CalAIM Technical Assistance Offerings

About Consilience Group, LLC

Consilience Group, LLC is a women-owned, purpose-driven systems transformation firm dedicated to the wellbeing of all people, with a focus on people facing social and economic disadvantage. Our work within and across public and private health and social service agencies fosters access to essential resources for health and wellbeing throughout the life course, including healthcare, early childhood supports, senior services, youth development, education, employment, housing, food, arts & culture, transportation, justice, and recreation.

Our technical assistance delivery builds sustained capacity in and across organizations for health and human services systems transformation. We support organizations to identify and effectively address the clinical and social health needs of the individuals and families they serve. To that end, we provide a comprehensive array of human-centered, empathy-based processes, tools, and resources to deliver tailored, robust technical assistance that is contextualized for the health and human services sectors and equips teams to take meaningful action. Our training, coaching, and tools effectively support people at all organizational levels to lead culture change and practice transformation.

PATH TA Off-the-Shelf Offerings

Health Equity Operational Assessments and Tailored Recommendations

Health equity is not a program, but rather a lens across organizational culture, programs and practices. This "Off-the-Shelf" offering provides a variety of relatively short evidence-informed assessments of key organizational domains essential for health equity practices. These assessments have been distilled from comprehensive accreditation and standards of practice from numerous public health, social services and organizational development national associations. This approach allows your team to hone in on priority strategies among hundreds of potential standards to identify clear, practical actions to strengthen organizational capacity for health equity.

Each assessment is designed to be used by a staff team with that domain to benchmark their operational policies and practices to assess their capacity for promoting health equity. The assessment domains include the following:

- Organizational Development: Culture, Hiring and Staff Training
- Authentic Community Engagement and Partnerships
- Measuring Health Disparities: Data Capacity and Partnerships

Once teams complete their self-assessment, we facilitate a structured brainstorming session to identify recommendations for strengthening their health equity impact. We bring best practices for team

consideration, and coach teams to use a provided Workplan Template to identify specific actions to improve their organizational capacity.

Promoting Equity-Centered Culture and Care

The proposed set of offerings build concrete knowledge and real-world skills to improve the impact of health and social care practices, programs and policies through the promotion and adoption of equity-centered culture and care model. Our array of customized training experiences emphasize practical application of concepts and are framed for specific client context and goals. The package includes customization of the 5 courses for up to 35 participants. Course formats range from interactive asynchronous sessions to live facilitated virtual sessions. Topics address:

- *Culture of Belonging:* Build self-awareness and skills for fostering a culture of belonging to promote inclusion and equity in organizations and services. Workshops can focus on Cultural and Social Identity for a Culture of Belonging or Understanding and Addressing Bias for a Culture of Belonging.
- *Inclusive Leadership:* Understand how to lead effectively in culturally diverse settings using both conventional and non-traditional leadership approaches to drive positive change, promote inclusion, and inspire innovation.
- *Communication Skills to Engage and Motivate:* Gain skills to establish trust and build motivation for positive change through empathy, particularly for people facing complex health or social conditions.
- *Authentic Community Engagement:* Understand *and* identify opportunities for community-centered engagement to inform health disparity analysis and guide solutions for equity.
- *Engaging in Difficult Conversations:* Develop the skills to engage in difficult conversations in a manner that safeguards organizational core values and beliefs, particularly when facing power imbalances and different social dynamics and recognize the negative effects of ignoring or avoiding these conversations.

CalAIM Readiness Assessment and Tailored Recommendations for Nonprofits

Let us help you take the first step towards making a significant difference in health outcomes for the people you serve. This "Off-the-Shelf" offering provides an assessment of your organization's level of readiness to successfully participate in the Medi-Cal delivery system as California widely implements Enhanced Care Management (ECM) and Community Supports and Justice Involved services under CalAIM. We provide a systematic evaluation of your organization's capacity to participate effectively in the program, along with expert guidance, and tailored recommendations for strengthening your organization's readiness for CalAIM.

Key steps in the process include:

1. Customization and administration of assessment questionnaire
2. Facilitation of up to five discovery sessions with internal and external informants
3. Preparation of assessment findings
4. Review of learnings and next step recommendations

5. Consultative sessions to map appropriate next steps

With our CalAIM Readiness Assessment for Nonprofits, you can confidently navigate the complexities of CalAIM, ensuring your organization is well-prepared to fulfill its mission. Our assessment services provide you with the clarity you need to make informed decisions, appropriately allocate resources, and chart a path forward.

Strategic Planning for Impact

Informed by key insights gained through analysis and assessment, our Strategic Planning for Impact equips your organization to envision your future state, take stock of where you are to date, and craft the strategies that will help you bridge to that future. We help your organization clearly define and message the value of your work to diverse stakeholders to build champions and partners through proactive narratives, and pinpoint organizational strategies. Our expert facilitation supports your team in plan development, and we provide documents and templates to support plan implementation.

As part of our package, our team works with you to:

- Apply human-centered design principles that inspire your team to co-create – and own – a clear plan of action for growing and sustaining programs and services
- Focus on establishing shared values, goals, and implementation alignment for programs and services across different departments, organizations, and systems
- Employ the Results-Based Accountability™ methodology to drive data-driven decision-making for high impact results
- Deliver a framework that helps you strategically prioritize resources and investments

Included in the packaged offering is:

- Project Work Plan including key milestones and activities and timeline
- Landscape Assessment Report that includes summary findings from secondary and primary research
- Strategic Plan (ranging from 3-5 years)
- Continuous Learning Plan and Implementation RoadMap Template
- Follow-up evaluative guidance and recommendation

This packaged offering assumes secondary documentation review, 8-10 stakeholder conversations, review of 1-2 related data sets, five strategy work sessions with the planning team, and regularly scheduled project management meetings over a 6-month period.

Coordinated 'No Wrong Door' System of Care Service Delivery Ecosystem Design

The ability to meet people 'where they are' and provide a holistic, person-centered Enhanced Care Management service requires concrete, on-the-ground structures and processes for coordinated care delivery across departments and agencies. Coordinated Systems of Care (CSoC), that enable a person or family to access services they need, when they need them, are often referred to as "no wrong door"

or "wraparound" system of care models. These models deliver Enhanced Care Management by breaking down service silos, establishing infrastructure and business standards that allow individual providers to better coordinate services, share information, and ultimately deliver high quality, high impact services to individuals and families.

Key objectives of this offering are as follows:

- Establish CSoC high-level guiding framework across service delivery partners including a shared mission, values, and key operational components
- Assess individual organizational and system-level capacity to develop a CSoC delivery model with corresponding design and implementation recommendations
- Design an operational pilot, documenting key learnings to further refine ongoing operations
- Develop a longer-term sustainability strategy

Included in the packaged offering is:

- Detailed Project Plan
- Identification of key CSoC Partners
- Create/complete any Memorandums of Understanding (MOU) or CSoC Agreements
- Design of CSoC Framework
- Documentation of Systems Map
- Assessment Findings including: Analysis of Gaps, System Design Changes and/or Process recommendations, and Proposal for Data Exchange Infrastructure
- Data Dictionary with key performance indicators and collection methodologies
- Governance structure to oversee data exchange process among CSoC partners
- CSoC Operational Playbook
- Implementation Work Plan
- Workshop Training Agendas and Guided Facilitation

Enhanced Care Management Improvement Design and Change Management/Implementation Support

This offering provides training, coaching and technical assistance to build staff capacity to use data and apply best practices to improve the impact of specific programs and services related to Enhanced Care Management. Specifically, participants will learn how to clearly define priority program results, use data to identify disparities in current program outcomes, apply collaborative human-centered design methods to develop an appropriate programmatic response, use concrete project management tools to develop workplans for improvement strategy accountabilities, and measure program impact.

This process is designed for small, multi-disciplinary teams responsible for delivering a coordinated service or program for Enhanced Care Management. It consists of structured team design sessions along with tools and targeted support for team member work in between design sessions. Depending on the nature and maturity of the service/program, the process takes between 6 - 8 months. The

process consists of up to eight facilitated planning and design sessions and access to technical assistance between formal sessions to deliver training, tools and coaching to *achieve the following objectives:*

1. Identify or clarify target program results
2. Identify, clarify or enhance program/service performance indicators to measure program results and related data collection/reporting processes
3. Identify or clarify gaps in meeting target program results
4. Identify evidence-based approaches to address these gaps through program/service improvement
5. Co-design program/service improvement strategies and implementation steps
6. Develop a concrete workplan for improvement implementation steps, including timelines and accountabilities
7. Develop a change management plan to ensure adoption of improvements

Social Care Impact Capacity-Building Academy

Our Social Care Impact Capacity Building Academy builds concrete knowledge and skills to improve the impact of health and social care practices, programs and policies for Enhanced Care Management by operationalizing equity for a people-centered approach. The Academy equips participants to apply health equity and person-centered care concepts, methods, and tools to their day-to-day practice. The Academy is comprised of asynchronous and live facilitated sessions and one-on-one technical assistance for 35 participants.

Sessions address the following topics:

- *Fundamentals of Health Equity:* Understand key concepts related to health equity (e.g., health disparities, affected populations, equity vs. equality, social drivers of health)
- *Social Drivers of Equity:* Gain deeper insight, foster empathy and build motivation to address health inequities through an experiential first-person simulation
- *Fostering Equity through a Person-Centered Approach:* Understand the characteristics of a person-centered approach, why it promotes equity, and how it is operationalized in healthcare
- *Using Data to Identify Disparities:* Prioritize, understand, and effectively harness a range of health disparity and equity data to guide practice improvement and system-level change
- *Responding to Disparity – What Can I Do?:* Review a root cause analysis tool and framework to engage broader stakeholders in understanding health disparity issues from various perspectives

The package includes:

1. 2 discovery sessions to identify areas of interest and focus
2. Up to five customized training courses to reflect your context and service priorities
3. Up to ten hours of customized technical assistance
4. Opportunity to accommodate additional participants with corresponding adjustments to fees

Organizational Learning Framework and Action Recommendations

We work with your team to adapt and adopt an organizational learning and quality monitoring and improvement methodology aimed at equipping your organization to reliably deliver high-quality high-impact services. We believe quality and learning is an opportunity for all members of your team - from frontline personnel to executive leadership. As such, we work with you to adapt a learning framework that promotes a culture of quality improvement and continuous learning that can be adopted by people at all levels of your organization. As part of this offering, we assess your current organizational quality and learning infrastructure, benchmark it against a best practice framework, and identify opportunities to strengthen and advance your related efforts. *The package includes:*

1. Facilitation of two initial discovery sessions to understand your existing quality improvement and learning infrastructure to date and related goals
2. Customization and administration of assessment questionnaire
3. Adaptation of an organizational learning framework to support desired goals
4. Preparation of a Learning Assessment and Recommendations Report that benchmarks your infrastructure against the proposed framework, and recommends immediate actions that have the potential to strengthen and promote organizational learning and quality improvement
5. Facilitation of up to five consultative sessions to review the framework and discuss potential needs and next steps

This packaged offering is a critical foundational step in an organization's commitment to advancing a learning culture. Complementary follow along packaged offerings include the "Data Analysis and Responsive Action" package as well as 'a la carte training available through our "Equity-Centered Care Training".

Data Analysis and Responsive Action

In today's funding environment, an organization must be able to regularly produce data that provides insight into both the quantity and quality of services provided. Our "Data Analysis and Responsive Action" offering provides your team with extended data analysis bandwidth. Our team will work alongside your team, to harness available data to gain critical insights to inform next step actions. *As part of the package our team will:*

1. Facilitate up to three discovery and planning sessions to understand available data sets and the key questions to be answered
2. Work with you to structure one to two raw data sets so that it can inform answers to the proposed questions. Note, that the number of data sets we are able to support through this offering will be limited based on the fields and complexity of the raw data.
3. Prepare related data analysis and up to two visualizations that provide greater insight into the related conditions
4. Facilitate up to five review and planning sessions to review and discuss data insights and potential responsive actions

5. Prepare a summary report that includes the data analysis and next step action recommendations

This packaged offering not only provides your team with a concrete deliverable that can be incorporated into your own organizational report, but also provides a model and methodology for future analysis, building your own internal capacity. Complementary follow along offerings include the "Organizational Learning Framework and Action Recommendations" package as well as our "Equity-Centered Care Training" package.

Defining Your Impact: Demonstrating your Value as a Provider Partner

Demonstrating the value of your services through defining your impact is essential to forging mutually beneficial partnerships with healthcare payers and other providers. Whether your organization or agency is just beginning to understand the fundamentals of an impact framework or you've been doing this for years and looking to refine your model, our team is ready to support you. Through this Off-the-Shelf offering, we combine structured live virtual workshops with customized technical assistance so that at the end of the engagement you walk away with a developed case statement, logic model/impact framework, and corresponding SMART goals that you can immediately put to use within your organization, program or service. *The package includes:*

1. Facilitation of two initial discovery sessions to gain insight into your existing impact framework and related goals
2. Facilitation of three virtual live workshops, for up to 15 participants, that introduce foundational concepts related to a value proposition, logic model, and SMART goals
3. Facilitation of up to five consultative sessions to review the framework and discuss potential needs and next steps. Technical assistance will focus on coaching teams through developing their Case Statements, Logic Model, and SMART Goals
4. Development of draft case statements, Logic Model, and SMART Goals informed by consultative sessions

This packaged offering is a critical foundational step in clarifying your intended impact. Complementary follow along packaged offerings include the "Data Analysis and Responsive Action" and "Organizational Learning Framework and Action Recommendations" packages as well as 'a la carte training available through our "Equity-Centered Care Training".