A Pathways Community HUB (HUB) is an organized, outcome focused, pay for performance network of community-based organizations (CBOs) that hire and train community health workers (CHWs) to reach out to those at greatest risk, identify their risk factors and assure that they connect to medical, social, and behavioral health services.

HUBs address risk factors for each member of the family and payments are made based on confirmed outcomes.

HUBs address individual and community level risk factors in a quality improvement framework.

A certified HUB improves health, reduces costs, and promotes equity.
Getting Ready for the Trip up HUB Mountain

BUCKLE YOUR SEAT BELT!
Avoiding Altitude Sickness

IT IS A JOURNEY
The Northwest Ohio Pathways HUB is a regional care coordination system that connects low-income residents to needed medical and social services, including insurance coverage, food, housing, transportation, medical homes and career development. In 2018, 50 community health workers at 19 care coordination agencies helped a record 1,615 northwest Ohio residents, including pregnant women, adults with chronic diseases and women of childbearing age.
Key to the system are community health workers (CHWs), who provide care coordination services and are employed by numerous medical clinics, social service agencies and other organizations throughout the community.

CHWs Serve as Partners, Coaches & Advocates for Their Clients
Total Client Enrollment Through The Years

Since launching in 2007 to combat infant mortality in Lucas County, community health workers who work through the Northwest Ohio Pathways HUB care coordination system have helped more than 6,400 vulnerable northwest Ohio residents.
President and CEO

HUB Director/Vice President, Hospital Council of Northwest Ohio

Communication Coordinator

Assistant HUB Director

Assistant HUB Director

Executive Assistant

Intake Manager

Project Coordinator

Project Manager

Operations Manager

Braided Funding Model
• Federal, State, Local Grants
• Contracts with Payers

Intake Coordinator

Intake Specialist

Finance Specialist

Finance Assistant

Training Coordinator

Graduate Students

Referral Assistant

Intake Coordinator
Assessing and Referring Pregnant Women

Pregnant Lucas County women were assessed for risks of poor birth outcomes at 27 OB/GYN offices and other sites. All African American women and others with identified risks were referred to the Northwest Ohio Pathways HUB. Staff at the Pathways HUB connected eligible women to a community health worker for care coordination services or referred them to other applicable programs and services.
Coordinating the Coordinators

- Central Intake
- Help Me Grow
- Healthy Families America
- Moms & Babies First
- MIECHV
  - Nurse Family Partnership
- Moms Quit for 2
- Early Head Start
- ABCDEFG . . .
- Pathways HUB Care Coordination
Referral Policy to all Home Visitation Programs

Note: It should be noted that organizations receiving referrals may cross refer to other programs based upon client needs, program capacity, etc.
Strides, Outcomes and Risks in 2018

Greatest Health Risk Factors

Pregnant clients of the Northwest Ohio Pathways HUB had 5.2 risk factors on average in 2018, while adults with chronic diseases had 3.7 risk factors on average. Here were the top risk factors for each population.

**Pregnancy Risk Factors**
- 91% Unmarried
- 56% African American
- 42% Mental Illness
- 46% Family Crisis in Last 12 Months
- 44% No Transportation
- 27% Tobacco Use
- 42% Prior Poor Birth Outcomes
- 10% Previous Birth Last 18 Months
- 19% Late Entry into Prenatal Care

**Adult Risk Factors**
- 72.5% Age Between 35 and 70
- 54% African American
- 55% Family History of Diabetes or Heart Disease
- 62% Consume Less Than 5 Servings of Fruits and Vegetables a Day
- 49% Resides in 43604, 43605, 43607, 43608, 43609, 43620
- 41% Lack of Physical Activity
- 56% Overweight/Obese
## 2018 Client Enrollment

The Northwest Ohio Pathways HUB primarily serves three types of clients: pregnant women, women of childbearing age, and adults with or at risk for chronic diseases.

<table>
<thead>
<tr>
<th>Pregnant Enrollments</th>
<th>African American</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Trimester</td>
<td>139</td>
<td>141</td>
<td>8</td>
<td>288 (31%)</td>
</tr>
<tr>
<td>Second Trimester</td>
<td>260</td>
<td>160</td>
<td>15</td>
<td>435 (47%)</td>
</tr>
<tr>
<td>Third Trimester</td>
<td>118</td>
<td>78</td>
<td>4</td>
<td>198 (22%)</td>
</tr>
<tr>
<td>Total</td>
<td>517 (56%)</td>
<td>377 (41%)</td>
<td>27 (3%)</td>
<td>921</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Childbearing-Age Enrollments</th>
<th>New Enrollments</th>
<th>Pregnant to Maternal</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>236</td>
<td>41</td>
<td>277 (63%)</td>
</tr>
<tr>
<td>White</td>
<td>116</td>
<td>30</td>
<td>146 (33%)</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>6</td>
<td>20 (4%)</td>
</tr>
<tr>
<td>Total</td>
<td>366</td>
<td>77</td>
<td>443</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adult Enrollments</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>167 (51%)</td>
</tr>
<tr>
<td>White</td>
<td>142 (43%)</td>
</tr>
<tr>
<td>Other</td>
<td>19 (6%)</td>
</tr>
<tr>
<td>Total</td>
<td>328</td>
</tr>
</tbody>
</table>
2018 Pathways HUB Funding Partners
Enrollments by Funder

The following provide a breakdown of the percentage of Northwest Ohio Pathways HUB client enrollments by funder in 2018.

- Grant and in-kind 26%
- Ohio Medicaid managed care plans 68%
- Temporary Cash Assistance for Needy Families (TANF) 6%
- Grant and in-kind 50%
- Ohio Medicaid managed care plans 46%
- Temporary Cash Assistance for Needy Families (TANF) 4%
Analyzed 2,307 NW Ohio Deliveries from 2013-17 and Found:
Active use of the Northwest Ohio Pathways HUB reduced non-clinical barriers to care and resulted in lower total cost of care in baby’s first year of life.

- High-risk mothers without HUB care coordination were 1.55 times more likely to deliver a baby needing a special care nursery or neonatal ICU admission.

- Using HUB care coordination produced a 236% return on investment.
Birth Outcomes in Lucas County

Low birth weight is the leading cause of infant mortality in Lucas County and elsewhere statewide. Preterm birth is another key infant mortality indicator, and it often coincides with low birth weight. African American babies are 1.5 times more likely to be born low birth weight and/or born preterm than white babies. Here are statistics for Northwest Ohio Pathways HUB client births in 2017 and 2018 compared to overall Lucas County outcomes from the Ohio Department of Health’s latest statistics.

<table>
<thead>
<tr>
<th>LOW BIRTH WEIGHT</th>
<th>PRETERM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathways HUB 2017-18</td>
<td>Lucas County 2017-18</td>
</tr>
<tr>
<td>African American</td>
<td>African American</td>
</tr>
<tr>
<td>Pathways HUB 2017-18</td>
<td>Lucas County 2017-18</td>
</tr>
<tr>
<td>12.8%</td>
<td>10.6%</td>
</tr>
<tr>
<td>11.6%</td>
<td>14.4%</td>
</tr>
<tr>
<td>8.0%</td>
<td>14.1%</td>
</tr>
<tr>
<td>10.1%</td>
<td>10.0%</td>
</tr>
<tr>
<td>11.2%</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

Note: Countywide and state data from the Ohio Department of Health.
**Infant Mortality in Lucas County**

While the goal always will be to have no deaths of infants before their first birthdays, Northwest Ohio Pathways HUB clients have outcomes that are better than or similar with the county overall despite having a high level of risk.

<table>
<thead>
<tr>
<th></th>
<th>Lucas County Number 2017-18</th>
<th>Lucas County Rate 2017-18</th>
<th>Pathways HUB Total Number 2017-18</th>
<th>Pathways HUB Rate 2017 - 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>47</td>
<td>15.2</td>
<td>5</td>
<td>8.7</td>
</tr>
<tr>
<td>White</td>
<td>42</td>
<td>5.7</td>
<td>2</td>
<td>4.1</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>6.5</td>
<td>1</td>
<td>N/A*</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>8.5</td>
<td>8</td>
<td>6.9</td>
</tr>
</tbody>
</table>

* Numbers too small to determine rate.
Top Completed Connections

In 2018, client education on medical conditions, care and other topics was the most common need of Northwest Ohio Pathways HUB clients. The second most common need was social service referrals. Baby items/diaper bank was the most common completed social service referral for both pregnant and childbearing-age women. For adults with chronic disease, financial assistance to help with basic needs – such as utilities, food, transportation and rent – was the most common completed social service referral.

Top Completed Connections:

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>5,967</td>
</tr>
<tr>
<td>Social Service Referral</td>
<td>4,373</td>
</tr>
<tr>
<td>Medical Referral</td>
<td>609</td>
</tr>
<tr>
<td>Family Planning</td>
<td>300</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>124</td>
</tr>
</tbody>
</table>
Efforts to Improve Pathways Completion

Partnerships to provide free public transportation

Partnerships to prioritize housing for pregnant women

Diaper Bank

TANF Support for outcomes and emergency needs

Community Building
Transportation

- The Baby and Me Ride Free program was developed by the Pathways HUB in partnership with TARTA Bus Service for Lucas County pregnant women and guardians of children up to age 1 enrolled in any maternal and child home visitation program.
- In 2018, 561 participants secured a free annual bus pass and access to paratransit door-to-door services.

![Social Service-Transportation Pathway Completion](chart.png)
Housing

- In 2018, the Pathways HUB partnered with the Lucas Metropolitan Housing Authority to prioritize housing choice vouchers for pregnant women.
- **Twenty-five families secured housing through this program in 2018.**
The Zone is comprised of seven census tracts that are part of five ZIP codes: 43604, 43608, 43609, 43611 and 43620

- Est. population 11,372/Median income $13,761
- 43604 & 43609 zip codes had 75% of total births to African American mothers
- Accounted for 20% of all infant deaths in Lucas County
- Getting Healthy Zone Anchor Team: Mercy Health, Neighborhood Health Association, ProMedica, Toledo-Lucas County Health Department, Hospital Council of Northwest Ohio, Evaluator: University of Toledo & AmeriCorps Members through LISC
### Chart D: Low-Birth Weight in Lucas County, by Census Tract

<table>
<thead>
<tr>
<th>Census Tract</th>
<th>Total Births 2017</th>
<th>Low Birth Weight 2017</th>
<th>Total Births 2018</th>
<th>Low Birth Weight 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>23</td>
<td>17.3% (4)</td>
<td>31</td>
<td>25.8% (8)</td>
</tr>
<tr>
<td>23</td>
<td>26</td>
<td>19.2% (5)</td>
<td>31</td>
<td>3.2% (1)*</td>
</tr>
<tr>
<td>27</td>
<td>11</td>
<td>18.1% (2)</td>
<td>6</td>
<td>16.6% (1)*</td>
</tr>
<tr>
<td>28</td>
<td>9</td>
<td>22.2% (2)</td>
<td>17</td>
<td>29.4% (5)</td>
</tr>
<tr>
<td>29</td>
<td>59</td>
<td>20.3% (12)</td>
<td>62</td>
<td>8% (5)*</td>
</tr>
<tr>
<td>30</td>
<td>39</td>
<td>25.6% (10)</td>
<td>33</td>
<td>21.2% (7)*</td>
</tr>
<tr>
<td>103</td>
<td>36</td>
<td>27.7% (10)</td>
<td>38</td>
<td>7.8% (3)*</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203</strong></td>
<td><strong>22.2% (45)</strong></td>
<td><strong>218</strong></td>
<td><strong>13.7% (30)</strong>*</td>
</tr>
<tr>
<td><strong>Lucas County</strong></td>
<td><strong>5627</strong></td>
<td><strong>9.7%</strong></td>
<td><strong>5371</strong></td>
<td><strong>9.6%</strong></td>
</tr>
</tbody>
</table>

Source: Ohio Department of Health Vital Statistics, 2018  
* indicates improvement from 2017 to 2018
Stone Soup

it's what you bring to the pot!
TRUST ISSUES
Quote of the Week

“You can’t go back and change the beginning but you can start where you are and change the ending.”

- C.S. Lewis
TRUST IS BUILT AND MAINTAINED BY MANY SMALL ACTIONS OVER TIME
Dayton Regional Pathways HUB Time Line?

- Dayton EveryOne Reach One initiative explored the Pathways HUB Model
- GDAHA Applied for funding from the Ohio Commission on Minority Health
- Task Force hosted SDOH Conference and Today’s Deep Dive on the HUB Model and Implementation
  
2017-2019

- Formalize HUB Advisory Committee
- Prepare for implementation
- Begin implementation & certification when necessary funds are secured
- Begin securing contracts for outcome payments
  
2019-?

Operating a HUB with care coordination agencies and outcome contracts

Target Date: ??
Standing Up a Pathways Community HUB

Selecting a HUB Organization
- Trusted Convener
- Not a Service Provider
- Capacity to meet information security requirements
- Negotiate and enter contracts
- Raise Funds

Selecting Care Coordination Agencies
- Employ and supervise CHWs working through HUB Model
- Funding for start up
- Contracts and Funding for Outcome Payments

Implementation
- IT system for care coordination
- Training of HUB Staff, CHWs and Supervisors
- Address SDOH barriers
<table>
<thead>
<tr>
<th>HUB Budget Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing</strong></td>
</tr>
<tr>
<td>- Director</td>
</tr>
<tr>
<td>- Operations Manager</td>
</tr>
<tr>
<td>- Student Workers</td>
</tr>
<tr>
<td>- Support Staff</td>
</tr>
<tr>
<td>- Background checks and drug screenings</td>
</tr>
<tr>
<td><strong>Operational Costs</strong></td>
</tr>
<tr>
<td>- Insurance</td>
</tr>
<tr>
<td>- Travel/Conferences</td>
</tr>
<tr>
<td>- Program Operating</td>
</tr>
<tr>
<td><strong>Certification</strong></td>
</tr>
<tr>
<td><strong>Technology</strong></td>
</tr>
<tr>
<td>- CCS System</td>
</tr>
<tr>
<td>- Tablets &amp; Data</td>
</tr>
<tr>
<td><strong>CCA Stipends</strong></td>
</tr>
<tr>
<td><strong>CCA Outcome Payments</strong></td>
</tr>
<tr>
<td><strong>Nesting HUB TA &amp; Contracts</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>
Focus on . . .

Community Engagement
- Advisory Committee
- Roles
- Feedback
- Sign of support to work together in new ways

Fund Development
- $ Goal to Start
- Sources
- OCMH
- Foundations
- Providers
- Managed Care Plans

Operations
- Staffing & Operations
- Nesting or independent
- RFP for CCA
- Data System
- Contracts
- Information Security
HUB Scope

• Who is the first population you want to serve?
• Ultimately who do you want to serve?
• What is your desired service area?
Care Coordination Agencies

- Select through Request for proposals/selection committee from advisory group with no conflicts of interest
- Recommend requiring first CCAs to already employ CHWs and have funding for their positions and commit to having them work through the HUB
- Must have strong supervision
- Go through Training/background check
- Commit to attending CHW and supervisor meetings
- Have a internet enabled tablet
- What organizations would be interested in exploring this opportunity?
Referral Sources

- What organizations would be interested in referring their clients/patients to the HUB for community based outcome oriented care coordination to work in partnership with your organization to address your client/patients health and health related social needs?
Serve as a community resources for HUB Clients?

• What organizations would be interested in being connected to HUB Clients to help address their health and health related social needs?
  – Food
  – Clothing
  – Shelter/Housing
  – Transportation
  – Baby items (cribs, car seats, diapers, etc.)
  – Medical/Addiction/Tobacco Cessation Care
  – Furniture
  – Employment/Job development
  – Education
  – Other?
“I’d still be homeless. I don’t have a doubt. It was just a blessing. She didn’t just help me and then leave me alone.”
- Maiesha Stephens

“I didn’t know these services existed. The help really goes deep. It’s wonderful.”
- Judith Williams