
Collective Impact Collaboration

Working With the Competition for Improved Results

Emily Ruchty, Director of Population Health, **Aetna OhioRISE**

Patricia Lyons, PhD, LISW-S Director of Community Initiatives, **AmeriHealth Caritas Ohio**

Merle Gordon, Director of Community Initiatives, **Anthem Blue Cross and Blue Shield**

Ronata Robinson, Director of Community Initiatives, **Buckeye Community Health Plan**

Kate Tullio, Associate VP of Community Initiatives, **CareSource Ohio, Inc.**

Ericka King-Betts, PhD, Director of Community Initiatives, **Humana Healthy Horizons in Ohio**

Andrea Price, Director of Community Initiatives, **Molina Healthcare of Ohio, Inc.**

Adrienne Mundorf, Director of Community Initiatives, **UnitedHealthcare Community Plan of Ohio, Inc.**



Ohio Department of Medicaid: Next Generation Program (<https://managedcare.medicaid.ohio.gov>)

Angela Weaver, Director of Regulatory Services, **Ohio Association of Health Plans**

Loren Anthes, Principal, **Health Management Associates**

Center for Community Solutions



Introduction / Background

State Medicaid agencies across the country are increasingly implementing and considering community reinvestment requirements within their contracts with Managed Care Organizations (MCO). In Ohio, the state regulator requires each MCO to reinvest a percentage of total profit each year back into the community and has steadily increased the percentage from 3 to 5% since 2023 when the Next Generation Medicaid contracts went into effect.

Ohio leverages a collaborative approach where MCOs collectively work together to understand key barriers to optimal health, identify community-driven priorities, and pool investments to maximize impact. These investments are strategically aligned with state population health strategies and focus on greatest needs as identified by qualitative and quantitative data. Themes from 2023 and 2024 emerge around maternal and child health, chronic conditions, and behavioral health population health streams and health related social needs, including healthy food access, housing, and workforce, impacting areas where we saw most opportunity among Medicaid enrollees.

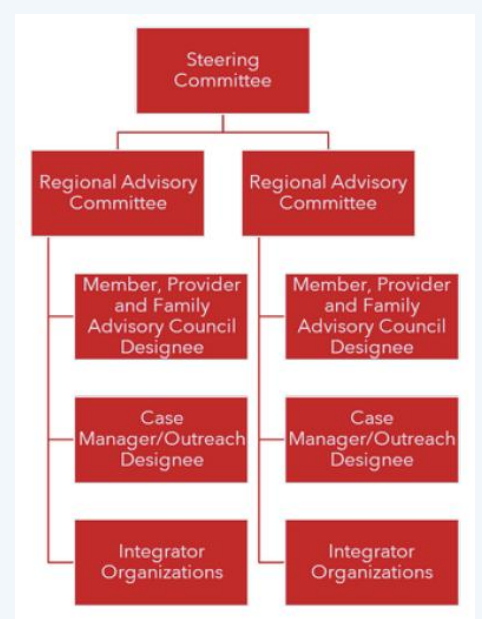
Design

The Community Reinvestment process was designed as a **pilot initiative** to test a **community engagement process** that would inform funding decisions tied to Ohio's Medicaid Managed Care Provider Agreement. The project emphasized **local input**, **fairness**, and **data-informed decision-making**. **Key design elements included:**

- **Pilot counties:**
 - **Athens County** (selected by ODM)
 - **Cuyahoga County** (selected for readiness)
 - **Dual governance structure:**
 - **Statewide Steering Committee:** Oversee the project and reviewed funding proposals. Composed of members from Ohio Medicaid MCOs
 - **Regional Advisory Committees (RACs):** Local community-based groups that led the initial round of proposal evaluations to identify and select projects for funding
-

Participants

- **Steering Committee:** Medicaid MCOs' Population Health and Community Initiatives Directors; co-led by OAHP leadership and project staff.
- **RAC Members:** Community members, including those affiliated with MCO Advisory Councils; recruited with attention to equity, cultural and linguistic appropriateness, and conflict-of-interest policies.
- **Contractors:** Supported recruitment and facilitation (e.g., Community Solutions in Cuyahoga County).
- **Applicants:** Community-based organizations submitting funding proposals.



Process

Setup

- Selection of pilot counties.
- Formation of Steering Committee and RACs.
- Recruitment of RAC members with incentives and demographic tracking.

Data Collection & Criteria Development

- Center for Community Solutions conducted statistical analyses (healthcare utilization, disease prevalence, social needs, demographics).
 - Combined data and lived experience informed scoring criteria and a weighted prioritization matrix.
-

Application & Review

- Application portal opened for funding proposals.
 - RACs reviewed and scored proposals using the matrix:
 - Athens - Online survey format and Cuyahoga - Hard copy or electronic scoring sheets.
 - Proposals ranked locally by RACs & forwarded to the Steering Committee for independent scoring.
 - Final rankings combined in a Decision Support Tool.
-

Communication & Support

- Exit surveys provided to all applicants.
- Notification of funding to selected proposals.
- OAHP and MCOs received a list of all RFPs and applicant contacts for future engagement.

Evaluation

- (1) Engagement Variability; (2) Challenges Identified; (3) Scalability Considerations; (4) RAC & Applicant Feedback Themes; (5) RAC Feedback Highlights

Discussion / Impact

- Collective impact generates creative strategies, mutual accountabilities, and larger pools of resources for CBOs and work in the communities.
- Competitors can and should work together. While we recognize each other's priorities, there is much to learn from one another.
- Provides opportunities to meaningfully engage and connect with communities, bring awareness to MCO work and Community Reinvestment Funds.



Summary

This collaborative community reinvestment model not only supports community-based organizations and initiatives — especially critical amid shifting federal funding—but also provides a framework for sustainable, population health-oriented investment. Evaluation of Ohio's early efforts has highlighted promising outcomes and informed next steps to deepen MCO collaboration and community alignment.

Take Aways

1. Understand the role of community reinvestment requirements in Medicaid managed care contracts and how they serve as a financing mechanism for addressing social determinants of health.
2. Analyze how collaborative community reinvestment strategies, such as Ohio's model, promote alignment between MCO investments and community priorities through stakeholder engagement and pooled resources.
3. Evaluate the impact and challenges of implementing community reinvestment programs, including metrics for success, community partnership structures, and opportunities for scaling collaborative approaches.

Acknowledgements

Ohio's Managed Care Entities, Ohio Department of Medicaid (ODM), Ohio Association of Health Plans (OAHP), Health Management Associates (HMA), Center for Community Solutions (CCS), Community, Regional Advisory Committees (RAC), Steering Committee, and community partners.

Reference

- Ohio's Medicaid Managed Care Plans Reinvest In Ohio Communities
<https://oahp.org/2024/04/09/ohios-medicaid-managed-care-plans-reinvest-in-ohio-communities/>