

# The National Alliance to Impact the Social Determinants of Health

AN ALLIANCE CONVENED BY LEAVITT PARTNERS

December 6, 2018

The Honorable Alex Azar  
Secretary  
U.S. Department of Health and Human Services  
200 Independence Avenue, S.W.  
Washington, D.C. 20201

Dear Secretary Azar,

We write to thank you for your remarks at the Orrin G. Hatch Center and Intermountain Healthcare Policy Symposium on November 14, 2018. We particularly appreciate your articulate framing of the ongoing Departmental policy efforts to address social determinants of health (SDOH), including those within the foundational context of value-based initiatives.

Your efforts are clearly well under way. By our count, more than 15 Department agencies and offices are involved in more than 30 initiatives and activities, and there are, no doubt, many more. We particularly commend the SDOH-grounded, innovative work at the Center for Medicare and Medicaid Innovation such as the Accountable Health Communities (AHC) model, the Maternal Opioid Misuse (MOM) model, and the Integrated Care for Kids (InCK) model and at the Centers for Disease Control such as the HI-5 and 6/18 projects. We also commend the increased flexibility granted in the Medicare Advantage program for SDOH interventions and the work of your Deputy Secretary to address barriers to coordinated care among providers of all types, including social services and health care providers.

We appreciated your commitment not simply to work office by office, but to integrate the work across “both sides of the HHS house” -- both the health side and the human services side of the Department. Of particular note, is the work under way with the Chief Data Officer to integrate data across the Department, to make it transparent, and to consider how to link it to resources in the private sector and with the states.

We also look forward to your leadership in the difficult but important task of integrating the resources of other federal departments to address these challenges. We encourage you to consider creative and effective approaches to integrate funding from multiple sources (public and private) and align effort across agencies (including those other than health) to support improvements for patients and in communities, to advance the health and well-being of those that your Department serves. These efforts will be key to successful local innovation.

The National Alliance to Impact the Social Determinants of Health (NASDOH) was formed with the view that the public and private sector both play critical roles in addressing SDOH. NASDOH is a group of diverse stakeholders working to systematically and pragmatically build a common understanding of the importance of addressing SDOH as part of an overall approach to health improvement. NASDOH provides a bridge among sectoral efforts by engaging organizations across the national system of health and in particular, engaging the business sector to articulate the cross-sector value proposition for addressing the social determinants of health. Our focus is to advance public and private sector policy environments to support the advancement of the evidence base upon which work in the field can build, innovate, and be sustained. We seek to make measurable improvement in the health of individuals and communities and, through multi-sector partnerships within the national system of health, advance holistic, value-based, person-centered health care that can successfully impact SDOH. We firmly believe that the private sector, including employers and businesses, has an integral role to play through private-sector action, policy work, engaging in public-private partnerships, and civic leadership. Attached is more information about NASDOH and its mission.

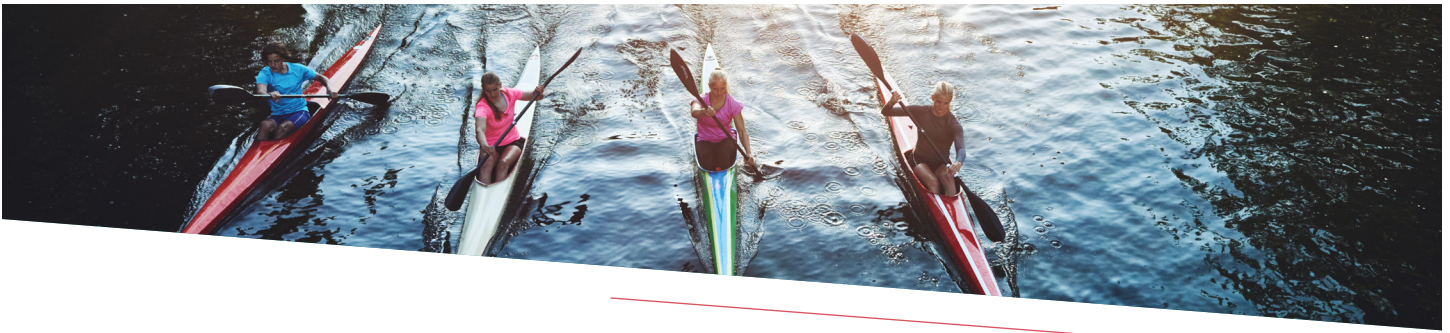
We stand ready to share with you what we have learned from practical work in the field and to serve as an ongoing resource to you and the Department in your work to improve the total health of all Americans.

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Sincerely,

A handwritten signature in black ink, appearing to read "Vince Ventimiglia". The signature is fluid and cursive, with a prominent "V" at the start and a long, sweeping tail.

Vince Ventimiglia  
President, Leavitt Partners Collaborative Advocates and Advisor to NASDOH



# NATIONAL ALLIANCE TO IMPACT THE SOCIAL DETERMINANTS OF HEALTH (NASDOH)

The National Alliance to impact the Social Determinants of Health is a group of stakeholders working to systematically and pragmatically build a common understanding of the importance of addressing social needs as part of an overall approach to health improvement.

### OUR MISSION

We seek to make a material improvement in the health of individuals and communities and, through multi-sector partnerships within the national system of health, advance holistic, value-based, person-centered health care that can successfully impact the social determinants of health.

### ABOUT US

The Alliance brings together health care, public health and social services expertise, local community experience, community-convening competence, business and financial insight, technology innovation, data and analytics competencies, and policy and advocacy acumen to assess and address current regulatory frameworks, funding environments and opportunities, and practical challenges to implementing and sustaining social determinants of health efforts. We provide a bridge between sectoral efforts by engaging organizations across the national system of health and in particular, engaging the business sector to articulate the cross-sector value proposition for addressing the social determinants of health.

### MEMBERSHIP

#### Steering Committee

Aetna  
Centene  
Cerner  
GE Ventures  
Intermountain Healthcare

Kaiser Permanente  
National Partnership for Women and Families  
RWJBarnabas Health  
TAVHealth  
Trust for America's Health

#### General Members

AltaMed Health Services  
American Heart Association  
AmeriHealth Caritas  
Build Healthy Places  
Center for Community Investment  
deBeaumont Foundation  
Episcopal Health Foundation  
Funders Forum, George Washington University

March of Dimes  
Maxim Healthcare Services  
Michigan Health Improvement Alliance  
n4a  
NewYork-Presbyterian  
ReThink Health  
Trinity Health  
7wire Ventures

**For more information about NASDOH, contact:**

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[nasdoh.org](http://nasdoh.org)

AMERICA'S FUTURE RESTS ON

# HEALTHY PEOPLE AND HEALTHY COMMUNITIES

HEALTH IS MORE THAN HEALTH CARE



Health is foundational to **economic vitality, business competitiveness, and personal achievement.**



Health care costs are competing and eroding investment in **critical social goods** like education, public safety, and transportation.



Improving health requires more than great medical care because health results from the **environments where we live, learn, work, and play.**

The ability to lead healthy, productive lives is influenced by personal choices, but also by our experiences and the conditions in our communities. **Improving health will require more than the best performing medical system.**

Bold **public-private sector collaboration** is needed to find more innovative and effective ways to improve health and curb health care spending, including investing in the **social determinants of health.**

Establishing a **cross-sector value-proposition** for addressing social determinants of health will require:

- FRAMING FOR ACTION
- A SUPPORTIVE POLICY ENVIRONMENT
- DATA AND TECHNOLOGY INNOVATION
- SHARED APPROACHES TO MEASUREMENT AND EVALUATION
- A COMMUNITY LEARNING NETWORK

Creation of a **more supportive policy environment for innovation in social services** can reduce long-term federal spending on health, advance value-based care, and improve health outcomes for all Americans.



# AMERICA'S FUTURE RESTS ON HEALTHY PEOPLE & HEALTHY COMMUNITIES

*To improve well-being and economic vitality, we must invest in the social determinants of health (SDOH).*



**The success of value-based care** is dependent on attention to the social determinants of health.



Current silos of **federal** spending in health and social services impair **state, local, and private-sector innovation.**



**Public-private collaboration** will aid in the success, scaling, and sustainability of current SDOH pilot efforts.

## PHYSICAL ENVIRONMENT



Air & Water Quality



Housing & Transit

## HEALTH BEHAVIORS



Tobacco Use



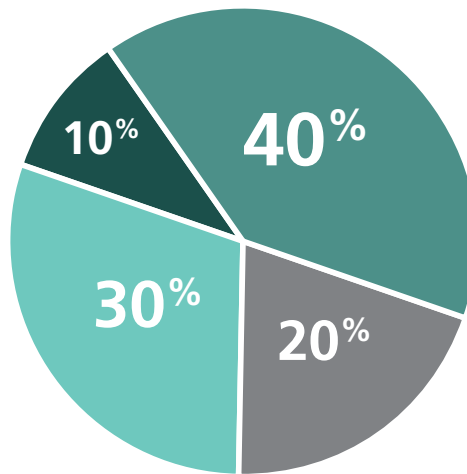
Diet & Exercise



Alcohol & Drug Use



Sexual Activity



## SOCIAL & ECONOMIC FACTORS



Education



Employment



Income



Family & Social Support



Community Safety

## CLINICAL CARE



Access to Care



Quality of Care

<http://www.countyhealthrankings.org/what-is-health>

## The National Alliance to Impact the Social Determinants of Health (NASDOH)

Establishing and promoting an understanding of the **value proposition** for the US to prioritize the social determinants of health in a way that transcends partisanship, promotes inclusion of traditional and non-traditional stakeholders and partners, including the business community, and highlights the opportunity cost of inaction.



- ✓ Consumer and patient organizations
- ✓ Employers
- ✓ Health insurance carriers
- ✓ Public health leaders
- ✓ Health care systems and providers
- ✓ Social service leaders
- ✓ Community development and urban planning experts
- ✓ Venture capital
- ✓ Financial sector interests
- ✓ Philanthropy
- ✓ Technology sector innovators
- ✓ Thought leaders

For more information on the National Alliance to Impact the Social Determinants of Health, please contact [Alissa.McCaffrey@LeavittPartners.com](mailto:Alissa.McCaffrey@LeavittPartners.com), [Karen.DeSalvo@LeavittPartners.com](mailto:Karen.DeSalvo@LeavittPartners.com), or [Mollie.Zito@LeavittPartners.com](mailto:Mollie.Zito@LeavittPartners.com)