



Improving Population Health Through Multisector Collaboration

Secret Sauce for Aligning Sectors:
Top 3 things to do when aligning systems for health
May 24, 2023, 10:00 am - 11:00 am PT



POPULATION HEALTH
INNOVATION LAB

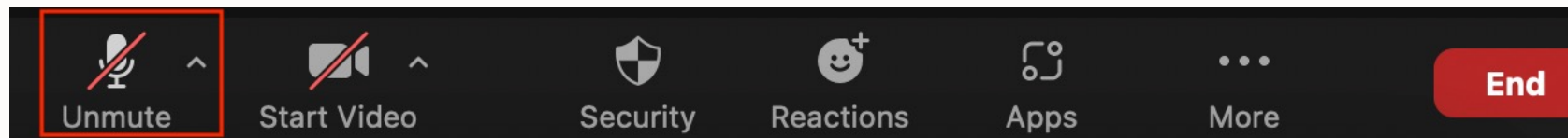
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Today's Agenda

Agenda

- Introduction to PHIL
- Research Project Overview: Aligning Systems for Health with ACH
- Findings: Top Three Things to Do when Aligning Systems for Health
- Questions & Discussion

Objectives

- Describe the top three things to do when aligning systems for health
- Explain why these three things are important
- Provide at least one example for how each thing can be done



Land Acknowledgment

The Population Health Innovation Lab team respectfully acknowledges that we live and operate on the unceded land of Indigenous peoples throughout the U.S.

We acknowledge the land and country we are on today as the traditional and treaty territory of the Native American, Alaska Native, and Tribal nations who have lived here and cared for the Land since time immemorial. We further acknowledge the role Native American, Alaska Native, and Tribal nations have today in taking care of these lands, as well as the sacrifices they have endured to survive to this day.



The Population Health Innovation Lab designs, catalyzes, and accelerates innovative approaches that advance health, well-being, and equity.

Focus on Supporting Success and Impact of Health-Focused Multisector Collaboratives

- Communications Support
- Multisector Collaborative Development and Support
- Meeting Design and Facilitation
- Research and Evaluation
- Technical Assistance
- Trainings and Learning Opportunities



Speaker

Stephanie Bultema, PhD

she/her/hers

Director of MERLIN,
Population Health Innovation Lab,
Public Health Institute





Acknowledgments

Funding for this project was made available through **Aligning Systems for Health**, led by the **Georgia Health Policy Center** with support from the **Robert Wood Johnson Foundation**.

This research would not be possible without the amazing support of countless organizations and individuals, including:

- 22 ACHs across [Washington](#) & [California](#)
- [Robert Wood Johnson Foundation](#)
- [Georgia Health Policy Center](#)
- [Washington State Health Care Authority](#)
- [California Accountable Communities for Health Initiative \(CACHI\)](#)
- [Center for Community Health and Education \(CCHE\)](#)
- [North Coast Opportunities \(NCO\)](#)
- [National Association of County and City Health Officials \(NACCHO\)](#)
- [National Alliance for Health](#)
- [Funders Forum on Accountable Health](#)
- [University of Colorado Denver School of Public Affairs](#)
- [University of Arizona School of Government and Public Policy](#)

Findings draw on analysis conducted by PHIL's Director of MERLIN, Dr. Stephanie Bultema, for her dissertation, [*Linking Collaboration Dynamics and Outcomes in Collaborative Governance*](#).

Acknowledgments





Secret Sauce for Aligning Sectors

Top 3 things to do when aligning systems for health



Aligning Systems for Health with ACHs

Research exploring how collaboration & alignment among public health, health care, & social service sectors—in partnership with community residents & tribal nations—leads to outcomes in 22 Accountable Communities of/for Health (ACHs) in Washington & California.





ACH Essential Elements

ACHs are health-focused multisector collaboratives (MSCs) that create shared responsibility and accountability for the health of a community

Figure 1: Essential Elements of ACHs





ACHs are Multisector Collaboratives

Multisector collaboratives (MSCs) are formed when multiple organizations in various sectors, such as hospitals, schools, local government, and community-based organizations develop partnerships that “take a systems approach to their work and are driven by a common goal and accountability to the communities they serve.”



Research Questions

RQ1. How can elements of an MSC's **local context** and **collaboration dynamics** be combined, enhanced, or mitigated to increase the likelihood of achieving effective outcomes?

RQ2. When do certain configurations work, for whom, why, & under what conditions?



Cross-Sector
Alignment



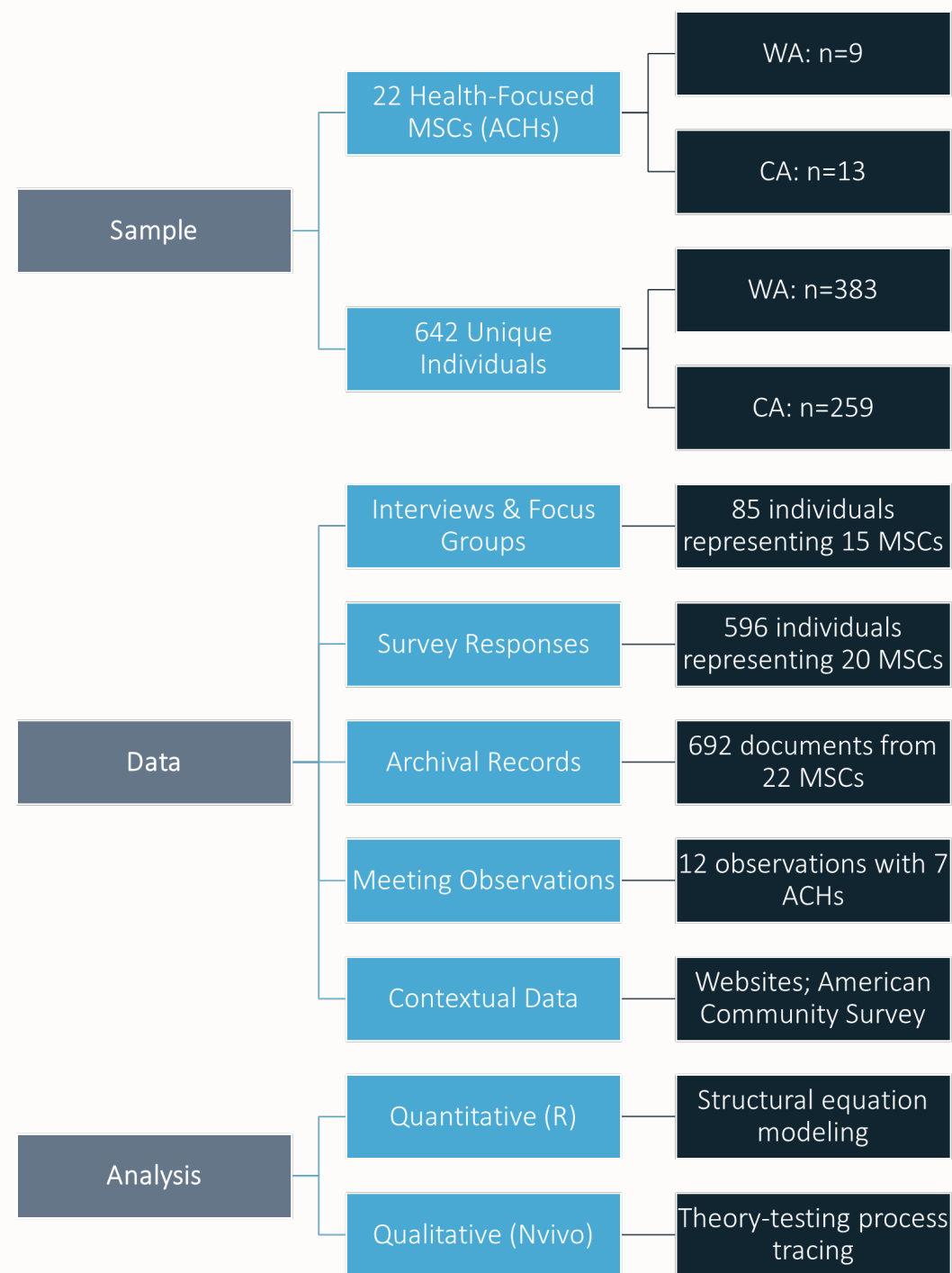
Long-Term
Sustainability



Improved
Equity

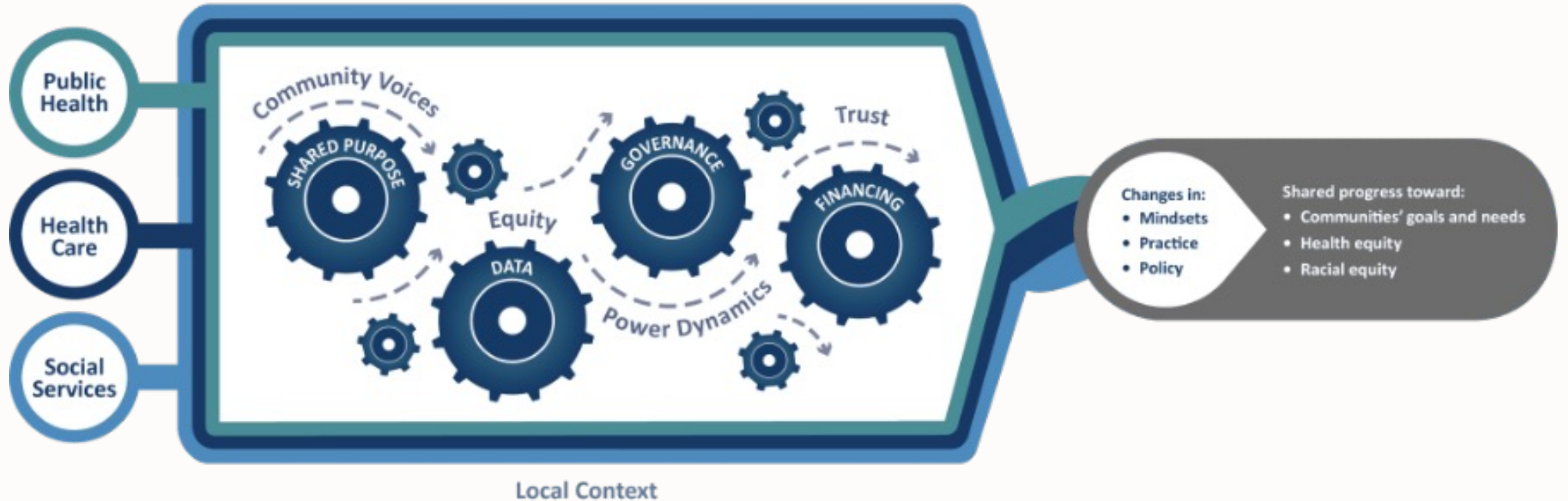


Methods





Framework for Aligning Sectors

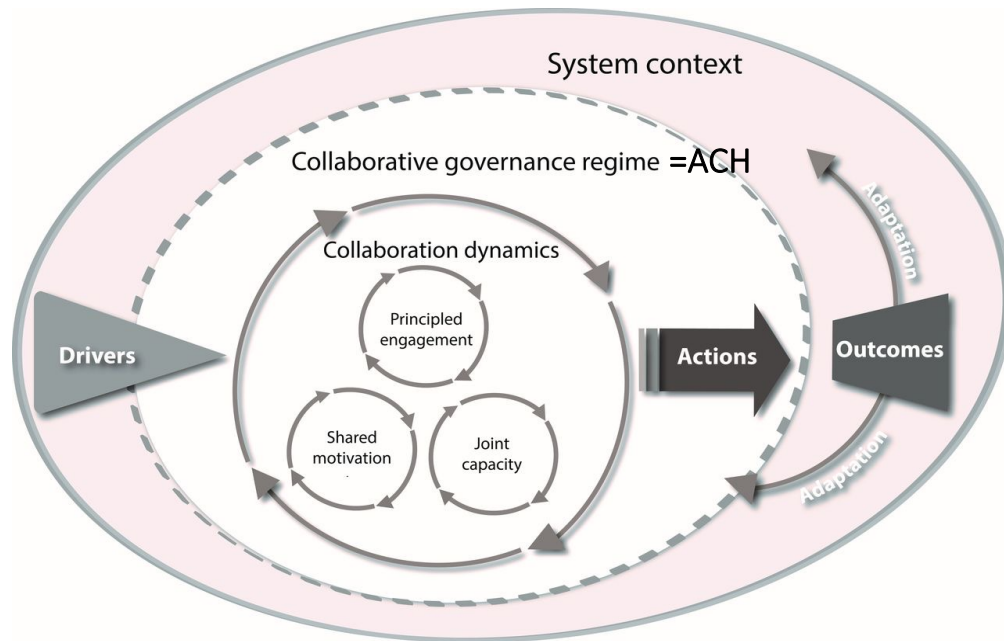


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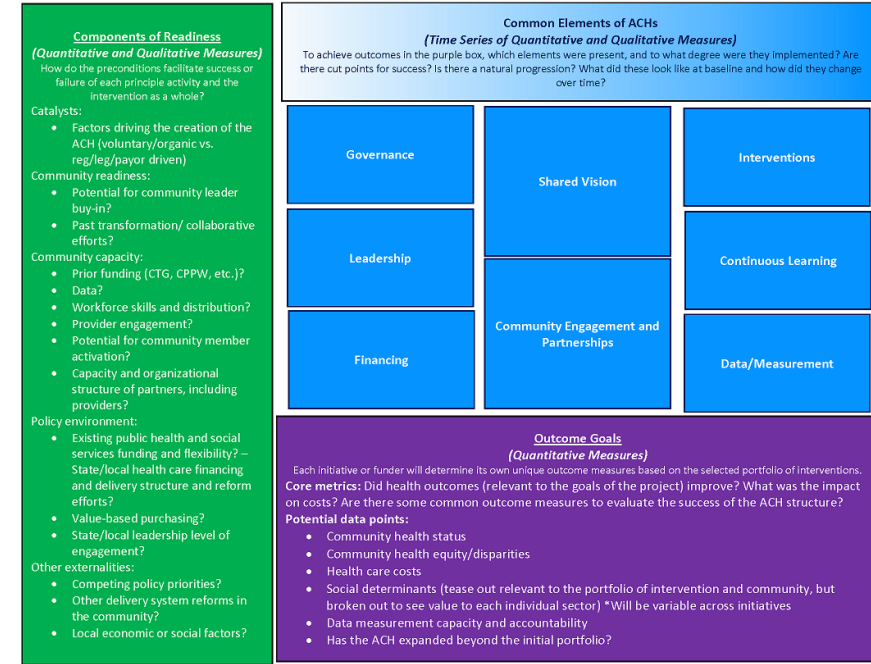
Source: Aligning Systems for Health. (2021). Framework for aligning sectors with glossary. Georgia Health Policy Center. Retrieved from: <https://ghpc.gsu.edu/download/aligning-systems-for-health-a-framework-for-aligning-sectors/>



The Many Moving Parts of Multisector Collaboration



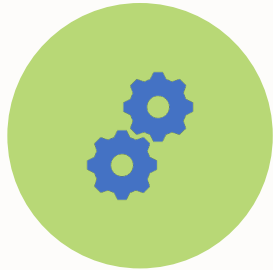
Integrative Framework For Collaborative Governance



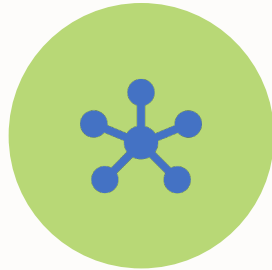
Common Framework for Assessing ACHs



Complexity of Aligning Systems through Multisector Collaboration



SO MANY
MOVING PARTS...



CONNECTIONS...



CONTEXTUAL
FACTORS...



WHERE TO
FOCUS? HOW TO
PRIORITIZE TIME
AND RESOURCES?



Please Keep in Mind

There are many important aspects of multisector collaboration that won't be discussed today.



This isn't to say the other aspects aren't important.



We're highlighting what our research has shown to be most essential when seeking to improve population health through multisector collaboration.





Top 3 Things to do When Aligning Systems for Improved Population Health

01

Include diverse & representative perspectives in decision making

02

Use equitable & inclusive arrangements

03

Ensure the collaborative work produces observable benefits



1. Diverse & Representative Inclusion in Decision Making

- *Diverse inclusion* is defined as “intentionally cultivating a team or group that is representative of a variety of different individual traits, cultures, perspectives and characteristics.”
- Measures of *diverse inclusion* include the extent to which the MSC:
 - Engages ethnically and racially diverse communities in MSC activities
 - Communicates effectively with the broader community (i.e., county or region) about the MSC vision and activities
 - Engages the broader community to provide opportunities for public comment or participation

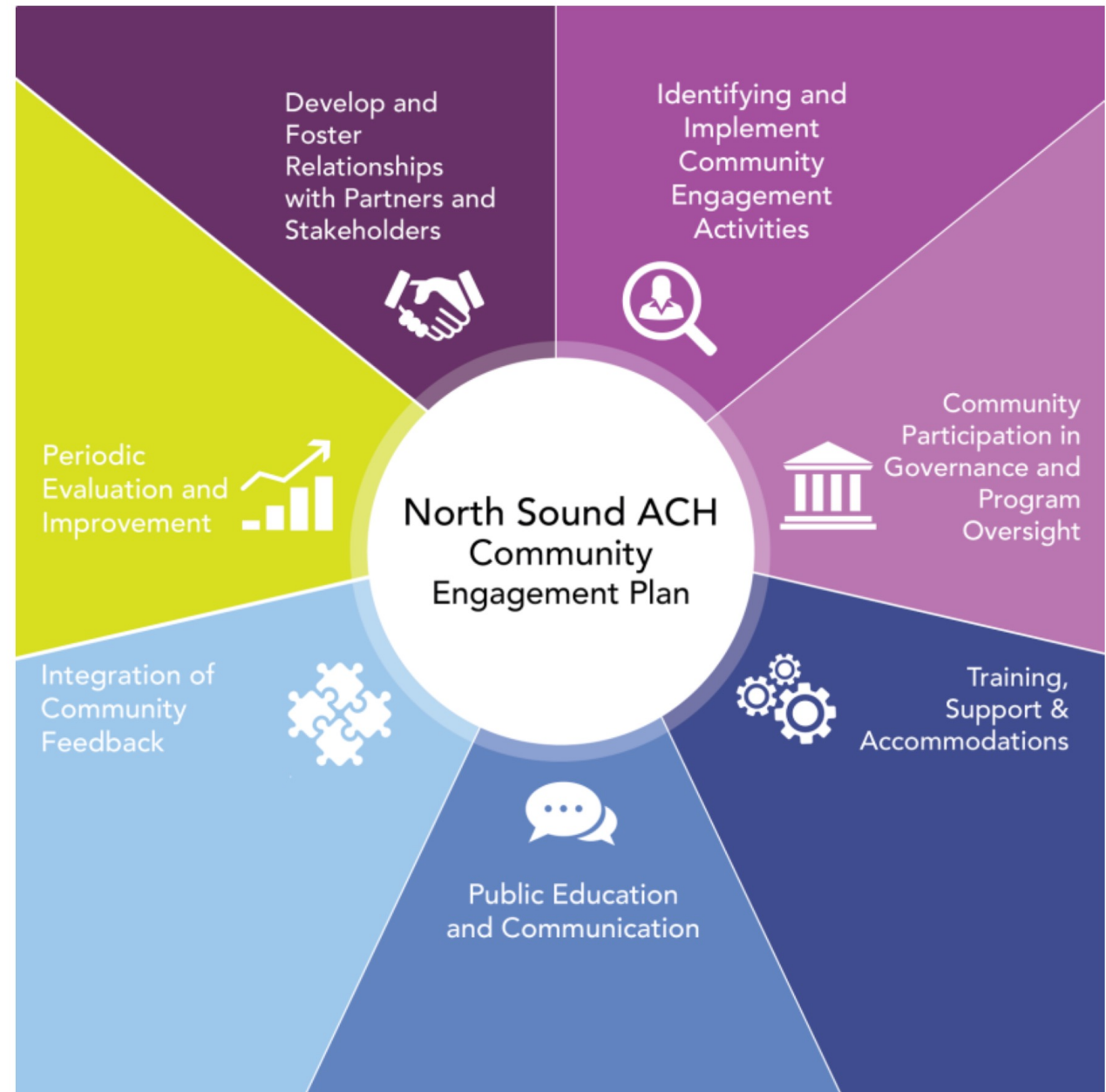




Diverse & Representative Inclusion in Decision Making

What does it look like in practice?

- Gathering information and perspectives from different people/communities to inform planning and decision making
 - Community Conversations, World Cafés, surveys, focus groups, etc.
- Including diverse representatives in MSC decision-making
 - Participatory budgeting
 - Intentional governance structure
- Engage in culturally and linguistically appropriate ways

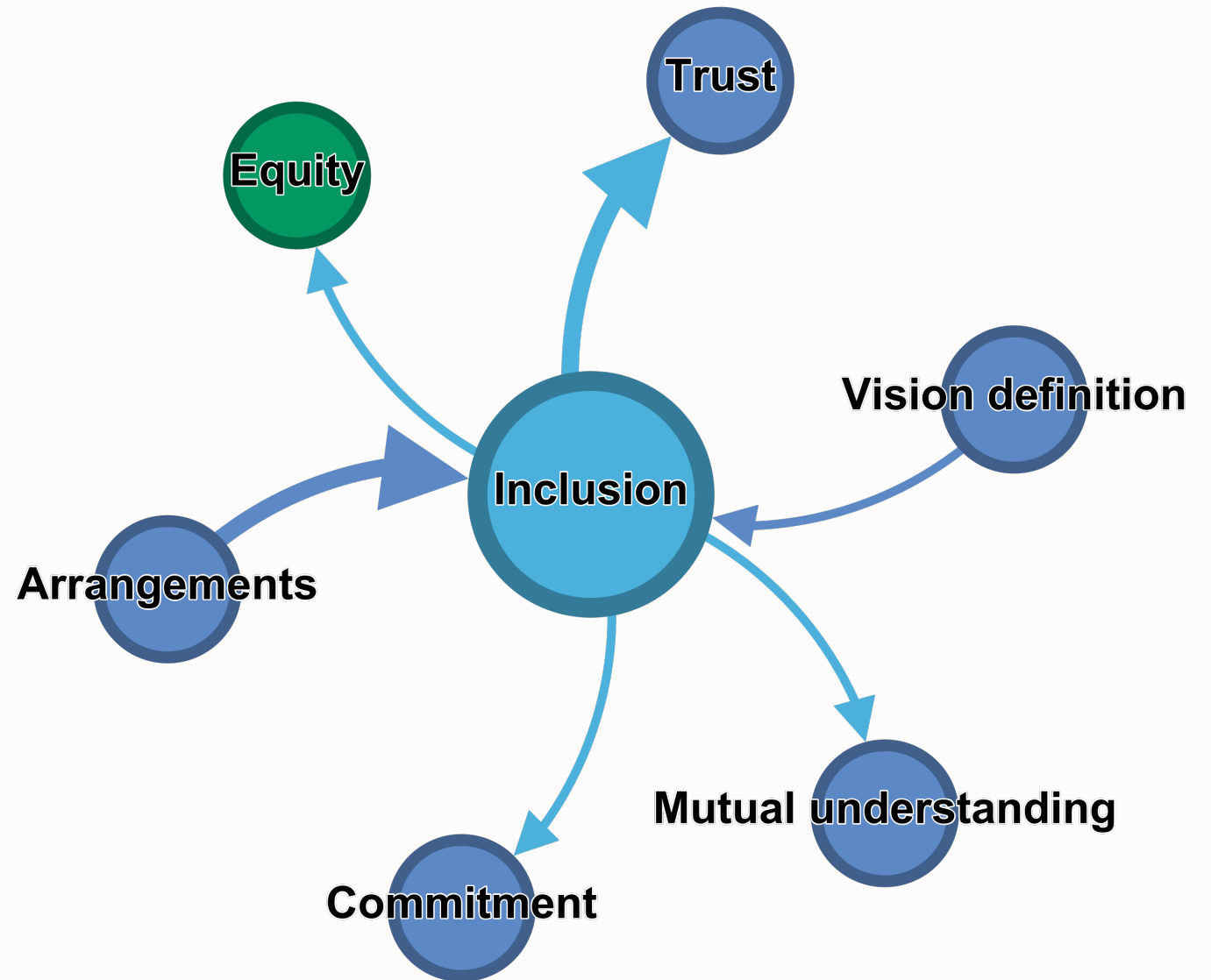




Diverse & Representative Inclusion in Decision Making

Why is it important?

- When working to change systems, need all parts of the system to be represented for systems change to be comprehensive and effective.
- When working to advance equity, helps ensure systemically marginalized voices are included and power is shared.





2. Use Equitable & Inclusive Arrangements

- *Arrangements* are defined as “protocols for managing the MSC over time.”
- Measures of *arrangements* include the extent to which the MSC:
 - Engages residents who represent the community to inform the work
 - Offers support and resources to encourage Indigenous communities, communities of color, and other historically marginalized groups who disproportionately experience health disparities to be active in the MSC
 - Makes MSC events or meetings accessible to everyone
 - Explicitly involves Medicaid consumers and/or community residents in decision-making

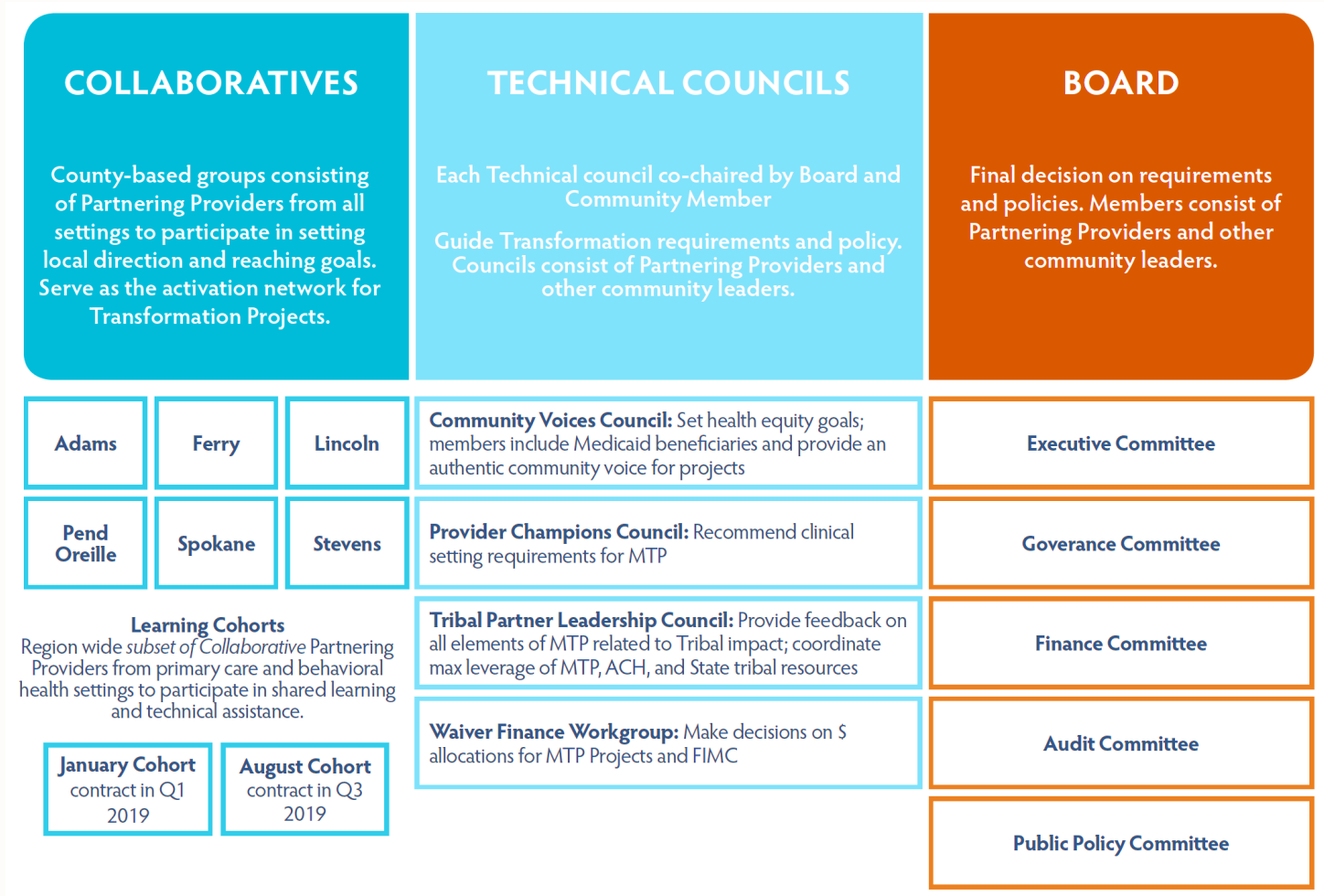




Use Equitable & Inclusive Arrangements

What does it look like in practice?

- Meeting practices
 - Multiple join options
 - Rotating meeting location
 - Open to the public
- Formal agreements
 - Charters, MOUs, policies, bylaws, etc.
- Governance structures
 - Designated board seats
 - Diverse decision-making committees

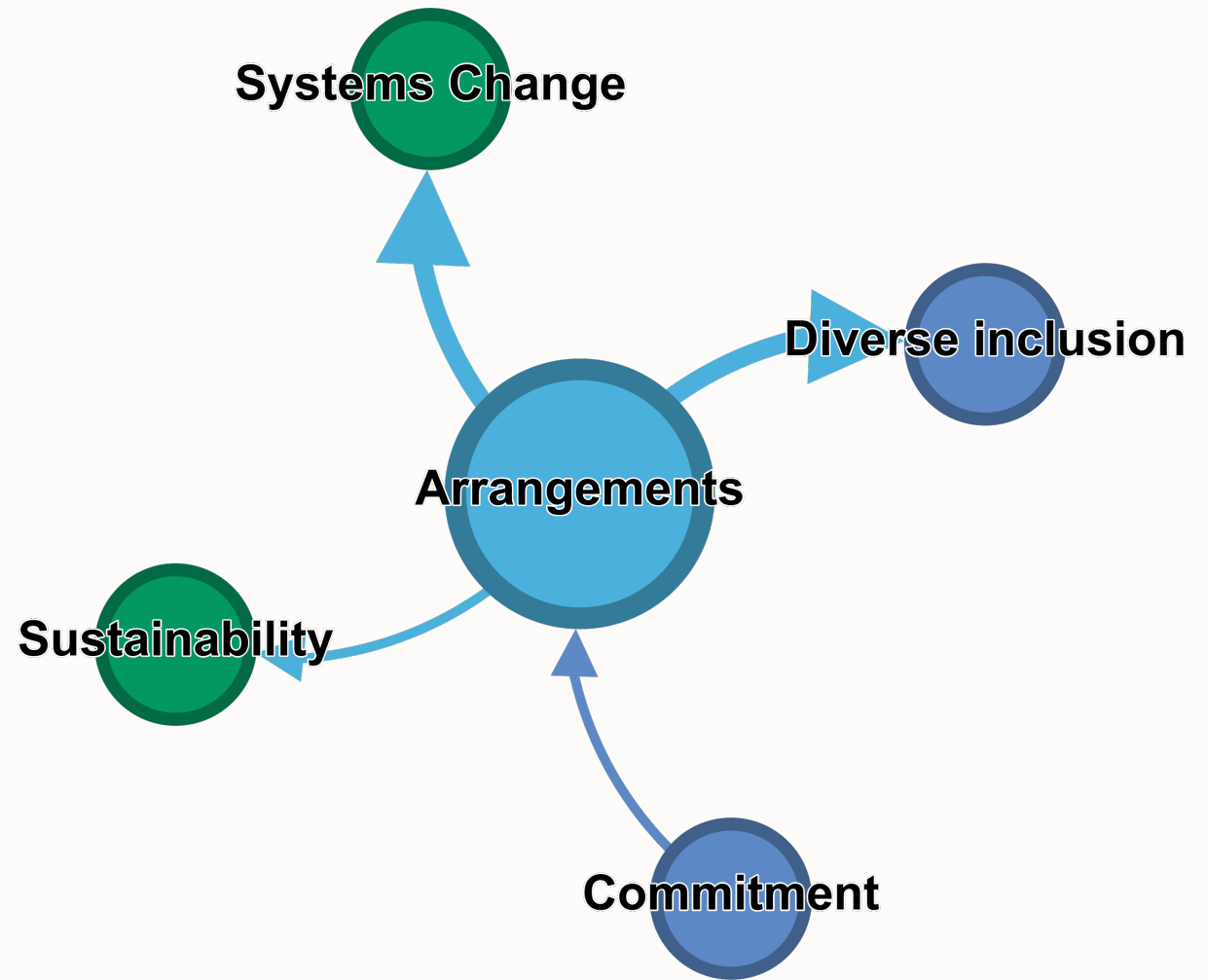




Use Equitable & Inclusive Arrangements

Why is it important?

- Especially important for systems change and sustainability of collaborative outcomes
- Helps ensure equitable processes, which lead to equitable outcomes





3. Ensure the Collaborative Work Produces Observable Benefits

- *Benefits* are defined as “a good or helpful result or effect.”
- One measure of *benefits* is the extent to which the MSC participants believe that working with the MSC helps their organization / tribe / community achieve its own goals.

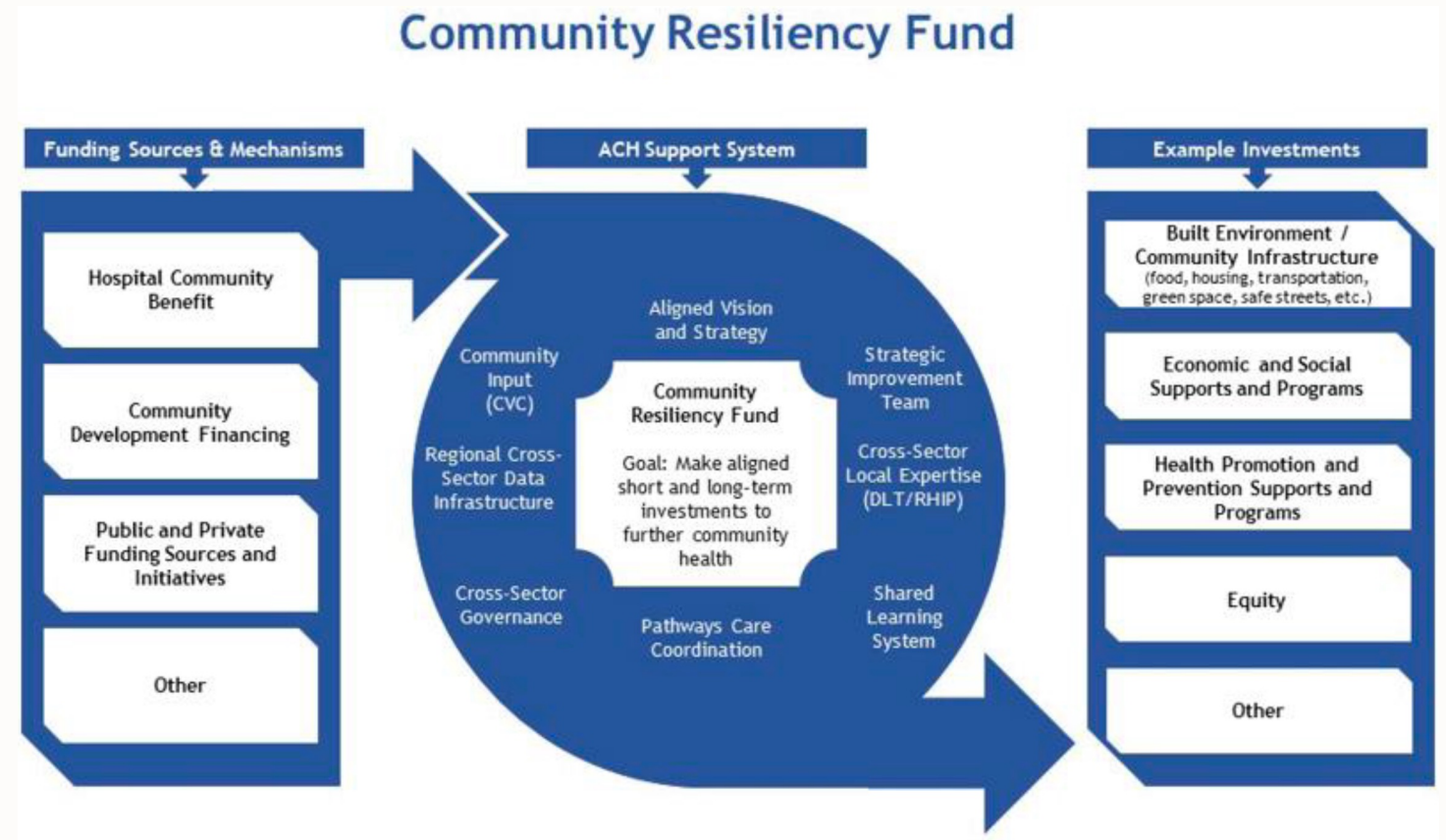




Ensure the Collaborative Work Produces Observable Benefits

What does it look like in practice?

- Opportunities to connect with other people/organizations doing similar work
- Sharing resources
- Developing new resources
- Dedicated support for aligning efforts
 - Training
 - Facilitation
 - Convening

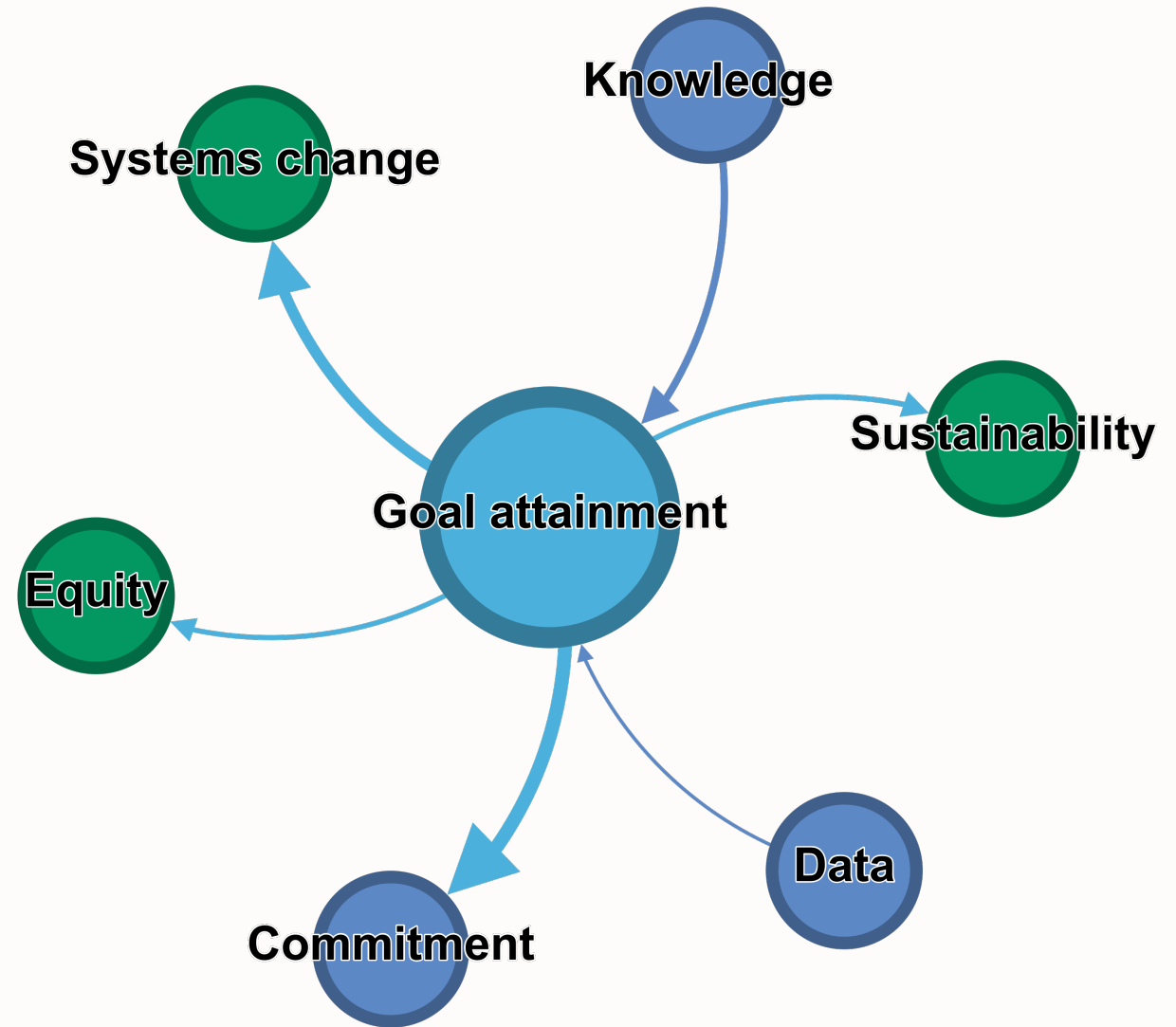




Ensure the Collaborative Work Produces Observable Benefits

Why is it important?

- Builds commitment needed for sustaining collaborative outcomes
- Directly influences an MSCs ability to create positive systems change, advance equity, and sustain collaboration





Questions?



Closing Reflections

Considerations for making the secret sauce for aligning sectors

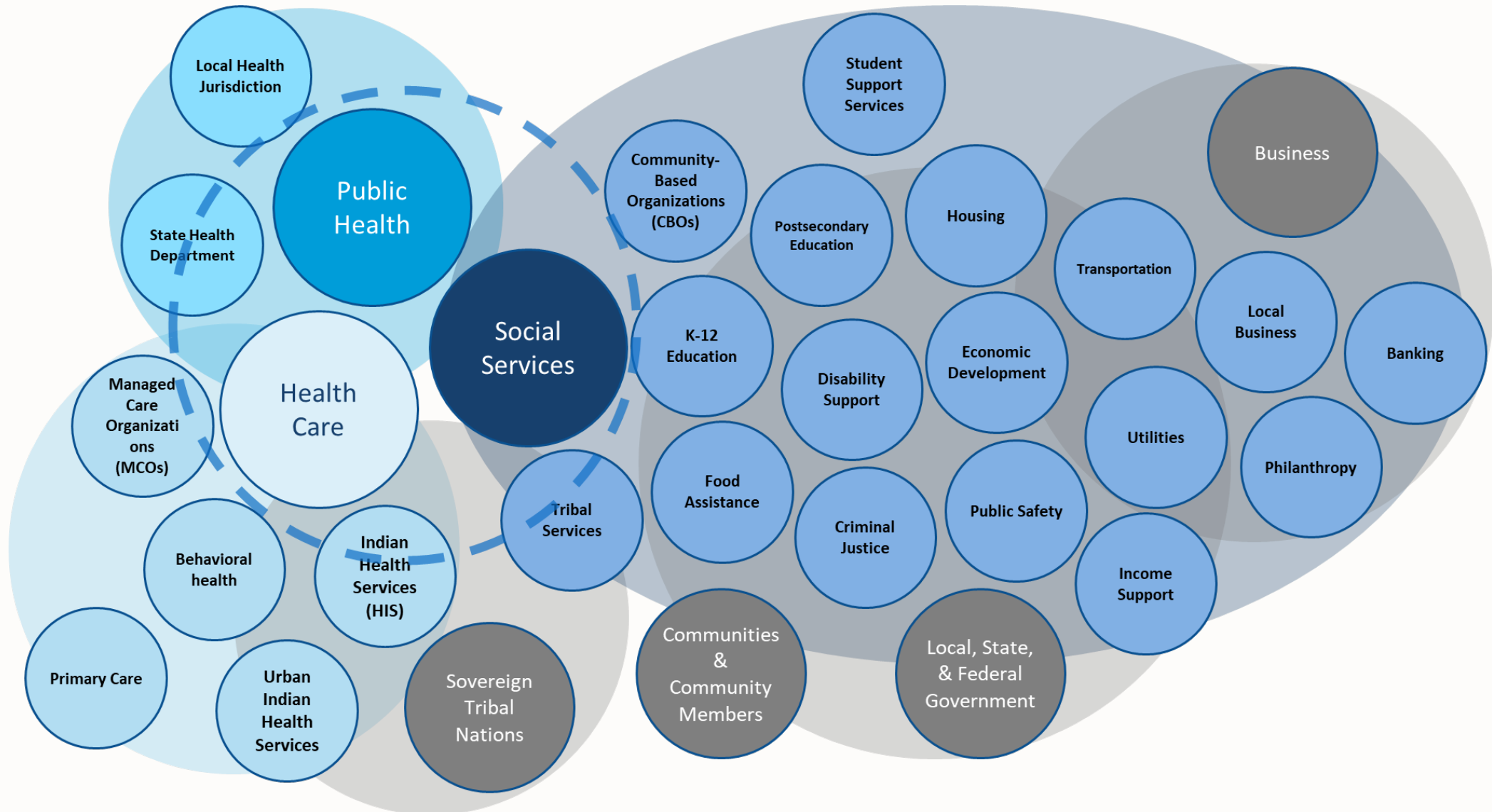


Making the ‘Secret Sauce’

- *Diverse inclusion* requires dedicated resources and intentional trust-building.
- *Arrangements* can be used to intentionally shape collaboration, which helps ensure outcomes aren't left to chance.
- *Benefits* often start at the participant level and move to the population level.
- Dedicated support for multisector collaboration (e.g., through a backbone function or network leader) can help ensure these key ingredients are used and sustained when aligning sectors for health.



Aligning Sectors Isn't Enough





Brief Series: Improving Population Health Through Multisector Collaboration

- *The Improving Population Health Through Multisector Collaboration* Brief Series synthesizes lessons learned from PHIL's *Aligning Systems for Health* research conducted from May 2020 – November 2022 in six parts:
 1. Improving Population Health Through Multisector Collaboration
 2. Accountable Communities of/for Health: Transforming Health Systems through Dedicated Multisector Collaboration
 3. Creating Positive Systems Change Through Multisector Collaboration
 4. Advancing Equity with Multisector Collaboration
 5. Building Multisector Collaboration for the Long-Term
 6. Recommendations for Policymakers, Funders, and Practitioners Seeking to Improve Population Health Through Multisector Collaboration



Questions & Discussion

- What information shared was surprising or unexpected to you (if any)?
- How do you already apply any of the 3 secret sauce elements to your multisector collaborative (MSC) work?
- What new ideas do you have for where to focus efforts in your MSC?
- What questions do you have for other MSCs?



Introducing the Multisector Collaborative (MSC) Innovation Network

Mission: Improve health, well-being, and equity in communities by creating a forum where MSC practitioners can share their experiences and lessons learned.

PHIL Up Your Cup!

- A third place for multisector collaboratives
- First event:

July 13, 2023 | 2:00-2:30 pm PT





Next Steps

- **Improving Population Health Through Multisector Collaboration**
 - **Part 1: Secret Sauce for Aligning Sectors:**
Top 3 things to do when aligning systems for health, Wednesday, May 24, 10-11am PT
 - **Part 2: Getting Real with the Experts:**
Community stories of aligning, Wednesday, June 7 from 10-11:30am PT
 - **Part 3: Digging Deep into the Data: A repository of lessons learned about aligning,**
Thursday, June 15 from 10-11am PT
- **PHIL Up Your Cup! A third place for multisector collaboratives**
 - July 13, 2023 | 2:00-2:30 pm

Please share your feedback by responding to our post-event survey!





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