

Program Overview: Complex Care Innovation Lab

The *Complex Care Innovation Lab*, supported by Kaiser Permanente Community Health and the Robert Wood Johnson Foundation, is an initiative of the Center for Health Care Strategies (CHCS) that brings together leading national innovators in improving care for low-income individuals with complex medical and social needs. Working together, these national leaders are:

- Advancing emerging opportunities to improve outcomes for low-income populations with complex health and social needs;
- Contributing to the evidence base regarding how to successfully build, operate, and evaluate complex care programs; and
- Serving as leading source of policy recommendations to sustain effective models and spur new approaches, particularly related to broader health care payment and delivery system reforms.

Innovation Lab Activities

Current *Innovation Lab* activities are centered on key aspects of complex care, including:

- Developing insights into how to identify and effectively interrupt the trajectory of rising risk populations and prevent future high utilization; and
- With funding from the Robert Wood Johnson Foundation, identifying key insights and best practices for building effective partnerships between health care systems and the community.

In addition, *Innovation Lab* members continue to use the forum to explore and advance other complex care concepts, including: (1) core model principles; (2) cross-sector collaboration; (3) data and evaluation; and (4) policy and financing. Through in-person meetings, peer-to-peer exchanges, pilots and analyses, participants are exploring new approaches for improving care for populations with complex needs. Lessons from the *Innovation Lab* are shared broadly to inform best practices and encourage further innovations in the field of complex care.

“Spin Offs”

The *Complex Care Innovation Lab* serves as a “cauldron of innovation” to help accelerate the identification of promising practices in the field of complex care. It has spurred the creation of several other CHCS-led programs to accelerate promising practices in the field of complex care, including [Advancing Trauma-Informed Care](#), [Transforming Complex Care](#), and the [Medicaid Early Childhood Innovation Lab](#).

Background

The creation of the *Innovation Lab* in 2013 stemmed from CHCS’ earlier Kaiser Permanente Community Benefit-funded work in the *Medicaid Value Program* and the *Rethinking Care Program*, both national initiatives that sought to identify innovative models of care delivery for Medicaid recipients with complex needs.

For more information and resources developed through the *Innovation Lab*, visit www.chcs.org.

Participating Innovators

Boston Health Care for the Homeless Program (Massachusetts)

Camden Coalition of Health Care Providers (New Jersey)

CareOregon (Oregon)

Center for Health Care Services (Texas)

Commonwealth Care Alliance (Massachusetts)

Community Care of North Carolina (North Carolina)

Denver Health (Colorado)

Hennepin Health (Minnesota)

Johns Hopkins HealthCare (Maryland)

Los Angeles County Department of Health Services (California)

Maimonides Medical Center (New York)

Southcentral Foundation (Alaska)

University of California, San Francisco (California)

Complex Care Innovation Lab Member Organizations

The *Complex Care Innovation Lab* brings together leading thinkers in improving care for low-income individuals with complex medical and social needs. Through a variety of strategies, these organizations are making strides in improving the quality and cost-effectiveness of care for this high-need, high-cost, population. Below are key details about participating programs:

PROGRAM	REGION	KEY PROGRAM DETAILS
Boston Health Care for the Homeless Program	Boston, Massachusetts	This nonprofit organization provides and ensures access to high-quality health care for all homeless men, women and children in the greater Boston area.
Camden Coalition of Healthcare Providers	Camden, New Jersey	A coalition of Camden health care providers, community partners, and advocates, serving high-need, high-cost patients identified using data-driven processes, and providing them with intensive, time-limited care management services.
Center for Health Care Services	Bexar County, Texas	San Antonio's Local Mental Health Authority, serves individuals with mental illness, substance use disorders, and developmental disabilities; includes a jail diversion program and a campus with integrated service delivery for the homeless.
Commonwealth Care Alliance	Massachusetts	A community-based health care organization that serves dually eligible Medicaid and Medicare beneficiaries with complex medical needs through enhanced primary care, multi-disciplinary care coordination teams, and home-based services.
Community Care of North Carolina	North Carolina	Statewide network of clinicians, hospitals, pharmacies, health departments, social service agencies and community organizations that provides coordinated care under the medical home model to low-income adults and Medicaid beneficiaries.
CareOregon	Portland, Oregon	A nonprofit health plan that serves Medicaid beneficiaries with complex needs with integrated, patient-centered care coordination, and places an emphasis on trauma-informed care, team-based care management, and community partnerships to address issues such as homelessness.
Denver Health	Denver, Colorado	As Colorado's primary safety-net institution, cares for the needs of complex populations such as the poor, uninsured, pregnant teens, individuals with behavioral health needs, victims of violence, and the homeless.
Hennepin Health	Hennepin County, Minnesota	An accountable care organization partnership between county-led health and social service entities that focuses on providing an integrated system of care to roughly 25 percent of Hennepin County's Medicaid expansion enrollees.
Johns Hopkins HealthCare	Baltimore, Maryland	Through the Community Health Partnership of Baltimore Initiative, this health plan has focused on partnering with community-based organizations and using individuals with lived experience to serve as community health workers and neighborhood navigators to support individuals in underserved Baltimore zip codes.
Los Angeles County Department of Health Services	Los Angeles, California	The municipal health system that operates the public hospitals and clinics in LA County. Oversees a number of initiatives, including Whole Person Care, that provide targeted services to high-needs patients, including access to community health workers, housing linkages, and job training.
Maimonides Medical Center	Brooklyn, New York	The largest hospital in Brooklyn aims to improve the health of the community through transformation of the health care delivery system. Through its Brooklyn Health Home, Maimonides serves individuals with complex chronic illnesses by delivering coordinated and comprehensive medical, behavioral health, and social services.
Southcentral Foundation	Alaska	An Alaska Native health care organization that serves Alaska Natives and American Indians in urban and rural areas; provides comprehensive medical, behavioral health, dental, case management, and advocacy services through its Nuka System of Care.
University of California, San Francisco	San Francisco, California	UCSF's academic medical system provides comprehensive medical, psychiatric, and coordinated care for medically complex individuals.