED PEEPS

With more than 200 million books in print and around 2,500 titles, *For Dummies* brings together a bevy of authors including [Dan Gookin](#), Michael Taillard and [Andy Rathbone](#), Mary Jane Sterling, Mark Ryan and [Stephen P. Maran](#)

Million Hearts® 2022

- **Aim:** Prevent 1 million—or more—heart attacks and strokes in the next 5 years
- National initiative co-led by:
 - Centers for Disease Control and Prevention (CDC)
 - Centers for Medicare & Medicaid Services (CMS)
- Partners across federal and state agencies and private organizations



1) <https://millionhearts.hhs.gov/>

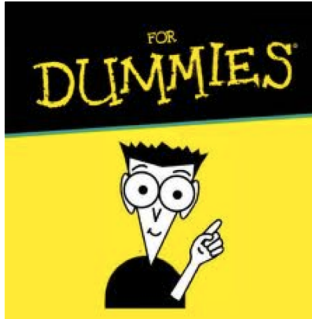
Lesson 2.



Link self-interest to shared interest.

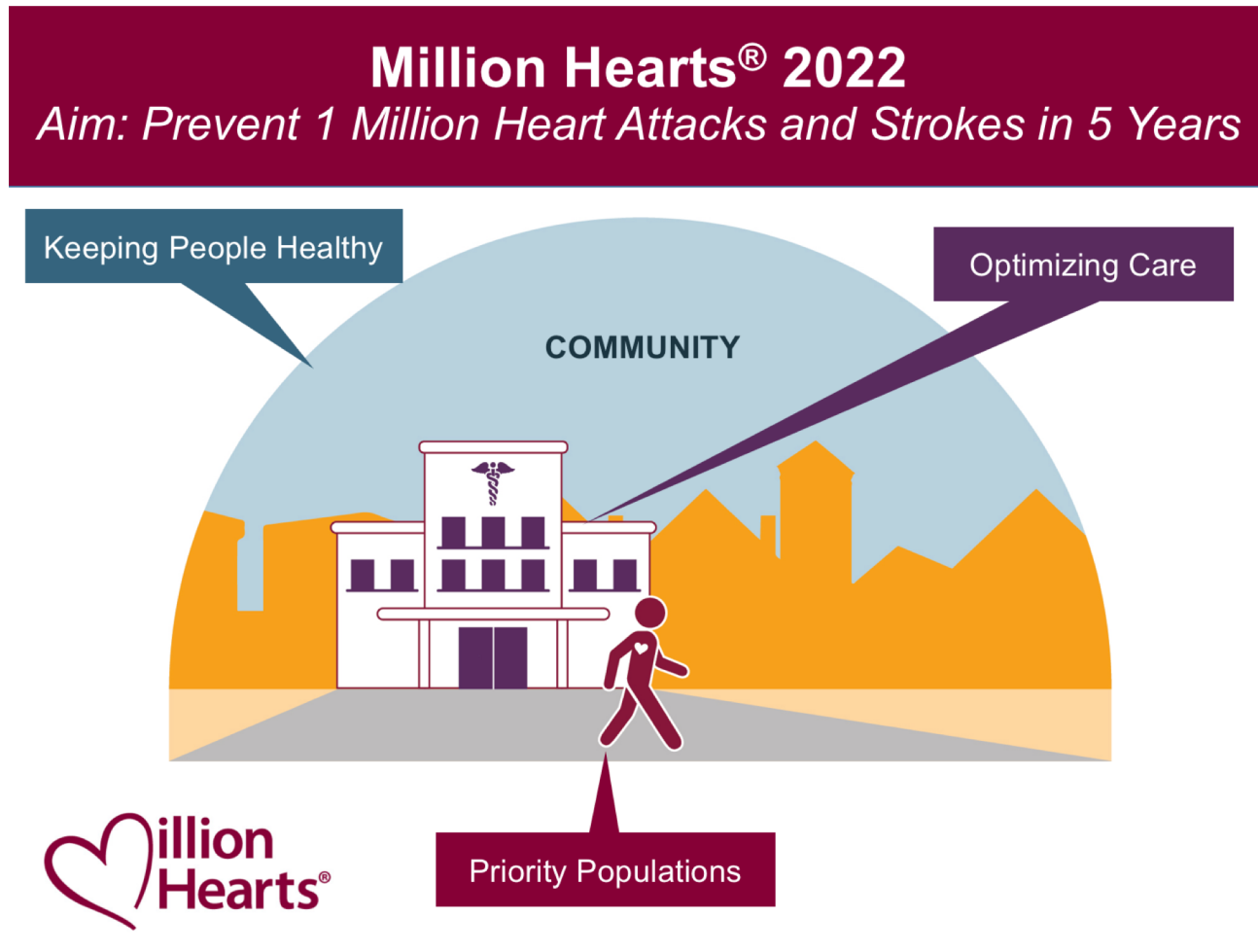
- To be successful, collaboration initiatives must ensure that each participant recognize at the outset the compelling business value that it stands to gain when shared interests are met.

<https://hbr.org/2014/04/the-collaboration-imperative-2>



SPEAK THE LANGUAGE OF SHARED INTEREST

Shared interest: Community health



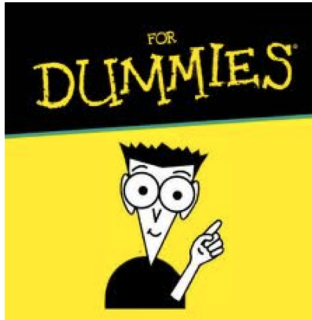
1) <https://millionhearts.hhs.gov/>

Lesson 3.



“Monetize” system value.

- The key to linking self-interest and shared interest is to **quantify** how the collaboration “reduces costs or generates revenue” for **each participant**.
- **Data analytics and business process analysis** are also useful tools in “monetizing system value” at the group and individual level.
 - *“FEMSA, for instance, reaps substantial financial benefits from its water-funds investment in the **form of avoided costs**; it won’t need to build expensive water treatment plants to ensure the quality of its water supply. In the case of the Latin American Water Funds Partnership, advanced analytics software helped identify which of the proposed protection and restoration activities would **benefit the watershed and stakeholders the most**. Projects were prioritized accordingly.”*



MAKE IT REAL TO THE BOTTOMLINE OF EACH STAKEHOLDER

Heart Disease and Stroke in the U.S.

- More than **1.5 million** people in the U.S. suffer from heart attacks and strokes per year¹
- More than **800,000** deaths per year in the U.S. from cardiovascular disease (CVD)¹
- CVD costs the U.S. **hundreds of billions** of dollars per year¹
- CVD is the greatest contributor to racial disparities in life expectancy²

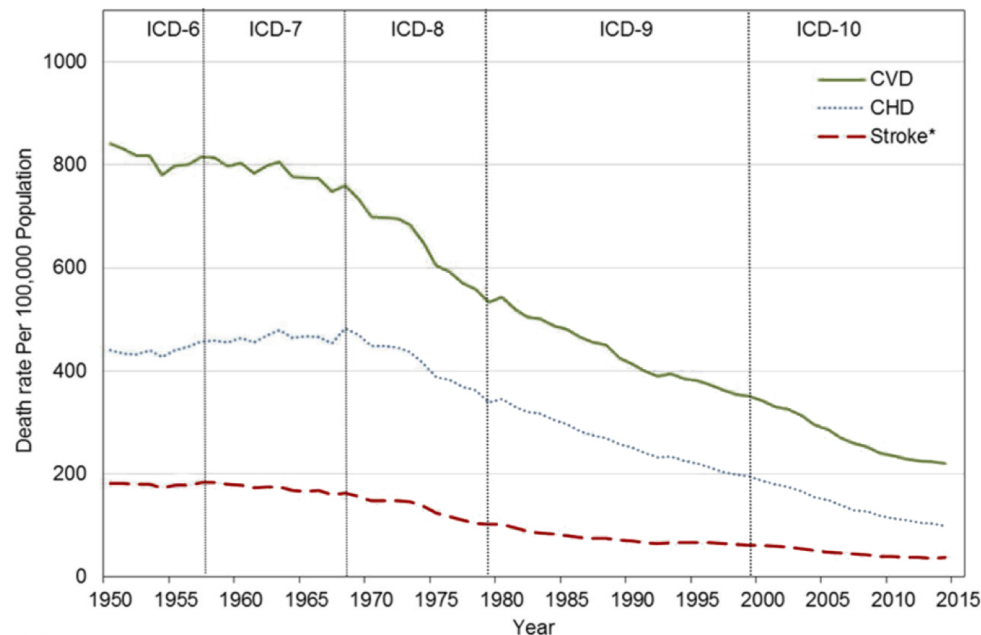


References

1. Benjamin EJ, Blaha MJ, Chiuve SE, Cushman M, Das SR, Deo R, et al. Heart Disease and Stroke Statistics—2017 Update: A Report From the American Heart Association. *Circulation* 2017;135(10):e146–603.
2. Kochanek KD, Arias E, Anderson RN. How did cause of death contribute to racial differences in life expectancy in the United States in 2010? NCHS data brief, no. 125. Hyattsville, MD: National Center for Health Statistics. 2013.

1) <https://millionhearts.hhs.gov/>

Heart Disease and Stroke Trends 1950–2015



Mensah GA, Wei GS, Sorlie PD, Fine LJ, Rosenberg Y, Kaufmann PG, et al. Decline in cardiovascular mortality: possible causes and implications. *Circ Res* 2017;120:366–80.

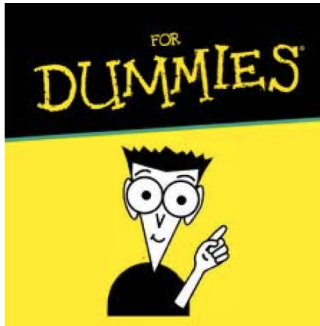
Lesson 4.



Create a clear path with quick wins.

- Successful collaborations convert a shared vision and individual passions into an **action plan**.
- However, many collaborative sustainability initiatives develop **ambitious long-term goals** that are only marginally relevant in the short term.
- To generate momentum and commitment, the action plan must also **emphasize quick wins**.
- Business thrives on visible and immediate results, and sustainability collaborations are no exception. Even if these wins are small initially, the cost savings or incremental revenues provide proof to other executives inside participants' organizations that **the investment is worthwhile**.

<https://hbr.org/2014/04/the-collaboration-imperative-2>



MAKE AN ACTION PLAN & DO THE EASY STUFF FIRST

Action plan begins with priorities



Million Hearts® 2022 *Priorities*

Keeping People Healthy

Reduce Sodium Intake

Decrease Tobacco Use

Increase Physical Activity

Optimizing Care

Improve ABCS*

Increase Use of Cardiac Rehab

Engage Patients in
Heart-Healthy Behaviors

Improving Outcomes for Priority Populations

Blacks/African Americans with hypertension

35- to 64-year-olds

People who have had a heart attack or stroke

People with mental and/or substance use disorders



*Aspirin use when appropriate, Blood pressure control, Cholesterol management, Smoking cessation

1) <https://millionhearts.hhs.gov/>

Lesson 5.

Acquire independent project management expertise



- Sustainability collaborations can be complicated by participants' conflicting priorities. Therefore, these partnerships should be designed and overseen by **independent** project-management specialists with **demonstrated competence** in **trust** building **among diverse stakeholders**.
- Additionally, the project management function must be seen by all participants as **neutral and committed to the success of the project**, rather than to any individual stakeholder.

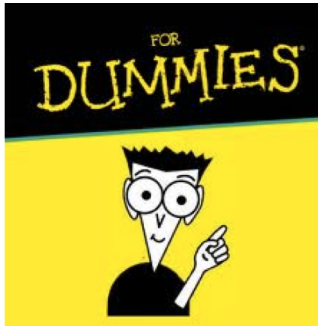


FIGURE OUT IF A TRUSTED EXPERT CAN DRIVE PROJECT MANAGEMENT

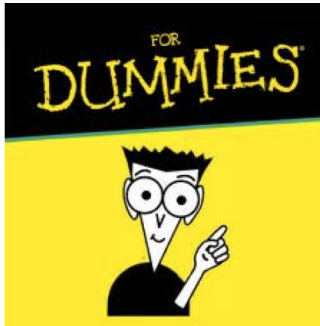
Lesson 6.

Build in structured competition.



- The founding circle must find a way to **sustain the focus** on ambitious outcomes established at the outset.
- **Healthy competition** is often effective in generating long-term momentum. Unlike the self-interested competition that sinks many collaborative efforts, competition within large-scale sustainability collaborations must be **explicitly structured** to support shared goals.

<https://hbr.org/2014/04/the-collaboration-imperative-2>



ADDING A LITTLE COMPETITION

Keeping People Healthy

Goals	Effective Public Health Strategies
Reduce Sodium Intake Target: 20%	<ul style="list-style-type: none">• Enhance consumers' options for lower sodium foods• Institute healthy food procurement and nutrition policies
Decrease Tobacco Use Target: 20%	<ul style="list-style-type: none">• Enact smoke-free space policies that include e-cigarettes• Use pricing approaches• Conduct mass media campaigns
Increase Physical Activity Target: 20% (Reduction of inactivity)	<ul style="list-style-type: none">• Create or enhance access to places for physical activity• Design communities and streets that support physical activity• Develop and promote peer support programs



1) <https://millionhearts.hhs.gov/>

Optimizing Care

Goals	Effective Health Care Strategies
Improve ABCS* Targets: 80%	<i>High Performers Excel in the Use of...</i> <ul style="list-style-type: none">• Teams—including pharmacists, nurses, community health workers, and cardiac rehab professionals• Technology—decision support, patient portals, e- and default referrals, registries, and algorithms to find gaps in care• Processes—treatment protocols; daily huddles; ABCS scorecards; proactive outreach; finding patients with undiagnosed high BP, high cholesterol, or tobacco use• Patient and Family Supports—training in home blood pressure monitoring; problem-solving in medication adherence; counseling on nutrition, physical activity, tobacco use, risks of particulate matter; referral to community-based physical activity programs and cardiac rehab
Increase Use of Cardiac Rehab Target: 70%	
Engage Patients in Heart-Healthy Behaviors Targets: TBD	

*Aspirin use when appropriate, Blood pressure control, Cholesterol management, Smoking cessation



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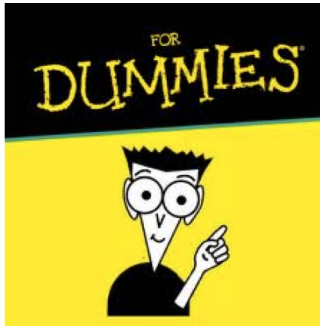
Lesson 7.

Nurture a culture of trust.



- Given the central importance of trust in successful collaborations, **building and maintaining trust** is an ongoing practice **foundational** to every other practice during the collaboration project.

<https://hbr.org/2014/04/the-collaboration-imperative-2>



TRUST IS EVERYTHING

Million Hearts® *Resources and Tools*

- **Action Guides**—Hypertension control; Self-measured blood pressure monitoring (SMBP); Tobacco cessation; Medication adherence
- **Protocols**—Hypertension treatment; Tobacco cessation; Cholesterol management
- **Tools**—Hypertension prevalence estimator; ASCVD risk estimator
- **Messages and Resources**—Undiagnosed Hypertension, Medication Adherence, Health IT, SMBP, Particle Pollution, Physical Activity, Tobacco Use
- **Clinical Quality Measures**
- **Consumer Resources and Tools**



Million Hearts® 2022 Website: <https://millionhearts.hhs.gov/>

1) <https://millionhearts.hhs.gov/>

Practice appreciative inquiry.



- If we focus on problems, we often find more problems. If we **focus on strengths** and possibilities, we become more inspired and innovative. The approach is designed to create in a short time a **true spirit of collaborative innovation** among participants.



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Acknowledging where more efforts are needed



Improving Outcomes for Priority Populations

Population	Intervention Needs	Strategies
Blacks/African Americans with hypertension	<ul style="list-style-type: none">• Improving hypertension control	<ul style="list-style-type: none">• Targeted protocols• Medication adherence strategies
35- to 64-year-olds	<ul style="list-style-type: none">• Improving HTN control and statin use• Decreasing physical inactivity	<ul style="list-style-type: none">• Targeted protocols• Community-based program enrollment
People who have had a heart attack or stroke	<ul style="list-style-type: none">• Increasing cardiac rehab referral and participation• Avoiding exposure to particulate matter	<ul style="list-style-type: none">• Automated referrals, hospital CR liaisons, referrals to convenient locations• Air Quality Index tools
People with mental and/or substance use disorders	<ul style="list-style-type: none">• Reducing tobacco use	<ul style="list-style-type: none">• Integrating tobacco cessation into behavioral health treatment• Tobacco-free mental health and substance use treatment campuses• Tailored quitline protocols



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Create deep meaning.



- To foster a strong sense of identity and belonging among members from different organizations, we suggest that individuals participate as a group in extended experiences that **connect the head and the heart**.
- The **beauty of such deep engagement** is that its effects persist even after the initial goals of the project are met.



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Operationalizing in Nebraska



- National model as a guide – but must be right-sized for Nebraska
 - Who are the trusted peeps to drive Million Hearts 2022?
 - What is your shared interest (specifically) ?
 - What is your organization's bottom-line for determining the success of the collaborative efforts?
 - Who are the trusted experts that should help drive project management here?
 - What would “healthy competition” in Nebraska look like?
 - How will you develop/maintain trust among stakeholders?





QUESTIONS?

THANK YOU!

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