

THE EQUITY ORIENTED PRIMARY CARE (EOPC) INNOVATION COLLABORATIVE CHARTER | JANUARY 2021

Rationale

Racial bias within the health care system, including primary care, has eroded the trust and use of health services, which often fail to address root causes or fit individual's needs. Paired with unfair governmental policies, our healthcare system contributes to the widening of racial and health inequities. The COVID-19 pandemic highlights the need to build resilient social service and primary care systems that support under-resourced communities during a crisis.

Project Approach & Learning Agenda

The Equity-Oriented Primary Care (EOPC) Innovation Collaborative is an innovation design accelerator of nationally-distributed, primary care practices and their communities working together to answer: **How might we sustainably redesign primary care delivery to drive equitable health outcomes?** Our initiative goal is that by 2023, three primary care practices and their communities will demonstrate how primary care services can redesign themselves to center on racial equity and drive measurable improvements for resilient communities of color. Using a shared learning structure based in innovation, community-engagement, and racial healing approaches, the deep innovation work within the collaborative will:

ADDRESS INSTITUTIONAL RACISM AND BIAS WITHIN PRIMARY CARE

ORGANIZATIONS' POLICIES AND PRACTICES Addressing and restructuring operational processes, internal policies, and care team-patient or family interactions to reduce bias and racism and build bi-directional trust within primary care. Alignment of primary care strategies with community-prioritized public health efforts.

ALIGN PRIMARY CARE STRATEGIES WITH COMMUNITY-PRIORITIZED PUBLIC

HEALTH SERVICES Exploring how to better align with public health services to enhance primary prevention and reduce health disparities for communities of color. Using data to inform how to shift interventions focus on aligning multi-sector interventions that consider the community's preferences, strengths, and priorities.

CREATE SUSTAINABLE FINANCIAL MODELS FOR EQUITABLE PRIMARY CARE

PRACTICES Use the Health Leads' business case approach to showcase the value of new equity-centered models of care to the community and identify how funding structures will need to adjust to support their long-term sustainability.

Expected Outcomes, Impacts & Learning

Site teams' deep engagement in primary care redesign and prototype testing will result in: a) a set of changes and strategies to be further tested and refined in subsequent learning collaboratives, and b) a family of measures that tells us whether those changes actually led to system-level improvement. As tested ideas for change gain evidence of success, site teams will move to implementation and develop plans for spread.

In this context the purpose of measurement is for *learning*, not for judgment or comparison. This means using measures to guide our learning about how site teams' prototypes are achieving their aims. We will work with site teams to identify a small, simple set of measures, to establish a data collection and reporting process, and to interpret the data. Identifying measures, designing data

collection processes, and interpreting data will also involve patients and communities to center their values, needs, and priorities.

Site teams will be expected to report monthly on 1) 3-4 *shared measures* to help us understand whether and how their prototypes for system redesign improve the outcomes and experiences of patients, community, and care team members over time, and 2) 5-7 *site-specific measures* to further assess the performance of their respective prototypes over time. We will also routinely collect qualitative data from site teams on whether and how their mindsets, actions, and conditions change as they work towards reducing health inequities in their own communities.

Equity Agreements

Through the process, all members of the Core Team will develop Equity Agreements for the Collaborative. Equity agreements that incorporate inclusive decision-making processes, intentionality in addressing the root causes of inequities, flexibility in changing existing inequitable organizational practices, and allow space for reflection as needed. Site teams will return to these commitments to equity throughout the initiative to guide working norms and designing prototypes.

Project Phases

PHASE 1: SETTING THE FOUNDATION March 1, 2021 - April 30, 2021

PURPOSE - The Core Team will set the meeting structure for the EOPC Innovation Collaborative as site teams are finalized - creating working norms and building other necessary structures

PHASE 2: LEVEL SETTING ON RACIAL EQUITY May 1, 2021 - June 30, 2021

PURPOSE: Establish and align on racial equity language, definitions, and systemic frameworks; Root the work in healthy relationships with site teams; align on language, goals, and potential outcomes with equity at the center

PHASE 3: DISCOVERY July 1, 2021 - September 30, 2021

PURPOSE - Develop and execute a community-centered, asset-based approach to learn more about the opportunities for innovation in pursuit of uncovering more focused and feasible areas ripe for change.

PHASE 4: MAKE SENSE & BRAINSTORM October 1, 2021 - December 31, 2021

PURPOSE - Identify more focused opportunities for innovation, based on discovery. Brainstorm ideas and build out key ideas into testable ideas and concepts as prototypes that address root causes.

PHASE 5: TEST NEW IDEAS January 1, 2021 - March 31, 2022

PURPOSE - Strengthen and test multiple iterations of promising ideas; develop measures of success and track learnings.

PHASE 6: PILOT & SPREAD IDEAS April 1, 2022 - September 30, 2022

PURPOSE - Explore the financial and operational feasibility of moving the concept to pilot. Adapt the idea as needed. Share learnings with others.

Project Roles

Health Leads Project Leads: Health Lead's members coordinate partners, strategically bring in the organization's strengths and competencies, and manage budget, online knowledge management platform and collaborative timeline.

Core Team: A team composed of Health Leads project leads and Site Team leads and the innovation partner. Core team convening is the space to hold each other accountable to project commitments and seek or provide feedback on the process.

Site Leads: Representative from each Site Team who coordinates logistics of convening the team, leads Site Team meetings, and provides critical perspective on innovation process.

Site Teams: A combination of primary care providers, community-based organizations, public health representatives, and community members impacted by health inequities.

Structure

CORE TEAM MEETINGS: Monthly meetings with Health Leads project leads and Site Team leads to plan for meeting and design ongoing support mechanisms. (1 hour)

COACHING SESSIONS: Monthly support calls with Health Leads coach to provide guidance and answer questions regarding the project activities. (1 hour)

COLLABORATIVE EVENTS: Participants should plan to attend all Racial Equity Immersion Sessions and Learning Events. There will be five virtual learning events happening quarterly for the duration of 4 hours, from 12:00pm to 4:00pm EST. Each Learning Event incorporates presented content, small group discussions and collaborative progress share outs. The dates for collaborative events are

- Racial Equity Immersion Sessions: **May 17th, June 3rd, June 17th (1:00pm - 4:00pm EST)**
- Learning Event 1: **July 14, 2021**
- Learning Event 2: **November 10, 2021**
- Learning Event 3: **January 19, 2022**
- Learning Event 4: **April 13, 2022**
- Learning Event 5: **August 10, 2022**

SITE TEAM MEETINGS: In the time in between coaching sessions each site team is expected to meet independently to test out changes to potentially implement, meet as a team and complete assignments. We have selected SimpleQi as the platform that will be used for participants to communicate and problem solve with one another.

SIMPLE QI: Collaborative platform for teams to report on measure data, provide narrative project status updates, share documents and resources, download curriculum materials, and engage in a discussion forum to ask questions of peers and faculty.

- 30 minute platform training sessions
- Platform technical support