

# C3's Flexible Services Program

**“Our single largest aspirational goal for the MassHealth ACO Program is to alleviate health-related social needs”**

— CHRISTINA SEVERIN, PRESIDENT AND CEO,  
COMMUNITY CARE COOPERATIVE

Community Care Cooperative (C3) is a MassHealth Accountable Care Organization (ACO) created by Federally Qualified Health Centers (FQHCs) to transform the health of underserved communities. At C3, great health is our primary purpose, and to achieve that, we embrace the premise that members' social circumstances stem from inequitable opportunities that disproportionately harm communities of color and under-resourced communities.

In 2020, we leveraged an opportunity through the MassHealth Delivery System Reform Incentive Payment Program (DSRIP) to pilot evidence-based approaches to address a member's social needs around food insecurity, housing instability, and homelessness. The Flexible Services Program (FSP) gave us a channel — and funding — to advance health equity and provide holistic, community-based care. Providing the best care for members to manage their diabetes, for example, must consider whether a member has a safe and stable place to live, money and access to healthy food, and time to cook.

We partner with more than 20 social services organizations (SSO) across Massachusetts through 14 distinct nutrition and housing programs to find solutions for our members' complex health-related social needs and invest in the communities that their health centers serve.

In the first two years of the program, C3 has served more than **7,000 members** and continues to reach more and more people.

## **2,000+ members** CONNECTED WITH A HOUSING EXPERT

We've provided intensive individualized support to address housing-related needs, such as resource navigation, application assistance, job training, income maximization, home modifications, and housing search and placement.

## **6,700+ members** SUPPORTED WITH NUTRITION SERVICES

We've provided members with over \$4.5M in food vouchers, 200,000 home delivered meals, and kitchen equipment and nutrition education to help members purchase, prepare, and store healthy foods.

# How we approach our partnerships matters

## Key elements of a successful partnership

### INVESTING IN COMMUNITIES

Rather than putting dollars into our own infrastructure, we are expanding the capacity of trusted community organizations who have been doing this work for decades and investing new funds to support our partners to build upon their deep roots in serving communities and addressing health-related social needs.

### OPEN COMMUNICATION AND TRANSPARENT DECISION-MAKING

We created mechanisms that facilitate open and regular communication with staff at each partner SSO, through regular, standing meetings, open office hours, and dedicated relationship managers at C3.

### CO-DESIGNING SOLUTIONS

As the program has shifted and changed, we are receptive to new ideas and solutions suggested by SSOs to troubleshoot any emerging challenges as they work with members and better understand their needs. Our approach is to continually co-design these programs.

### QUALITY IMPROVEMENT DRIVEN BY DATA

We use data to inform our operations and decision-making by collecting and tracking information on multiple aspects of the program and regularly reviewing these insights with our partner SSOs to identify successes and strategize about challenges.

### CONTINUOUS EDUCATION AND TRAINING

Training has been a key element for us to build trust and open communication with our partners. These opportunities to learn from each other allow each partner's expertise to shine and to benefit the overall effectiveness of the program and its impact on our members.

### COMMITMENT TO SUSTAINABILITY

Our approach to sustainability has been to work with our partners SSOs to invest in staff, systems, and technology, and to build partnerships that will exist beyond the life of FSP funding. Sustainability is both about building the infrastructure for continued services and demonstrating the impact of a program focused on addressing health-related social needs to other funders and key decision-makers.

Read more about how we approached our partnerships at [fsp.communitycarecooperative.org/approach](https://fsp.communitycarecooperative.org/approach).

Read stories from our community partners at [fsp.communitycarecooperative.org/impact](https://fsp.communitycarecooperative.org/impact).

## What can you do next?

See tips and lessons learned, and connect with the C3 Flexible Services team at [fsp.communitycarecooperative.org/our-team](https://fsp.communitycarecooperative.org/our-team).

