



EXTENDED CORPORATE HEALTH STRATEGY



COMMUNITY CASE STUDY: Central Florida YMCA

Organization Overview

Focus Area: Youth Development Healthy Living

Headquarters: Orlando, Florida

2013 Overall Budget: \$65 Million

Background

The Central Florida YMCA is a health, community, and membership hub serving six counties surrounding Orlando. It engages in cross-sector collaboration with community organizations, employers, and health care providers to reduce the local burden of chronic disease through evidence-based prevention and disease management programs.

Cross-Sector Collaboration to Integrate Health Care and Address Rising Costs

The YMCA recognizes the rising cost of health care and the concern of employers, many of whom are self-funded payers. The YMCA engaged companies such as Sodexo to augment their worksite wellness programs via community-based interventions. Recently, it also entered a partnership with Orlando Health (OH), a not-for-profit health system serving 2 million local residents, to guide the health system toward a population health approach.

Vision and Goals: YMCA-OH Partnership

OH aims to expand the geographic reach of its primary and preventive care services. Similarly, the YMCA aims to promote healthy living through its memberships and community-based programming. Both organizations aim to reverse population health trends in the following areas: obesity, diabetes, mental health, behavioral health and heart health. OH invested \$1 million and the YMCA invested \$250,000 to promote a community transition from sick care to healthy living.

Integrating Systems

- **Health promotion programming:** The YMCA and OH jointly offer and promote programs on diabetes prevention, sports programming, swim safety, nutrition education and orthopedics.
- **Communications:** Partners co-brand and integrate marketing plans to disseminate to employees and communities so providers and recipients of services will be aware of the partnership and can promote it.
- **Business building:** Partners use their referral networks to integrate services. For example, YMCA concierge desks help members find appropriate well-being programs and can connect them to OH providers. Similarly, OH providers refer their patients for behavioral and lifestyle interventions offered at the YMCA to improve care coordination and reduce community risk for chronic diseases.
- **Shared metric development and leadership:** A shared executive governance board establishes goals for success and jointly monitors progress as it relates to business development and health promotion.

Evaluating Impact

The partners merged their community health assessments and aligned these to their business-development initiatives so that their programmatic offerings are tailored to community health needs.

To evaluate the impact on health of programming and cross-referring services, OH codes YMCA-referred patients in their electronic medical records to track patients who engage in programs offered at the community level. The partners will evaluate outcomes of obesity, diabetes, mental and behavioral health, and heart health of patients who engage with the health system at the community and clinical levels in 2013 and 2016 to measure changes in health status.

OH and the YMCA are ensuring that at least 50% of their employee bases are educated on and can effectively promote and refer to programs offered by the partnership, as measured by the number of employees who refer

patients or members and those who engage in volunteer initiatives at the partnering organization. The YMCA will track new members who come via referrals by OH clinicians and vice versa. OH hopes to expand its primary care patient base via referrals from YMCA health concierge desks.

This case study was adopted from a semi-structured qualitative interview and publicly available information. To learn more about the link between workforce and community health and the strategies businesses are implementing to invest in community health, read the Vitality Institute's report "Beyond the Four Walls: Why Community is Critical to Workforce Health".

This case study is featured in the report, pp. 65-66.

To access the report and additional case studies, visit www.thevitalityinstitute.org/communityhealth or look us up on social media @VitalityInst #Beyond4Walls.