

## **“Center for Care and Innovations” Newsletter**

March 25, 2016 – This was a good week. I had an opportunity to learn from an organization that is walking the walk when it comes to reinventing itself. To respond to a changing environment, they are disrupting their entire business model to stay relevant and add value for their health center customers.

The newly named Health Center Partners (HCP) just finished an extensive strategic planning process to understand where they are most uniquely positioned to bring the most value to their health center members. They are identifying new opportunities for themselves. But what fascinated me most is not what new things they are doing but *what they are willing to stop doing*.

HCP leadership sees the writing on the wall: shifts in payment, the increased competition, and the new care models require them to work and do things differently. Because if they don't adapt, they may become obsolete.

Health Quality Partners (which is part of HCP) over two decades ago developed new and innovative business processes that had never been offered in the safety net. Since then they have spread these ideas across a large number of organizations. As health centers face dramatic shifts, the organizations that support them are being required to reimagine themselves as well.

It is very hard to let go of core business offerings when you have been doing them for 15 years, and many have come to expect those services. However, HCP acknowledged that there are forces at play which require them to be more selective in what they do—and more willing to accept that they can't do everything.

Letting go of something that has been your bread and butter takes courage. *It requires staff to be flexible, for leadership to be bold, and customers (i.e. health centers) to adjust to these shifts in services. Change is extremely hard and when you make all these changes all at once, you really test the resilience of an organization.*

I am inspired that an organization which, like CCI, is focused on supporting safety net systems can think so creatively about how they add value in the world. They are willing to take big risks to reinvent who they are and how they benefit their members.

**We are excited to welcome Health Center Partners into our Innovation Hubs program.** They have inspired our CCI team to try new things—even when it means “killing” approaches and programs that no longer work. It's critical to stop doing things that no longer add value, so that we can make space for innovations that are more relevant in today's changing world.

