



Building strong ecosystems

The Camden Coalition's 2019 annual report



Camden Coalition
of Healthcare Providers

A message from our CEO, Kathleen Noonan

As I write this in mid-January, the Camden Coalition is in the midst of sharing the results of the randomized controlled trial that investigated the effect of the Camden Core Model on hospital readmissions. This is a good moment to reflect on what we have accomplished together in 2019. We doubled down on our commitment to transforming systems and providing better care in Camden, South Jersey, and across the country. Our patients' lives are complicated: they have multiple chronic conditions, behavioral health needs, extensive healthcare utilization, and their health struggles are compounded by the lifetime burdens of racism, inequity, and trauma. We believe there is a better way — that our patients can heal and we can help create the community-based ecosystems of services that they need.

Much of our work over the past year focused on creating and strengthening these ecosystems of interconnected organizations that provide coordinated services to meet people's complex health and social needs. Here are some highlights:

- We partnered with a local homeless shelter to pilot shelter-based enrollment into our Camden Core Model (page 3).
- We worked with partners across the state to co-create a brand new Regional Health Hub model for the state of New Jersey (page 5).
- Our fourth annual conference, *Putting Care at the Center 2019*, brought organizations and individuals together from across the country to learn about complex care ecosystem development (page 13).

Building strong ecosystems means engaging with and building capacity within our communities. In 2019, we published evidence that our 7-Day Pledge program was working to reconnect patients to their primary care providers and to reduce hospital readmissions, and began the process of transferring ownership of the program to the primary care practices themselves. We ramped up efforts to recruit former Camden Coalition patients to serve on our Community Advisory Committee (CAC), and have been delighted to see CAC members lead local, state-level, and national advocacy efforts.

We have also been working hard with partners across the country to advance complex care as a unified, national field of practice. Last year our National Center for Complex Health and Social Needs launched a working group to propose a set of core competencies for complex care providers, as well as a Field Coordinating Committee to oversee and align national field-building efforts.

A thriving field of complex care takes all of us working together. We thank our funders for their support and all of our partners for the work they are doing across the country to improve care for individuals with complex health and social needs. We look forward to continuing to work together in 2020 and beyond.

Sincerely,



A handwritten signature in black ink that reads "Kathleen".

Kathleen Noonan
Chief Executive Officer
Camden Coalition of Healthcare Providers

*Facing page: Attendees
applaud at our fourth
annual conference for
the field of complex care,
Putting Care at the
Center 2019.*



Care interventions

Providing whole-person care for individuals with complex health and social needs, rooted in authentic healing relationships

Camden Core Model

The heart of our work is the Camden Core Model, our community-based care management intervention for individuals with complex health and social needs. We identify patients through the Camden Coalition Health Information Exchange (learn more on p. 7), then meet them in the hospital. An interprofessional team of nurses, social workers, and community health workers then visits participants regularly in their homes and in the community.



Care team members visit a patient at her home.

Our care teams work with participants to create a customized care plan, centered on their own goals and wishes, and get them connected to the services they need. Our goal is to empower patients with the skills and support they need to avoid preventable hospital use and improve their well-being.

Enrollment in the Camden Core Model has historically happened at the hospital bedside, but in 2019 we launched a shelter-based pilot program. In partnership with Volunteers of America (VOA), we are now enrolling individuals into the Camden Core Model by engaging them while they are staying in the VOA's men's shelter in Camden.

Learn more about the history and evolution of the Camden Core Model in this brief: camdenhealth.org/core-model.

194

Patients served in one of our high-touch care management programs in 2019

3,529

Hours our care teams spent with patients in 2019

188

Average number of days patients spent in one of our high-touch care management programs in 2019

Medical-Legal Partnership

Legal needs, including landlord-tenant disputes, fines and fees, government benefits, child custody and child support issues, and criminal record expungement can all undermine people's health and well-being. Medical-Legal Partnerships embed attorneys within care teams to directly address patients' legal needs.

Publications about our care interventions

- Brief: From siloed systems to ecosystem: The evolution of the Camden Coalition's complex care model. camdenhealth.org/core-model
- Characteristics and behavioral health needs of patients with patterns of high hospital use: implications for primary care providers (*BMC Health Services*). <https://doi.org/10.1186/s12913-019-3894-7>
- Time and effort in care coordination for patients with complex health and social needs: Lessons from a community-based intervention (*Journal of Interprofessional Education and Practice*). <https://doi.org/10.1016/j.xjep.2019.03.002>
- Assessing the relationship between housing and health among medically complex, chronically homeless individuals experiencing frequent hospital use in the United States (*Health and Social Care in the Community*). <https://doi.org/10.1111/hsc.12843>
- Putting all the pieces back: Lessons from a health care-led jail reentry pilot (*NEJM Catalyst*). <https://catalyst.nejm.org/doi/full/10.1056/CAT.19.0706>

Since 2018, we have had an attorney on our care team through a Medical-Legal Partnership with Rutgers Law School. Last year, to expand the program's capacity and scope, we brought on a second attorney through an Equal Justice Works Fellowship.* Our two attorneys provide direct legal services to our patients, accompanying them to court to resolve legal needs that are having an impact on their health. The Equal Justice Works Fellowship has also allowed us to address these issues on more systemic levels through policy and advocacy efforts and by improving collaboration with legal services agencies in Camden.

Housing First

With the help of our many community partners, the Camden Coalition introduced the Housing First model to southern New Jersey in late 2015. Since then, we have provided housing and supportive services to 72 patients who had been experiencing chronic homelessness, housing 15 individuals in 2019.

In 2019, we hired two community health workers to provide ongoing supportive services for Housing First patients. Moving from chronic homelessness to stable housing can be a major transition. Our Housing First community health workers help ease patients through this transition, supporting them in maintaining their housing, while also providing care coordination services.

*Equal Justice Works Fellowship sponsored by Merck & Co., Inc. and Covington & Burling LLP

51

Patients received legal assistance through our Medical-Legal Partnership in 2019

72

Patients housed through our Housing First program since late 2015

15

Patients housed through our Housing First program in 2019

Clinical redesign

Transforming systems to better serve those with complex health and social needs

Regional Health Hubs

We have always brought providers, health systems, payers, and consumers together to improve care for those who need it most. Four years ago, we were named one of New Jersey's first Medicaid accountable care organizations (ACOs) under a three-year demonstration project. In 2019, we worked with our state partners to design a new model that would go beyond the Medicaid ACO model to create regional centers of coordinated care. In July 2019, we were officially recognized as one of New Jersey's first four Regional Health Hubs, alongside Hubs in Trenton, Newark, and Paterson.

Regional Health Hubs are non-profit organizations that partner with Medicaid and state agencies to reduce health disparities, improve health outcomes, and improve the delivery of care for Medicaid recipients in their region. Regional Health Hubs use health information exchanges (HIEs) and community input to develop and implement innovative, effective, person-centered care models. They are expected to act as clinical redesign specialists for the state, providers, payers, and consumers.

We look forward to working alongside New Jersey's other Hubs to test and develop this model in the coming years, and to strengthen data sharing, community partnerships, and care coordination across the state.

Accountable Health Communities

The Camden Coalition is one of 29 sites across the country selected by the Center for Medicare and Medicaid Innovation to implement the Accountable Health Communities (AHC) Model.

Through this award, we are working with practices in Camden, Burlington, and Gloucester counties. We are training their staff to screen Medicare and Medicaid beneficiaries for health-related social needs, including housing instability, food insecurity, utility needs, interpersonal violence, and transportation, and to refer them to the appropriate services. Patients who have social needs and multiple recent emergency department visits work with our community health workers to get connected to the appropriate social services.

By systematically identifying and addressing social needs in primary care settings, we hope to reduce healthcare costs and utilization and to improve the health of patients across South Jersey.

150

Staff members at 27 AHC sites trained in screening and navigation in 2019

12,722

Screenings for health-related social needs completed at AHC sites in 2019

44%

Of screened individuals flagged positive for at least one of five types of social needs in 2019

7-Day Pledge

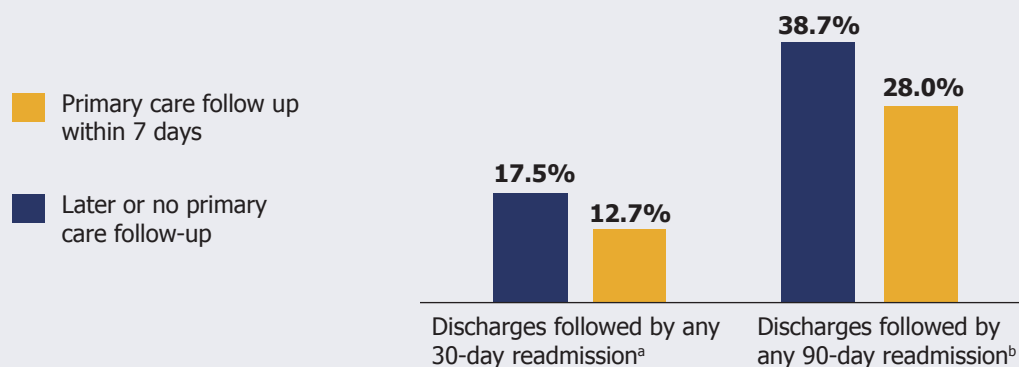
The 7-Day Pledge is a citywide program to connect hospitalized patients to their primary care provider within seven days of discharge. Launched in 2014, it was co-designed with primary care practices in Camden to collaboratively address common barriers to rapid primary care follow-up.

In 2019, we published an evaluation of the 7-Day Pledge in *JAMA Network Open* showing that primary care reconnection works: patients who had a primary care appointment within seven days of hospital discharge had a lower number of 30- and 90-day hospital readmissions (see below).

Bolstered by the evidence, we are now in the process of transferring ownership of the program to the primary care practices themselves. By tailoring reports through the Camden Coalition Health Information Exchange, practices will be able to adapt their 7-Day Pledge workflows to their unique settings and make rapid primary care reconnection an integrated part of their work.

Reducing hospital readmissions

Readmissions are lower when a hospital discharge is followed by a primary care follow-up within seven days:



^aDifference, 4.8%; 95% CI, 0.52%-9.17%; P=0.03

^bDifference, 10.7%; 95% CI, 4.98%-16.36%; P=.002

Percentages are based on 450 discharges followed by a primary care appointment within 7 days and 450 matched records in which the patient did not have a primary care appointment within 7 days.

Source: "Outcomes of a citywide campaign to reduce Medicaid hospital readmissions with connection to primary care within 7 days of hospital discharge," 2019, doi:10.1001/jamanetworkopen.2018.7369.

Learn more in these publications on camdenhealth.org:

- Outcomes of a citywide campaign to reduce Medicaid hospital readmissions with connection to primary care within 7 days of hospital discharge (*JAMA Network Open*)

<https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2722571>

- Quality improvement brief: 7-Day Pledge: Reducing hospital readmissions through rapid connections to primary care

<https://camdenhealth.org/resources/7-day-pledge-reducing-hospital-admissions-through-rapid-connections-to-primary-care/>

- Clinical redesign brief: Partnering to reduce readmissions in Camden

<https://camdenhealth.org/resources/7-day-pledge-partnering-to-reduce-readmissions-in-camden/>

Connecting data

Using data to identify and engage patients with complex health and social needs is the foundation of our work.

Camden Coalition Health Information Exchange

The Camden Coalition Health Information Exchange (HIE) provides real-time data that providers need to serve their patients across South Jersey. Our HIE, which is web-based and can be accessed on any device, is the primary way that records are shared across providers and institutions in the region. It forms the backbone of regional healthcare initiatives, including our Camden Core Model.

The number of healthcare practices that can view and/or contribute data to the Camden Coalition HIE continues to grow, with 20 new participating organizations and teams added in 2019. Because our patients often have complex social needs, we have worked to connect health-related staff in social service and non-medical organizations like local housing providers and Camden County Correctional Facility to the HIE. And because we know community and social support are so important to health, congregants of local faith-based organizations can opt in so that their faith leaders are notified when they are admitted to the hospital.

Better data sharing and improved care coordination are also priorities for the state of New Jersey. In 2018, the Camden Coalition HIE joined the New Jersey Health Information Network (NJHIN), a state-wide data exchange network that aims to connect all New Jersey hospitals, along with state health data sources. The NJHIN data is scheduled to go live in early 2020.

“For the patients our care teams serve, their medical complexities are often related to their social needs. We are documenting those connections to social service agencies in our HIE to make sure it is not just one social worker who knows the patient is experiencing homelessness, but also the nurse, the physician, and the community health worker.”

— Christine McBride, Program Manager for the Health Information Exchange, Camden Coalition

33

Sites contributed
data to the HIE in 2019

>50

Unique organizations and teams
accessed the HIE in 2019

1.3M

Unique patient
records in the HIE



Camden Coalition staff members identify patients from across health systems who qualify for our care management programs.

A care team member logs into the HIE during a home visit.



Building coalitions in Camden

Bringing the community together around local complex care needs

The evolution of our CAC

Our Community Advisory Committee (CAC) is composed of Camden residents who are passionate about transforming care for people with complex health and social needs in their community. The CAC is a committee of our Board of Trustees, and its Chair and Vice Chair are Coalition Trustees. The CAC advises the Camden Coalition on consumer and community health needs and helps guide the strategic direction of the organization.

In 2019, we made a concerted effort to recruit graduates of our Camden Core Model as CAC members, and watched the CAC become a vibrant and inspiring peer community. CAC members joined with partner agencies to advocate for policies that will improve well-being for vulnerable community members, including expanding access to driver's licenses, supportive housing, and trauma-informed alternatives to youth incarceration in New Jersey.



CAC and care team members attend a rally in Trenton, NJ to expand access to driver's licenses in New Jersey.



A CAC member performs her story during our "Take back our health: Stories of healing" event at Camden's Waterfront South Theater.

In June, after intensive work with local storytelling experts, CAC members performed their stories of healing at Camden's Waterfront South Theater. The CAC also launched a collaboration with local clinical and social service providers to address food insecurity in Camden. Three CAC members were selected as 2019-2020 National Consumer Scholars, serving as liaisons between our organization's local and national work.

Maternal health and the First Lady's Camden Family Festival

In March 2019, the Camden Coalition had the honor of being selected by New Jersey First Lady Tammy Murphy to co-host the Camden Family Festival, alongside Camden Mayor Frank Moran and the Camden City School District.

The Camden Family Festival aimed to connect families to health and social services in their community. Over 100 organizations filled the Octavius V. Catto Community School to provide resources to hundreds of Camden residents. Alongside live performances from the famed Camden Sophisticated Sisters Drill Team and more, one of our CAC members shared through tears how her health and social complexities affected her pregnancy.



A CAC member, accompanied by her son, shares her story at the Camden Family Festival.

"You do not 'give voice' to people. Everyone has a voice. We provide opportunities to amplify voice."

— Karen "Queen Nur" Abdul-Malik, Storyteller/Folklorist, Stories on Tour with Queen Nur

Queen Nur worked with our CAC members and National Consumer Scholars throughout 2019 to prepare and share their stories.

The festival was part of the First Lady's *Nurture New Jersey* campaign to reduce maternal and infant morbidity and mortality in the state. This is a priority area in New Jersey, and we are excited to carry this work forward: in 2019 the Camden Coalition was named one of the beneficiaries of Merck for Mothers' Safer Childbirth Cities initiative. In 2020, we will be activating citywide workflows to connect pregnant people to the services they need, including earlier prenatal care.

37

Community Advisory
Committee members in 2019

105

Organizations participated in
the Camden Family Festival

>300

Camden residents attended
the Camden Family Festival

Building the field of complex care

Inspiring, connecting, and supporting the evolving community of complex care practitioners and leaders across the country

Blueprint for Complex Care

In 2018, we released the *Blueprint for Complex Care* in collaboration with the Center for Health Care Strategies and the Institute for Healthcare Improvement. Based on interviews and feedback from hundreds of stakeholders, the *Blueprint* assesses the current state of the field of complex care and articulates a unified vision for its development, including 11 recommendations for strengthening the field.

In 2019, in response to the *Blueprint's* recommendations, we launched a new Field Coordinating Committee (FCC) to align national efforts and oversee new projects to develop standard core competencies and quality measures for complex care. The FCC includes the original authors of the *Blueprint* as well as the Alliance for Families and Communities and Community Catalyst's Center for Consumer Engagement in Health Innovation to represent social sector and consumer perspectives, respectively.

We also continued to deepen our consumer engagement work: our 2019-2020 cohort of National Consumer Scholars will be key contributors to the design of programs and the development of field frameworks.



Camden Coalition CEO Kathleen Noonan talks with Putting Care at the Center attendees about the *Blueprint for Complex Care*.

In 2020, we will be codifying our approach to ecosystem development and curating a wide range of practical resources for communities launching new complex care efforts.

Learn more about this work at nationalcomplex.care/blueprint.

11

Recommendations to strengthen the field of complex care included in the *Blueprint*

76

Organizations across the country formally endorsed the *Blueprint*

7

New National Center projects and programs stemming from *Blueprint* recommendations launched in 2019

Technical assistance

As part of our national work, the Camden Coalition provides technical assistance to organizations across the country that are starting or strengthening complex care programs. We help programs make a business case for complex care, design data infrastructure and form interprofessional teams, and train teams in our COACH and RELATE frameworks.

In 2019, we worked with 13 organizations and institutions, including health systems, state governments, nonprofit organizations, and more. We also piloted a learning management system to provide standardized training across sites. Here are some 2019 highlights:

- **Building local complex care ecosystems:** We worked with Regional One Health in Memphis, TN to launch a complex care program and to build community partnerships that provide mental health services, transportation, addiction recovery, criminal record expungement, job placement, and food security for their patients.
- **COACH training:** Representatives from our care teams trained 200 people from Providence Saint Joseph in multiple regions in our COACH patient empowerment framework. Learn more about our COACH framework: camdenhealth.org/the-coach-model
- **Addressing addiction:** In Alameda County, CA, we worked with the Center for Care Innovations, Alameda Health System, and Alameda County Behavioral Health to expand medications for addiction treatment (MAT) services across 14 primary care sites.
- **Bringing care into the home:** We teamed up with the National Association of Accountable Care Organizations (NAACOs) to launch a learning community with 12 ACOs focused on home visiting.

Publications about our technical assistance work

- Toolkit: Medications for addiction treatment: Providing best practice care in a primary care clinic. www.nationalcomplex.care/MAT-toolkit
- Taking care of Charlie helped one California town nearly halve hospital use (*STAT News*). <https://www.statnews.com/2019/04/08/taking-care-charlie-reduce-hospital-use/>
- For the uninsured in Memphis, a stronger safety net (*Health Affairs*). <https://doi.org/10.1377/hlthaff.2019.00999>
- Cross-sector collaboration for vulnerable populations reduces utilization and strengthens community partnerships (*Journal of Interprofessional Education & Practice*). <https://doi.org/10.1016/j.xjep.2019.100291>

13

Organizations and institutions received technical assistance from the Camden Coalition in 2019

14

Primary care sites across California received our support in expanding MAT services for opioid addiction in 2019

200

Employees of Providence Saint Joseph Health were trained in our COACH framework in 2019

Putting Care at the Center 2019

Our fourth annual conference brought over 750 complex care leaders from across the country to Memphis, TN in November. Co-hosted with Regional One Health, *Putting Care at the Center 2019* featured topics including documenting and addressing social needs, working across sectors, and storytelling for change.

Our 2019 conference keynote was Abraham Verghese, Senior Associate Chair at Stanford University School of Medicine and author of *Cutting for Stone* and *My Own Country*. At the conference, Dr. Verghese told the story of being a young infectious disease doctor in rural Tennessee at the beginning of the HIV/AIDS epidemic. "One of the most profound lessons I learned," he said, "was that when I could not cure, I could still heal. I think there's an analogy to what you do in complex care: there is a relationship formed that changes behavior. Complex care is about being attentive to the small things, which impacts the big things."

Camden Coalition staff shared their expertise with the field, presenting on medications for addiction treatment, our COACH model for patient empowerment, addressing social complexity, and cross-sector collaborations that we help lead across the country.

Our 2020 conference will take place October 28-30 in Philadelphia, PA, co-hosted with Cooper University Health Care and Virtua Health. Learn more and register for the conference at www.centering.care.

"One of the things the civil rights movement did really well was bringing all these movements together to stand with the power of numbers. **What connects us all here is better health outcomes.** I realized [Martin Luther King Jr.'s] work is still moving forward, it's still living on, and I'm a part of it. And when I realized that, it was no longer 'I'm here as someone with lived experience to talk to the providers.' **It's an us. We are in this together.**"

— Helina Fontes, Certified Peer Specialist and Program Director, Northeast Recovery Learning Community

Helina is a 2019-2020 National Consumer Scholar who participated in the conference's "Power and accountability in authentic storytelling" plenary session

751

Attendees at *Putting Care at the Center 2019*

45

States represented by conference attendees

15

National Consumer Scholars participated and shared their stories at our 2019 conference



Putting Care at the Center 2019 attendees share complex care resources, findings, and strategies in the event's interactive Beehive space.

The "Power and accountability in authentic storytelling" plenary at the 2019 conference.





*Care team members
line dance during a
morning huddle.*

*Care team members
share our COACH
framework at
Putting Care at the
Center 2019.*



Looking ahead

Building on the many successes of 2019, we can't wait to see what 2020 will bring.

At the Camden Coalition, we are continually examining what works to improve care and well-being for our patients and communities and what does not work, and iterating based on the lessons we learn. In 2020, we will be undertaking more formal quality improvement assessments to evaluate and improve our programs.

First, we are exploring further analysis of the data collected as part of the randomized controlled trial (RCT) through a partnership between the Camden Coalition, J-PAL North America, and Rutgers Center for State Health Policy. We will be digging in to learn more about outcomes beyond hospital readmissions. We will continue to strengthen the services available for our patients in Camden, including building on our Housing First work. Learn more about the RCT and our next steps here: camdenhealth.org/RCT.

Another new project for the Camden Coalition in 2020 will be the launch of Merck for Mothers' Safer Childbirth Cities initiative. We will be leading this nationwide initiative for the city of Camden, and are looking forward to working with our clinical and community partners to activate citywide workflows that will connect pregnant people to earlier prenatal care, as well as to other needed healthcare and social services.

We will also be shifting from Medicaid accountable care organization to Regional Health Hub. Alongside our partners in Trenton, Newark, and Paterson, we will serve as the link between our local communities and the state to improve care delivery for Medicaid recipients. We are thrilled to be piloting what we hope will become a national model for state and local partnership to improve health outcomes.

On the national level, we will continue to activate the recommendations of the *Blueprint for Complex Care*, bringing together experts from across the country to help codify core competencies for complex care providers, standardized quality measures for evaluating complex care programs, and more. We are also excited to be encouraging communities across the country to strengthen their complex care work. In 2020, we will support six regional complex care convenings across the country and will publish a toolkit of resources for organizations looking to launch new complex care programs.

The year 2020 also marks the 5-year anniversary of the *Putting Care at the Center* conference. To celebrate, we are bringing complex care veterans and newcomers from across the country back to our region in our sister city of Philadelphia to meet, network, and share best practices for improving care for people with complex health and social needs. We hope you will join us in Philadelphia October 28-30 for *Putting Care at the Center 2020*!

Strong, interconnected ecosystems of care for people with complex needs are taking shape in Camden and across the country. Thank you for your continued support of this work in 2020 and beyond.

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Camden Coalition Member Organizations

Hospitals

Cooper University Health Care
Jefferson Health New Jersey
Lourdes Health System
Virtua Health

Primary care offices

Broadway Community Health Care
CAMcare Health Corporation
Fairview Village Family Practice
Project H.O.P.E.
Ramon Acosta, MD PC
Reliance Medical Group

Partnering organizations

Abigail House
AmSTAR Medical Transport
Bayada Nurses
Bell Pharmacy
Camden Area Health Education Center
Center for Family Services

Collaborative Support Programs of New Jersey
Community First Medical Transport
Cooper Medical School at Rowan University
Fair Share Housing, Northgate II
Family Health Initiatives
Oaks Integrated Care
Paschal Nwako
Robins' Nest
STARS Adult Medical Day Care Center, LLC
South Jersey Eye Center
South Jersey Behavioral Health Resources, Inc.
Southern New Jersey Perinatal Cooperative
VITAS Healthcare
Volunteers of America Delaware Valley
Walgreens

Resident organizations

AARP New Jersey
Faith in New Jersey
Hispanic Family Center for Southern New Jersey



Camden Coalition
of Healthcare Providers

camdenhealth.org
P 856-365-9510
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The National Center
for Complex Health & Social Needs

nationalcomplex.care
P 856-365-9510 ext #2013

About the Camden Coalition

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and wellbeing. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

Through our **National Center for Complex Health and Social Needs** (National Center), the Camden Coalition's local work also informs our goal of building the field of complex care **across the country**. Launched in 2016, the National Center exists to inspire people to join the complex care community, connect complex care practitioners with each other, and support the field with tools and resources that move the field of complex care forward.