MLP in Health Centers Guide (Advanced):

A Deep Dive on Laying the Foundation and Funding the Model





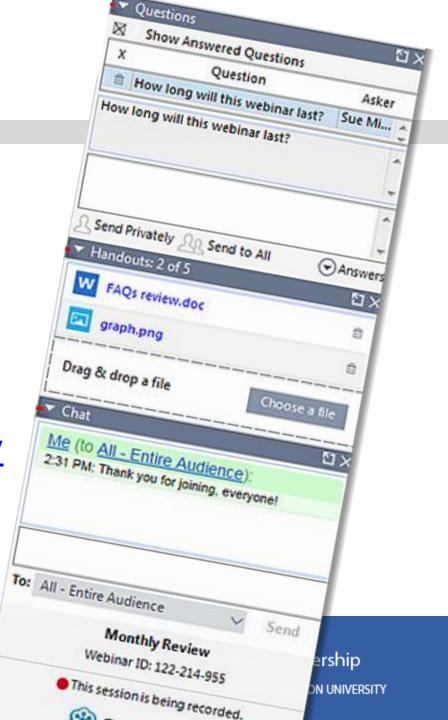
Acknowledgements



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Housekeeping

- By default, everyone joins on **mute**
- Type questions into the Chat pane (Desktop App only) or Questions pane
- This webinar will be recorded and shared at <u>https://medical-legalpartnership.org/resources/</u>
- Email ncmlp@gwu.edu for help



Nati

Learning Objectives

OCTOBER 2020

Bringing lawyers onto the health center care team to promote patient & community health

A planning, implementation, and practice guide for building and sustaining a health center-based medical-legal partnership



- Learn how to start a medical-legal partnership (MLP) to address the social and legal needs of patients
- How to fund a successful MLP model
- Understanding how to implement the MLP: Considering and addressing the challenges related to logistics, e.g., access to the attorneys

Today's Panel



Bethany Hamilton, JD

Co-Director National Center for Medical-Legal Partnership



Ann C. Mangiameli, JD

Managing Attorney Health, Education & Law Project (HELP) Legal Aid of Nebraska



Brad L. Meyer, CMPE

Chief Executive Officer Bluestem Health (FQHC)

National Center for Medical Degal Partnership

The Health Center Based MLP

An Overview



The Basics: What is a health center?

Health Center Fundamentals

- Health centers receive **Health Center Program federal grant funding** (Section 330) to improve the health of underserved and vulnerable populations.
- The majority of health centers' operating funds come from Medicaid, Medicare, private insurance, patient fees, and other resources.
- Deliver comprehensive, culturally competent, high quality primary health care, as well as supportive services such as health education, translation, and transportation.
- Sliding fee scale.
- Develop systems of **patient-centered and integrated care** that respond to the unique needs of **diverse medically underserved areas and populations**.
- Private non-profit or public entities, including tribal and faith-based organizations, that operate under the direction of a patient-majority governing board.
- Meet requirements regarding administrative, clinical, and financial operations.

Source: HRSA. https://bphc.hrsa.gov/about/what-is-a-health-center/index.html

HRSA-funded health centers serve nearly 29 million patients across the country, including:





1 in 5 people who are uninsured





FindAHealthCenter.hrsa.gov



The Basics: What is civil legal aid?

Civil Legal Aid, 101

- Civil Legal Aid is free legal assistance to low- and middle-income people who have civil legal problems.
- Civil legal problems are **non-criminal**; rather, **civil legal aid helps people access basic necessities** such as health care, housing, government benefits, employment, and educational services.
- Types of services: direct services by legal aid attorneys such as legal representation in a court proceeding; identifying and addressing systemic issues such as comprehensive data collection and helping to identify solutions to problems faced by a large number of people; providing self-help and community education.

Source: DOJ. https://www.justice.gov/olp/civil-legal-aid-101

Health 41% **Consumer & Finance** 37% **Rental Housing** 29% Children & Custody 27% Education 26% Disability 23% Income Maintenance 22% 20 30 10 40 0 50 Percent of households experiencing at least one issue-related problem in the past year

Base sizes vary.²⁸

71% of low-income households have experienced at least one civil legal problem in the past year.

Source: LSC 2017 Justice Gap Report

Figure 2: Common Civil Legal Problem Categories²⁷

How can health centers and civil legal services providers collaborate to meet the growing needs of people in their communities?





MEDICAL-LEGAL PARTNERSHIP is an intervention where legal and health care professionals collaborate to help patients resolve SOCIAL, ECONOMIC & **ENVIRONMENTAL FACTORS** that contribute to HEALTH DISPARITIES and have a remedy in civil law.



MLPs embed lawyers as members of the health care team, creating:

- Healthier patients
- A stronger health center workforce
- Improved health equity

Legal Assistance

to address patients' social needs & help the health center workforce operate at "top of license"

Training

to build knowledge, capacity & skills that strengthen the health center workforce's response to SDOH

Clinic-Level Changes

that leverage legal expertise to shape clinical practices to address many patients' needs at once

Policy Change Strategies

that advance healthy regulatory, administrative, & legislative policy solutions for whole communities

Where do legal services fit within a health center's response to SDOH?

SOCIAL DETERMINANTS OF HEALTH

are broadly defined by the World Health Organization as the conditions in which people are born, grow, work, live, and age. These circumstances are shaped by economic and social policies, political systems, and social norms, and they contribute significantly to health disparities.

SOCIAL NEEDS

are the more immediate, individual needs that patients enter the health center with every day as a result of social determinants of health.

LEGAL NEEDS

are, simply put, the subset of social needs that have legal solutions. The distinction in this guide is made to help health centers understand where lawyers can be helpful*.

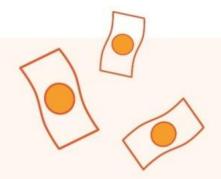
A food desert

FOR EXAMPLE





A family's need to file an appeal after their SNAP benefits are incorrectly cut



MLP team members work "at the top of their licenses" to address health-harming legal needs for patients and their families

A FAMILY OF 4

is struggling to make rent after one Mom is unable to work during her cancer treatment.

A Community Health Worker

can help the patient fill out applications, pull documents together, and may go to benefits office with her.

A Case Manager / Social Worker

may work with the patient to determine what housing, disability, insurance, and food benefits she is eligible for. They write support letters and gather medical documentation as needed.

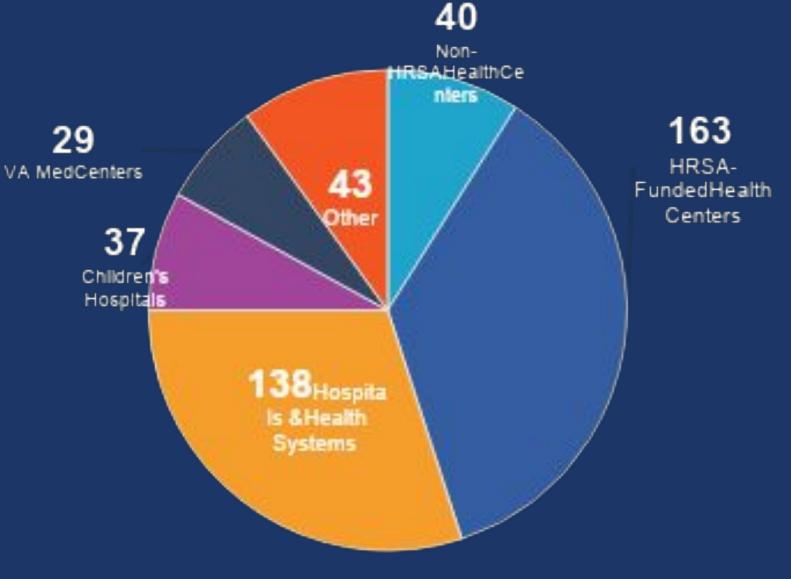
A Lawyer

may advise the patient about the Family Medical Leave Act and job protections to help ensure her job is waiting for her after treatment. They can help CHWs and case managers understand benefit eligibility and problem-solve as needed. They may assist the patient with appeals if benefits are denied.

MOH

National Center for Medical Degal Partnership

MLPs at over 450 health care orgs in 49 States & D.C.



National Center for Medical 🕦 Legal Partnership

AT THE GEORGE WASHINGTON UNIVERSITY

Core Components of an MLP



WHAT DOES A TYPICAL HEALTH

CENTER WITH AN MLP LOOK LIKE?



HEALTH CENTERS WITH MLPS TEND TO HAVE LARGER STAFF, higher patient volumes, and a greater number of sites than health centers without MLPs.

On average, health centers with MLPs serve 45 percent more patients and complete 54 percent more patient visits annually across 3.4 more health care sites compared to health centers without MLPs. Health centers with MLPs employ approximately 1.8 FTE additional medical staff per 10,000 patients and 2.4 FTE of enabling services staff per 10,000 patients compared to health centers without MLPs.



HEALTH CENTERS WITH MLPS TYPICALLY HAVE LARGER BUDGETS than health centers without MLPs.

Average revenues from state and local funds, foundations, private grants, and contracts for health centers with MLPs were more than double the revenues for health centers without MLPs. Therefore, health centers with MLPs may be more willing and able to support the integration of social determinants interventions



MLPS TEND TO BE FOUND IN HEALTH CENTERS IN LARGE URBAN CITIES, but the number of MLPs in rural situated health centers is growing.

Rural areas have less access to both traditional civil legal aid and health care services, and can be a harder population to reach. While there is significant unmet demand for legal services in rural areas, individuals are usually more spread out, so connecting individuals with legal aid can be challenging.



HEALTH CENTERS WITH MLPS TYPICALLY

UTILIZE HEALTH IT to coordinate or provide enabling services more often than health centers without MLPs (79 percent versus 65 percent).

MLP is one of the only interventions that tackles individual needs AND underlying policies

Training activities and direct legal services help health centers address individuals' legal needs.

When a landlord refuses to make improvements to an apartment with mold, an MLP lawyer can enforce safe housing laws to get the mold removed.



By detecting patterns in patients' needs and using upstream strategies to target unhealthy policies, MLPs prevent future problems and advance health equity.

An MLP team works together to change their city's lead ordinance to prevent children from being lead poisoned at home.



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9 Conversations

to Help Your Health Center Lay a Strong Foundation for a Medical-Legal Partnership

Available at: medical-legalpartnership.org/resources

National Center for Medical Degal Partnership



What SDOH problems do we want to address?



How many lawyers do we need to meet the need(s) we identified and accomplish our goal?



Build it as a direct service or contract it: How will we staff our integrated legal services?



How are we going to pay for it?



What are our goals and expectations for the program, ourselves, and our legal partners?



What other partners in our community can be helpful?



How will we address patient consent and information sharing?



How will we integrate legal services into our workflows and systems?



How will we make sure the program is effective and that it lasts?

National Center for Medical Degal Partnership



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National Center for Medical Degal Partnership



What SDOH problems do we want to address?

All patients, specific social need

Example

The most common unresolved social needs among the health center's patients pertain to housing*, so MLP resources are focused there. Any clinician or staff member can refer any patient to the MLP lawyer for assistance with evictions, housing conditions, housing subsidies, etc. The health center may or may not choose to expand to other issues in the future.

*This could also be access to public benefits, access to educational supports, etc.

Specific patient population, all social needs

Example

The health center's needs assessment reveals that pregnant people* would benefit most from legal services. Any clinician or staff member can refer any pregnant person to the MLP lawyer for any identified social need. The health center may or may not choose to expand to other groups in the future.

*This could also be children with asthma, individuals experiencing homelessness, people who use behavioral health services, people with substance use disorders, socially vulnerable older adults, people with diabetes, transgender individuals, etc.

All patients, all social needs

Example

Any clinician or staff member can refer any health center patient to the MLP lawyer for any identified social need. Health orgs commonly screen for social problems with tools like PRAPARE & Accountable Health Communities Tool

What workforce can solve the problems once they are found?

	aracteristics	B	7. What is yo	ur housi	ng situa	ation today?	
1. Are you Hispanic or Latino?							
Yes	No	I choose not to answer this question	I have housing I do not have housing (staying with others, in a hotel, in a shelter, living outside on the				
						car, or in a par	rk)
. Which race	(s) are you? (heck all that apply.	I choose	not to a	answer	this question	
Asian		Native Hawaiian	8. Are you worried about losing your housing?				
Pacific Islander		Black/African American	Yes	No			t to answer this
	ease write)	I choose not to answer this question		question			
			9. What addre	ess do y	ou live a	at?	
		2 years, has season or migrant					
arm work be ncome?	en your or yo	ur family's main source of	City, State, Zip	pcode:			
tomer			1.1.1.1.1.1.1				
Yes	No	I choose not to answer this question	Money & Resources				
I. Have you been discharged from the armed forces of the Jnited States?			finished? Less than high school degree				
		ed from the armed forces of the	Less than	~		High schoo	l diploma or
		ed from the armed forces of the I choose not to answer this question	Less than	egree		GED	ot to answer
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Source: www.nachc.org/research-and-data/prapare/toolkit



How many lawyers do we need to meet the need(s) we identified and accomplish our goals?



Estimate of time involved in MLP services

MLP Activity	Time Involved
Bi-Directional Training	4 – 10 hours (per 1-hour training)
Curbside Consult	15 minutes – 4 hours
Initial Legal Intake / Legal Assessment / Check-up	30 minutes – 2 hours
Legal Advice to Patient	1 – 4 hours
Legal Representation of a Patient	4 – 80 hours
Facilitated Referral	30 minutes – 2 hours
Clinic-level change activity	Varies widely
Policy-level change activity	Varies widely, likely 10 – 100 hours





Build it as a direct service or contract it: How will we staff our integrated legal services?



Benefits of each model

BUILD IT AS A DIRECT SERVICE

Recruit & hire lawyers as employees of the health center

- Automatically aligned with health center priorities
- Full control over allocating legal services
- Easier to fold lawyer into operations
- Lawyers more involved in creating workflows

CONTRACT IT

Contract legal services from a community-based legal organization

- Purchasing depth of expertise & broad capacity
- Access to supervision for legal team
- Legal org can take referrals outside individual lawyer's expertise



How are we going to pay for it?



MLP budget

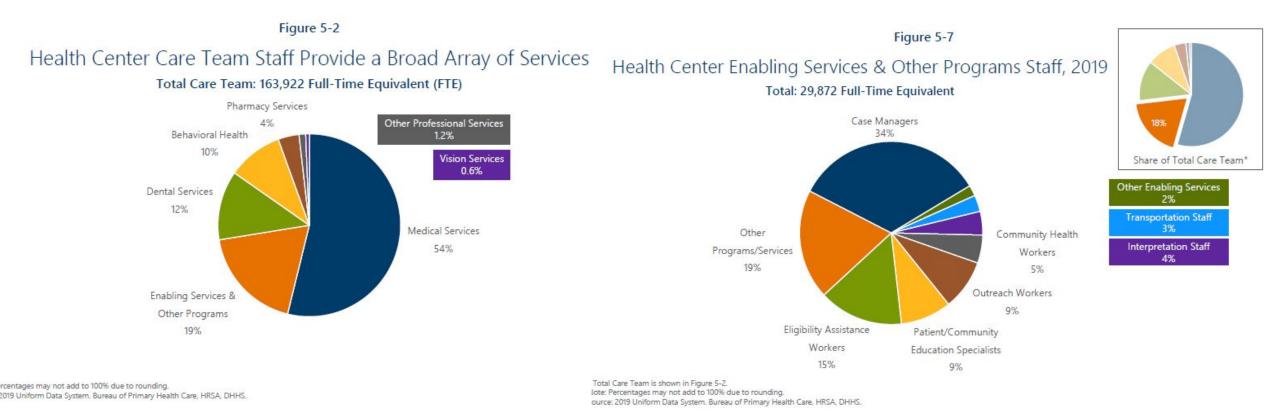
Budgets vary depending on the volume of needs the health center plans to address and the number of FTEs required to meet them.

Category	Items	
Legal staffing Majority of an MLP's budget	 MLP lawyer(s) and/or paralegal(s) Legal technology experts Supervision of legal team members 	
Dedicated health center champions	 Clinical champion Administrative champion Case management or CHW champion 	
Other staffing	 Project management / admin staff Interpreter services Health informatics experts 	
Technology	LaptopsPhonesSoftware licenses	
Travel	 Trainings / professional development Mileage / travel expenses if contracting from distant office in rural / frontier area 	
Miscellaneous	 Promotional materials (signage / flyers for patients) Training materials 	

Funding streams health centers have used to pay for MLP

	Health / Health Care / Public Health	Legal				
Federal	HRSA enabling servicesMedicaid financing models	Legal Services Corporation funding				
State-administered federal grants	 SAMHSA substance abuse and mental health block grants 	Americorps legal assistance programs				
State/ Local	 Public health funding & appropriations (e.g., Monterey & Santa Clara counties) 	 Interest on Lawyers Trust Accounts State appropriations / state legal services funders 				
Private	 Operational revenue Insurers	 Law school collaborations Legal fellowship programs (e.g., Equal Justice Works & Skadden) 				
Philanthropy National & regional foundations; Private donations; Fundraisers						

Health Center Enabling Services



Three funding examples



The health center works with a local civil legal aid organization to secure a two-year Equal Justice Works Fellow who will work at the health center. Both partners agree that if MLP data shows positive impacts for patients, the health center will cover the MLP lawyer's salary after the fellowship ends. The health center and the community-based legal services organization they partner with agreed to split operational costs upfront for a 12-month period. The health center allocated .2 FTE of a physician to work with .5 FTE of an MLP lawyer for 12 months to plan and implement an MLP focused on families experiencing homelessness.

National Center for Medical Degal Partnership

1 - ENVIRONMENTAL SUPPORT

- Steering committee
- Health center champions

2 - STRATEGIC PLANNING

- Long-term goals
- Opportunities to embed legal interventions as a response or catalyst for upstream activity in ways that complements work the health center is already doing

3 - ORGANIZATIONAL CAPACITY

- Being realistic about legal FTEs needed to meet needs
- Health center champions
- Integration of legal team into clinical practices
- Bi-directional training



5 - COMMUNICATION

- Sharing data & stories regularly (via steering committee meetings, reports to leadership & continuous quality improvement convos with front-line staff)
- Trainings with patients; Sharing info about services

6 - FUNDING STABILITY

- Diverse and stable funding base
- Identify funding opportunities for SDOH strategies at federal, state & local levels where MLP could qualify

7 - PARTNERSHIPS

• Connection to greater resources and expertise in the community

8 - PROGRAM ADAPTATION

- Flexibility & continuous quality improvement
- Feedback from clinical and nonclinical staff
- Feedback from patients





Brad Meyer

CEO ⁷ years at Bluestem Health



A leader in healthcare organizations since 2000



National Center for Medical Degal Partnership

Current > Locations

















Health 360 2301 O St. Partnership with Lutheran Family Services.

Bluestem Health Main Clinic

1021 N 27th

Bluestem Health **Thompson Clinic** 2222 S 16th St., Ste. 435 (Bryan WestMedical Plaza)

Bluestem Health Administration 2246 O St.

Bluestem Health (Bryan East Medical Plaza)

Bluestem Health Kreshel Clinic & Pediatrics at Kreshel Clinic 3100 N 14th St.

Regular Services Provided

- Medical
- Dental
- Behavioral Health through a contract with Lutheran Family Services
- Two in-house 340B Pharmacies through a partnership with Genoa Healthcare (an Optum company)
 20.240B Contract Decremonias in total
 - 20 340B Contract Pharmacies in total



Interesting Facts that Set Us Apart

- 9,300 patients in 2014 nearly 20,000 in 2021
- 83 FTEs in 2014 to 166 FTEs in 2021
- Medical-Legal Partnership with Legal Aid of Nebraska
- 3 Certified Diabetic Educators (at no charge to our patients)
- Community Outreach Coordinator (Paramedic)
- Primary Care Mobile Medical Clinic coming in July 2022
 - Only one in Lincoln
- Ranked #36 out of 1,375 FQHCs for UDS Health Outcomes
- Top Tier Performer in ACO & Value-Based Contracts





Ann C. Mangiameli

Managing Attorney, Health, Education &

Law Project

Introduction to Nebraska's Medical Legal Partnership: Legal Aid of Nebraska's Health, Education & Law Project (HELP)

7 hospital systems 15 Hospitals

2 Federally Qualified Health Centers

Located in 5 different cities in Nebraska

The Journey:

Began with Nebraska Medicine in 2009 with a budget of \$25,000 paid by hospital for pilot project.

Staff was .25 FTE attorney

Since 2013 HELP has grown approximately one hospital or FQHC per year.

Current budget 1.4 Million

Current Staff

7 FTE attorneys4 FTE paralegals2 FTE client advocates who handle administrative appeals

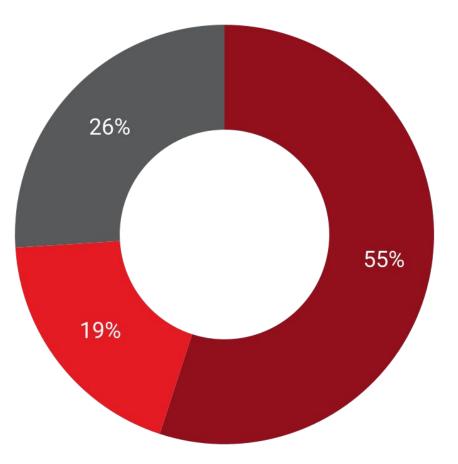
How are we funded?

55% Hospital funded contracts

19% Grants

26% Sub-grantees of partner grants

How are we funded?



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Lessons Learned:

Know your health care facility audience when seeking a collaboration; Fluffy puppy

Bar graph Data ACA community benefit

Social workers/case managers are key to success in hospital settings

Know your worth Don't undersell your work or work for free to get your foot in the door.

Sustainability requires constant work/education/outreach

Joint grant applications carry more weight. work with your partners to write grants

Policy Considerations:

Changes in HRSA funding which allows MLP funding was a game changer

Watching bills which will allow expanded funding for VA funded MLP's

Public Law 116-315, provides authorization and funding for the VA to award grants to support legal services for veterans who are homeless or at risk for homelessness.

Considerations for policies that would recognize MLP services in hospitals as a necessary part of a continuation of care.

The Health Center Based MLP

Q&A and Tips



Questions and Answers

For health centers, how do you identify and prioritize the social-legal challenges for your patient population?

What are some best practices for managing conflicts of interest? Do you have any examples?

When designing your referrals process, how do you help clinical and health care staff understand the distinction between the role of the MLP legal staff and the health care organization's in house legal department?

Sharing of information is key. How do you conduct screenings, referrals, and outcomes measurement outside of an EMR/EHR that doesn't allow third party access?



Starting an MLP: Assessing social needs

Which of the needs you identified have legal solutions?

Tips:

- Review data from existing screening tool(s)
- Speak with staff & clinicians in each dept
- Take stock of existing priorities & capacity
- Examine EHR data to help identify / determine volume of potential priority patients
- If necessary/feasible, do separate legal needs assessment



Implementation: Factors that impact an MLP lawyer's capacity



Tips:

- Patients may need help with more than one issue. 1.
- More complicated problems take more time. 2.
- Legal assistance is only one function of an MLP lawyer. They also engage in training, curbside consults, 3. clinic- and policy-level change activities.
- Some MLPs include other legal professionals like paralegals. 4.
- Capacity is affected by whether you choose "build it" or "contract it" model. 5.

Funding an MLP: Build a strong foundation and plan for growth and change

163 HRSA-funded health centers have MLPs.

They've all figured out funding, using a variety of different approaches.

Anchor some MLP activities in your operating budget.

54% of health care orgs with MLPs do. It creates accountability & pathways for growth.

Legal services are enabling services.

In 2014, HRSA recognized civil legal aid as an enabling service. 41% of health centers with MLPs use enabling service \$ for legal services.

Initial funding is a priority, but think long-term too.

Anticipate future growth & the potential instability of philanthropy & time-limited fellowships.

Sustaining an MLP: Program Evaluation

Tip: Collect data to measure progress toward goals and to improve program effectiveness

Screening and Referrals

- # of patients screened
- # of referrals made to the MLP legal team
- Types of legal issues that were referred
- Where referrals came from at the health center
- Demographics of patients referred

Legal Services Provided

- # of curbside consults completed
- Types of legal issues for which curbside consults were requested
- # of patients successfully connected with MLP legal team
- # and types of legal issues addressed for patients
- Level of service provided to patients
- \$ value of legal services provided (market rate)

Outcomes

- Legal outcomes
- \$ value of benefits obtained for patients
- Patient satisfaction and/or perceptions of stress and well-being as measured by surveys
- \$ recovered for health center through successful appeals of health insurance denials
- Changes in clinical and nonclinical staff's knowledge pre- and post-training as measured by surveys

Contact Information

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> ATTENTION, ATTENDEES: RESOURCES ARE INCLUDED AT THE END OF THIS SLIDE DECK



The Health Center Based MLP

Resources



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National Center for Medical Degal Partnership ATTHE GEORGE WASHINGTON UNIVERSITY

How Legal Services Help Health Care Address the Social Determinants of Health

Common SDOH	How Legal Services Can Help	Impact of Legal Services on Health / Health Care
INCOME & INSURANCE Resources to meet daily basic needs	 Appeal denials of food stamps, health insurance, cash benefits, and disability benefits 	 Increasing someone's income means s/he makes fewer trade-offs between affording food and health care, including medications. Being able to afford enough healthy food helps people manage chronic diseases and helps children grow and develop.
HOUSING & UTILITIES A healthy physical environment	 Secure housing subsidies Improve substandard conditions Prevent evictions Protect against utility shut-off 	 A stable, decent, affordable home helps a person avoid costly emergency room visits related to homelessness. Consistent housing, heat and electricity helps people follow their medical treatment plans.
EDUCATION & EMPLOYMENT Quality educational and job opportunities	 Secure specialized education services Prevent and remedy employment discrimination Enforce workplace rights 	 A quality education is the single greatest predictor of a person's adult health. Consistent employment helps provide money for food and safe housing, which also helps avoid costly emergency health care services. Access to health insurance is often linked to employment.
LEGAL STATUS Access to jobs	 Resolve veteran discharge status Clear criminal / credit histories Assist with asylum applications 	 Clearing a person's criminal history or helping a veteran change their discharge status helps make consistent employment and access to public benefits possible. Consistent employment provides money for food and safe housing, which helps people avoid costly emergency health care services.
PERSONAL & FAMILY STABILITY Safe homes and social support	 Secure restraining orders for domestic violence Secure adoption, custody and guardianship for children 	 Less violence at home means less need for costly emergency health care services. Stable family relationships significantly reduce stress and allow for better decision-making, including decisions related to health care.

This chart is reprinted from "Framing Legal Care as Health Care," a messaging guide created by the National Center for Medical-Legal Partnership. Please do not recreate it without permission.

8 Domains of Sustainability

- 1 Environmental Support
- 2 Strategic Planning
- 3 Organizational Capacity
- 4 Program Evaluation

- **5** Communication
- 6 Funding Stability
- 7 Partnerships
- 8 Program Adaptation

Adapted from the Program Sustainability Framework & Assessment Tool created by the Center for Public Health Systems Science www.sustaintool.org/PSAT



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Issue Brief Two



FINANCING

MEDICAL-LEGAL

PARTNERSHIPS:

VIEW FROM THE FIELD

BY JENNIFER TROTT, MPH, ALANNA PETERSON, & MARSHA REGENSTEIN, PHD

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The health care landscape is shifting toward incentivizing organizations that deliver care to address social determinants of health.¹ Progress is slow, however, with interventions that target patients' social and environmental needs financed through in-kind supports or a patchwork of philanthropy and government grants.² Medical-legal partnership (MLP) is an example of a social determinants intervention that has taken hold without a stable or predominant funding stream. The model embeds attorneys specializing in civil law into the health care setting to address patients' unmet legal needs. MLP attorneys—usually sourced by civil legal aid nonprofits or law schools—assist patients with health-harming legal needs by enabling access to public benefits, resolving substandard housing conditions, removing unlawful barriers to education or employment, assisting with guardianship and immigration issues, and more.³

To date, nearly 350 health care organizations nationwide have implemented medical-legal partnerships. This fact sheet draws on national survey

NCMLP ISSUE BRIEF

DIG DEEPER INTO FUNDING STRATEGIES

https://medical-legalpartnership.org/mlp -resources/financing/

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Studies show that with MLP services:



People with chronic illnesses are admitted to the hospital less frequently.



People more commonly take their medications as prescribed.



People report less stress and experience improvements in mental health.



Less money is spent on health care services for the people who would otherwise frequently go to the hospital, and use of preventative health care increases.



Clinical services are more frequently reimbursed by public and private payers.

NACHC's Community Health Center Chartbook 2021



https://www.nachc.org/research-and-data/research-fact-sheets-a nd-infographics/2021-community-health-center-chartbook/ National Center for Medical Legal Partnership AT THE GEORGE WASHINGTON UNIVERSITY **Contact Information**

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THANK YOU!





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