



Improving Population Health Through Multisector Collaboration

Getting Real with the Experts:
Community stories of aligning

June 7, 2023, 10:00 am - 11:30 am PT



POPULATION HEALTH
INNOVATION LAB

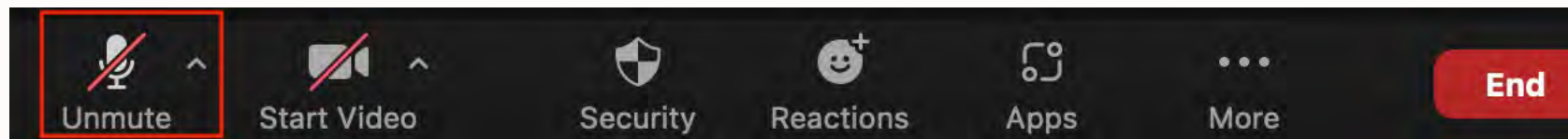
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The slides and recording will be available after the event at pophealthinnovationlab.org/events

Please mute your microphone during the presentation.





Part 1

- Secret Sauce for Aligning Sectors: Top 3 things to do when aligning systems for health

Part 2

- Getting Real with the Experts: Community stories of aligning

Part 3

- Digging Deeper into the Data: A repository of lessons learned about aligning



Today's Agenda

Agenda

- Introduction to PHIL
- Brief Recap – Part 1
- Panel:
 - Charisse Pope – Better Health Together
 - Peggy Agron – West Sacramento ACH
 - John Schapman – North Central ACH
 - Jessica Osborne-Stafsnes – Humboldt County Health Trust
- Questions & Discussion

Objectives

- Describe the top three things to do when aligning systems for health (i.e., the “Secret Sauce”)
- Provide at least one example of how a secret sauce element has been operationalized in a multisector collaborative
- Dialogue with and learn from peers in other multisector collaboratives



Beyond 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.

Acknowledgment is the beginning. Acknowledgment—and the research required to do it with integrity—should be an invitation to deeper analysis, relationship, and action.

Learn more about how to go *beyond* land acknowledgments. Visit www.nativegov.org



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



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.

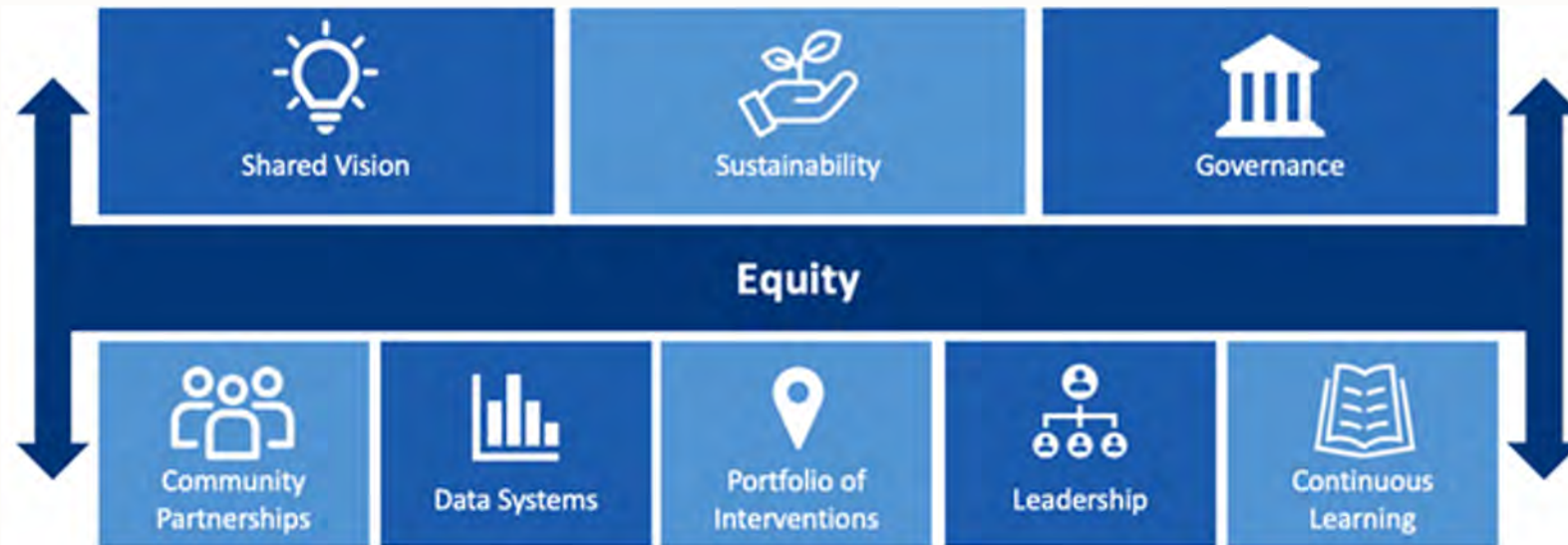




ACH Essential Elements

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





Recall from Part 1:

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



Getting Real with the Experts

Community stories of aligning



Panelist

**Charisse Pope, MBA
MA, LMHC**

she/her/hers

Director of Health Integration,
Better Health Together



Aligning Systems for Improved Population Health a Rural Perspective

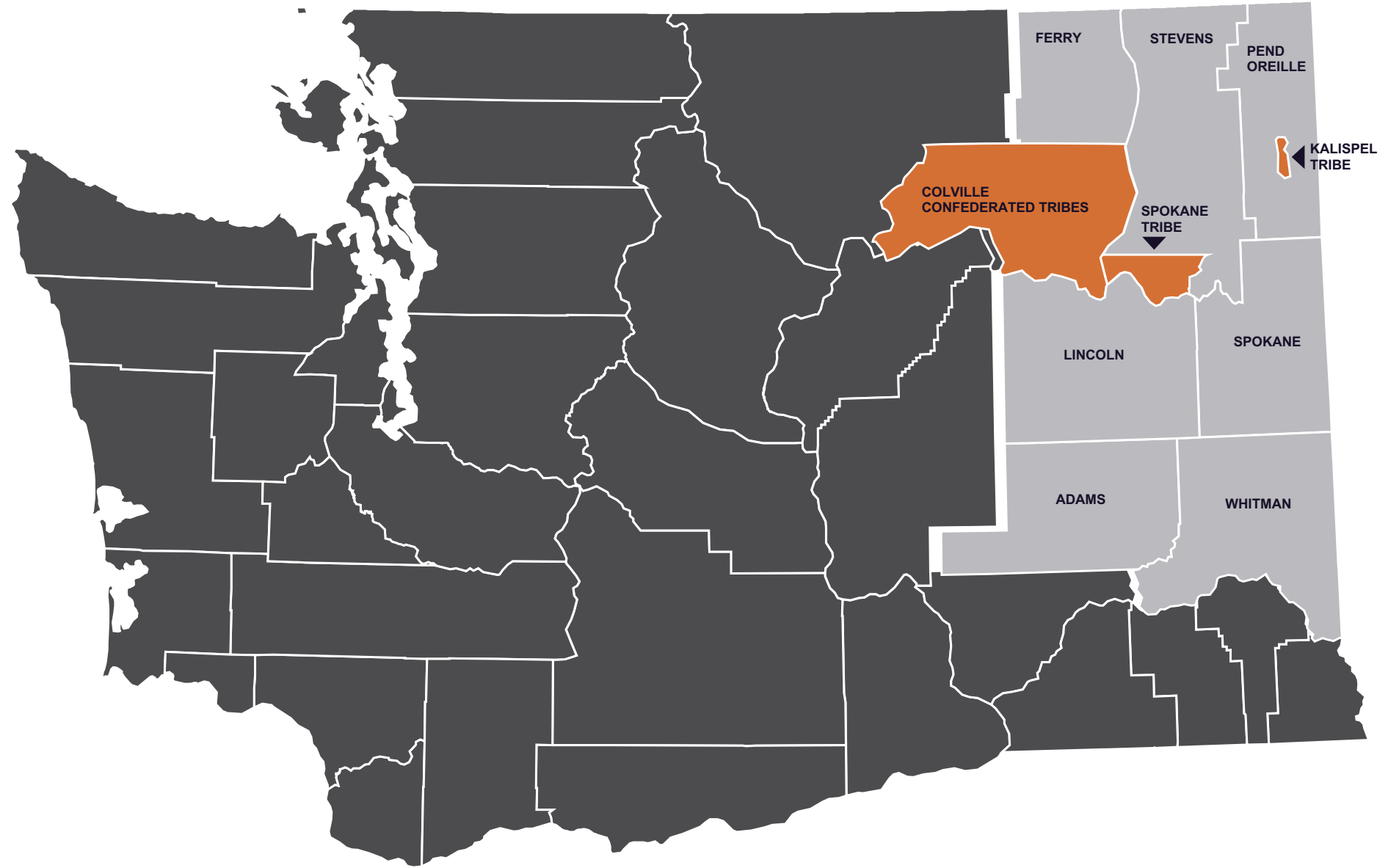
Charisse Pope, Director of Health Integration

6/7/23



Our Region

The Better Health Together region comprises mostly rural counties with Tribal Sovereign Nations. The range in population is between 7200 (Ferry) and 532,000 (Spokane)



A call for action to make health care local

- **Development**
- **Needs identified**
- **Strategies and approaches**
- **Successes**
- **Lessons learned**
- **Opportunities**

A Collaborative Approach

- Partners & Sectors Members participating in collaboratives primarily represent the health care, CBO/social services, and state/government sectors, with a smaller representation from behavioral health, schools, and tribal government/organizations. Lincoln and Ferry counties also have representatives from law enforcement agencies, while Spokane county has several members representing housing organizations.
- Each of the six collaboratives has a unique model for the way in which the lead agency/facilitator functions and where they are situated, within government (Lincoln/Stevens), Healthcare (Pend Oreille/Adams), or nonprofit (Ferry).
- Better Health Together (BHT) directly supports Spokane and assists with Pend Oreille. Adams contracts with a consultant/external facilitator.

Background

In 2022, BHT contracted with the Center for Outcomes Research & Education (CORE) to provide data support and technical assistance to BHT staff and to BHT's six county-based collaboratives to help them plan, monitor, and evaluate small-scale community health & health equity improvement projects and strengthen the health of their collaborative.

These projects included: □

- BHT funded equity projects focused on a specific health inequity identified by collaborative participants. These projects initiated in 2019 but in 2020 collaboratives pivoted attention and resources to the COVID-19 response, significantly impacting the pace and implementation of these projects in most counties.
- Rural Equity Action Plan projects (Adams, Ferry, Pend Oreille, Stevens). These projects were funded in 2022 through the State Office of Rural Health to use local data to determine how to advance equity and reduce COVID-19 related health disparities.
- CORE also fielded, analyzed, and communicated results of the Wilder Collaborative Inventory – a tool used to assess partnership and cooperation among collaborative members.

Collaborative Health Equity Projects

Steps:

- **Identify Priority Issues & Populations:** Review community data, facilitate discussion with collaborative members
- **Identify Specific Strategies:** Design or identify well-defined goals and strategies that are specific to the issue and priority populations above, leveraging partner and community strengths and existing efforts, considering complexity, scale, impact, and collaborative members' capacity.
- **Develop Implementation Plan:** Clarify specific objectives and activities with a designated timeline, roles and responsibilities, and allocated resources
- **Develop Measurement & Communication Plan:** Determine process for tracking progress, learning from efforts, and communication with stakeholders
- **Implementation:** Implement and monitor the progress of project
- **Review & Refine:** Review process (did the project go as planned) and outcomes (did the project have the desired impact). Engage a range of stakeholders. Identify facilitators and barriers and create a plan to apply learnings to process improvement efforts or to future projects.

County Projects

- Adams County's priority issue was improving access to primary care including behavioral health. Their project/strategy is to lead the community health needs assessment process for the county.
- Ferry County's priority issue was suicide prevention and their strategy was to provide free QPR training for community members. Currently doing a paramedicine feasibility and secured pallet houses for emergency housing,
- Lincoln County's priority issue is improving preventative care. They are still working on identifying strategies due to challenges with COVID19
- Pend Oreille County identified improving youth mental health through increasing community connectivity and mentorship, reducing stigma, and provide opportunities for self-care and wellness for youth. Currently doing a paramedicine feasibility study and have provided Hot Spot and chrome book loaning program for connectivity and connection.
- Stevens County is working on Improving access to services/shelter during a emergency situation. They secured pallet houses for emergency deployment during wildfires and other situations.

Wilder Survey Results

Background:

- The Wilder Survey, an inventory of 22 research-tested success factors for collaboratives, was fielded in November 2022. There were a total of 53 respondents across all of the collaboratives with 7-14 participating members per collaborative.
- **Clear areas of strength across all collaboratives included:** Members see collaboration as being in their self-interest; Skilled leadership; Mutual respect, understanding, and trust.
- **Challenges/Areas** to explore across all the collaboratives included: Appropriate pace of development; Evaluation and continuous learning; Collaborative group seen as a legitimate leader in the community; and Sufficient funds, staff, materials, and time.
- **Opportunities for shared learning & support across collaboratives:** Opportunity to leverage the skills and success of some collaboratives to support each other.

Wilder Survey cont...

- **Strengths, Challenges, & Opportunities** Relationships and trust among collaborative members, the lead agency/facilitator, and BHT greatly influenced the collaboratives' capacity, ability to reach consensus, and impact. During the pandemic, relationships that had been formed and strengthened in the collaboratives eased coordination for emergency response. This has led to an increased appreciation for the value of the collaboratives in most communities.

Following a pause from 2020-2021 for most collaboratives, partners have reengaged, are increasing buy-in, and are committed to regularly attend. Significant staff turnover across member organizations between 2020-2022 meant that almost all collaboratives had to spend time and energy reconnecting, recruiting, and rebuilding relationships. Missing key partners from the collaborative table meant a loss of connections, community context, and influence. Some counties experienced political and other environmental challenges that greatly impacted the sense of trust, collaboration, and shared power among collaborative members.

Collaborative Goals and Process

Collaboratives provide an opportunity for members to:

- Share and hear about community resources and efforts
- Network
- Learn together
- Come together for collective efforts and impact.

While almost all collaboratives are attempting to dedicate time and effort for each of these objectives, some collaboratives are grappling with how to balance these desires from their members with limited resources and capacity.

Collaboratives have been a generative space for incubation of ideas and initiatives and for convening partners for other collaboration efforts and grant opportunities. Most collaboratives are playing a key role in their county's CHNA processes. Several collaboratives have integrated systems change work in addition to their focus on programs and services. Spokane Collaborative has had multiple discussions about how collaborative efforts can impact systems change and shift power which ultimately led to a shift in strategy.

Data use, learning culture, measuring impact

Collaboratives demonstrated a strong commitment to use data early in the project planning process, to consider different community challenges and priorities.

- Several collaboratives have collected their own data to better understand a particular issue through surveys or interviews.

Opportunities:

- Consistent use of data for selecting strategies or identifying priority populations.
- Develop a plan to track progress and measure impact which is critical for shared learning from their collective work together.
- Measure the impact of work, not just on specific collaborative project outcomes, but the broader impact of the relationships, coordination, and collective conversations that happen in the collaborative space.

Questions?

Charisse Pope
Director of Health Integration
Better Health Together
Charisse@betterhealthtogether.org

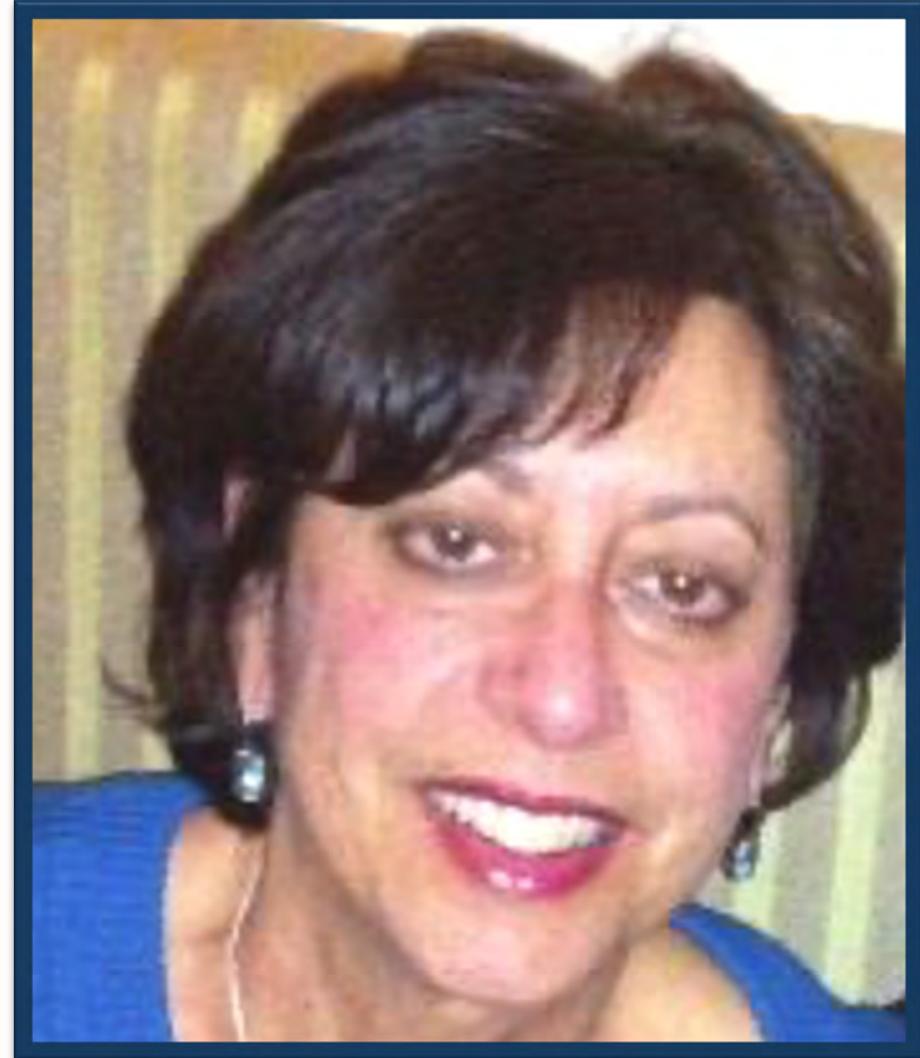




Panelist

Peggy Agron

ACH Lead with The Health
Education Council, West
Sacramento Accountable
Community for Health





HEALTH
EDUCATION
COUNCIL

Health happens together.

The West Sacramento Accountable Community for Health (ACH)

Monday June 5, 2023

Who we are

- Backbone Organization- HEC
- City of West Sacramento
- Yolo County Health Department
- Health Care
- Community Residents
- Community Based Organizations/Local Non-profits
- Agriculture

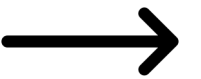


Health Happens Together

Top 3 Factors that Contribute to Aligning



- Include diverse & representative perspectives in decision making
- Use equitable and inclusive arrangements
- Ensure the collaborative work produces observable benefits



West Sacramento ACH Core Values



Equity: The West Sac ACH is committed to social justice and achieving equity defined as providing all people and all communities with optimal opportunity to attain their full potential. The ACH leads with race and equity as key drivers of health outcomes

Inclusivity: The West Sac ACH is committed to the inclusion of people of every race, ethnicity, sexual orientation, age and ability. We ask members to respect all voices.

Accountability: The West Sac ACH is committed to putting community at the center and achieving accountability through transparent and open communication.

Community Engagement: The West Sac ACH values resident partnership and will ensure community engagement through the participation and inclusion of everyday residents in all aspects of design, priority-setting and governance

Collective Impact: The West Sac ACH is committed to working together and going above and beyond individual organizational imperatives to achieve greater impact.



West Sacramento Accountable Communities for Health Initiative

Health Education Council



DIG INTO DATA

Initial analysis
points to heart
disease



LISTEN DEEPLY TO RESIDENTS

Identified over 200
community assets;
Confirmed
direction



SELECT INITIAL FOCUS

Access to healthy
food, walkability,
social connectedness



COMMIT TO ACTION

Jointly build a
multi-year Portfolio
of Interventions



TRUSTED RELATIONSHIPS TO SUPPORT PANDEMIC RESPONSE

Collaborate on COVID-
19 response to mobilize
resources. Provide
resident mini grants to
support community-led
solutions.



LISTEN DEEPLY AGAIN

Identify direction
post COVID and
adapt

Health Happens Together

Resident Engagement Strategies



Pre-Pandemic

Community Connector Meetings using Asset-Based Community Development (ABCD) Model

Resident Outreach - Meet them where they are

During the Pandemic

Resident Outreach – Meet them where they are

Resident Mini Grants - Community led solutions

Resident Ambassadors- Paid Community Champions



Resident Mini Grants

- Innovative strategies to serve residents with community-led solutions
- Five \$500 Mini Grants were awarded to support projects related to the ACH priorities
 - Access to Food and Fresh Produce
 - Student and Parent Social Support
 - Physical Activity
- Summary of their projects completed projects found on our website (see QR code)



Scan QR code to read summaries

Resident Ambassadors



- **COVID19 Youth Ambassadors**
 - Training program for youth ages 17-24 across five counties to learn about COVID19 and implement projects in their communities
- **Community Food Ambassadors**
 - Food and nutrition training opportunity to equip W. Sac residents to support their neighbors and get involved in the mobile farmer's market program.
- **West Sacramento Housing Resident Ambassador**
 - Trusted resident leader from the community who serves as a liaison between their neighbors and the organization



Community Food Ambassador Graduation
May 2023



Next Phase: Institutionalize Resident Leadership

- Convene resident leaders
- Establish a resident advisory group
- Provide financial support for participation
- Continue ongoing resident outreach

Thank you

Peggy Agron, M.A.

pagron@healthedcouncil.org



Panelist

John Schapman

Executive Director, Thriving Together NCW (formerly North Central Accountable Community of Health)





THRIVING TOGETHER

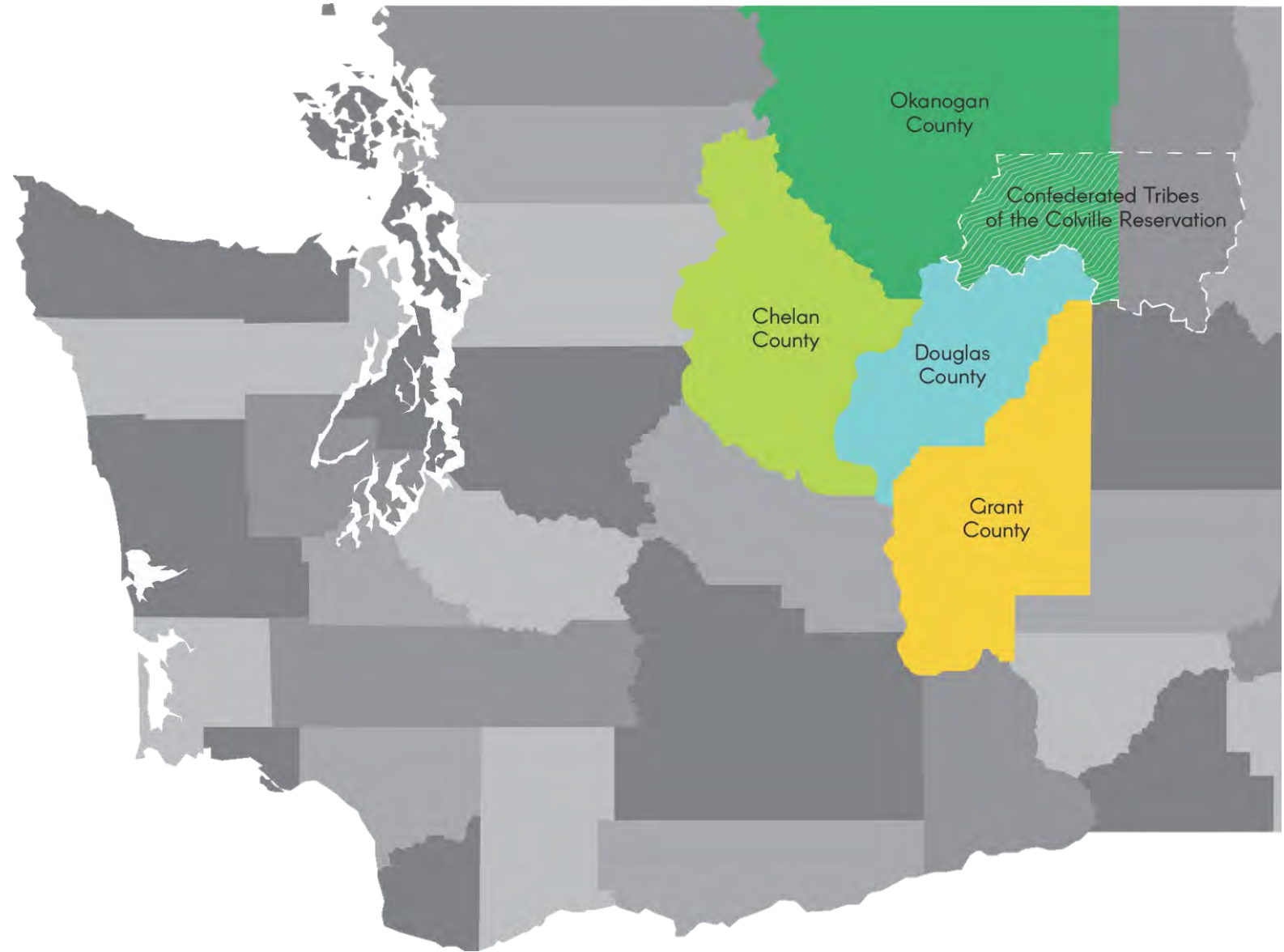
NORTH CENTRAL WASHINGTON

Building a healthier region, *together*

Washington's 9 ACHs

Each of the 9 ACH's in Washington cover a specific region and work to translate large-scale initiatives into action at a more localized level.

Thriving Together NCW covers Chelan, Douglas, Grant & Okanogan Counties.



OUR MISSION

The mission of Thriving Together NCW is to advance whole-person health and health equity in North Central Washington by unifying stakeholders, supporting collaboration, and driving systemic change, with particular attention to the social determinants of health.

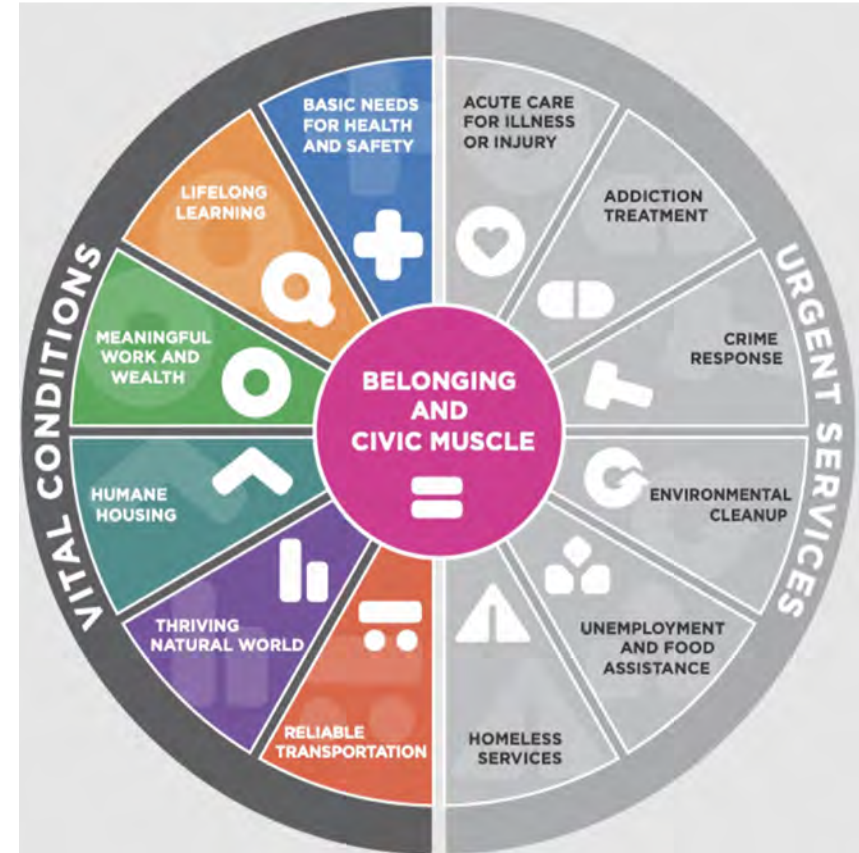


A Thriving Region

With our network of partners, we are dedicated to a simple, measurable goal: All people and places thriving together - no exceptions.

Each vital condition is connected
When they decline, it drives demand for urgent services

Our network will focus on building up the vital conditions



Our Role in Creating a Thriving Region

The Problem

The health and social issues our local communities face are too complex to be solved by one person or organization alone.

The Solution

This is why we work alongside a network of partners to improve the health and wellbeing of North Central Washington residents.

Our Value Proposition

Thriving Together NCW brings individuals and organizations across the region together under the shared goal of all people and places thriving - no exceptions.

- Funding opportunities
- Capacity building (trainings, workshops, etc.)
- Connect partners across sectors
- Advocate for systems change



Creating Change

In North Central Washington



BUILD THROUGH AN INCLUSIVE PROCESS OF DISTRIBUTED LEADERSHIP

- Our communities know best
- Everyone has a voice at the table



ADVANCE TRANSFORMATION WITH a regional portfolio

- Balance investments in preventative services & urgent services
- Advocate for pivotal shifts in policies, practices, & investments



ANCHOR IN SHARED MEASUREMENT

- Ensure data is accessible, credible, & actionable
- Track stories & statistics



BUILD THROUGH AN INCLUSIVE PROCESS OF DISTRIBUTED LEADERSHIP

*Our communities know best
Everyone has a voice at the table*

If we're *not* successful, we'll see . . .

- That power and decision-making still held in hands of few (mostly clinical) partners
- That people do not feel safe/comfortable engaging, contributing, sharing
- That our health outcomes are unchanged and that vulnerable communities are still impacted the most

If we *are* successful, we'll see . . .

- That power has redistributed to many (both new and existing) partners who have the tools they need to support community-led decision-making
- That people want to be involved because they feel heard and connected (locally and regionally) and that they have a sense of ownership
- That we have closed the gap in health outcomes

Behavioral Health Workgroup

To better identify opportunities for improvement in local behavioral health systems, Thriving Together NCW facilitated a 5-month long series called Evolving the Behavioral Health System. The series gathered individuals from nearly 50 agencies under the shared goal of creating sustainable solutions to meet the needs of Chelan, Douglas, Okanogan, and Grant County residents.



Behavioral Health - Why



"This Workgroup Exists in Order To improve our relationships, communication, and shared problem solving, and evolve the North Central Washington behavioral health system with effective coordination, sustainable strategies, and accountability among agencies."

Types of Partners Involved

Experience

- Recovery Coaches
- Librarians
- Mental Health Professionals
- Lived Experience
- Parents with kids who have lived experience
- Care Coordinators
- Police Officers
- Commissioners
- Managers
- School Counselors

Sectors

- Library System
- Mental Health Agencies
- Advocate Groups
- Librarians
- Education
- Community Based Organizations
- Hospitals
- Primary Care
- Law Enforcement
- Ombuds
- Health plans



Initial Starting Point



Thriving Together Board allocated funding to improve the Behavioral Health System

Community comes together to identify needs and co-create solutions

Focus on Board goal of Distributing Leadership: “Power has redistributed to many (both new and existing) partners who have the tools they need to support community-led decision-making”

Process of Making Decisions

10 Meetings (4 in person, 6 virtual)

- Allow individuals to develop a understanding of the behavioral health system together
- Ensure everyone feels comfortable providing input

Meetings focused on:

- Relationship and trust building
- Exercises to better understand the current system and its complexities
- Setting norms for the group to make decisions together
- Ensuring everyone has an opportunity to contribute



Outcomes

NCW Connect Website



**Mental Health
Community Specialist
in Grant County
Libraries.** (Pilot 1-year)



Embed MH Triage team in Emergency Dept.

Convene "Catholic Charities" and
hospital ED Heads to redesign MH
care emergency process.



Lessons Learned

- Difficult to talk about issues and upstream work
 - People wanted to dive into solutions
 - Initial solutions still focus on “urgent” needs
- Decisions can still be influenced by a few in the room
- There are individuals who do not buy into bottom up approaches and struggle participating
- Continue to support leaders in how they can distribute decision making





Questions?

Contact

John Schapman, Executive Director

Thriving Together NCW

john@thrivingncw.org



Panelist

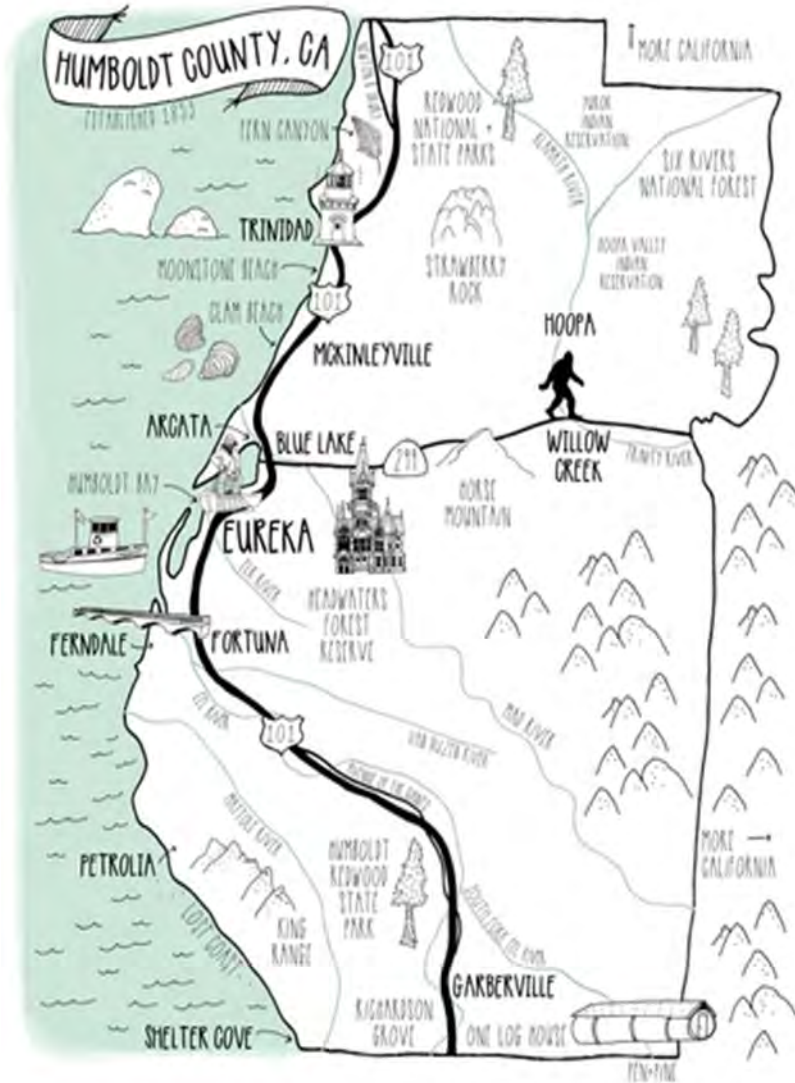
Jessica Osborne-Stafsnes

Chief Operating Officer, North
Coast Health Improvement &
Information Network;
Humboldt Community Health Trust



HELLO FROM HUMBOLDT!

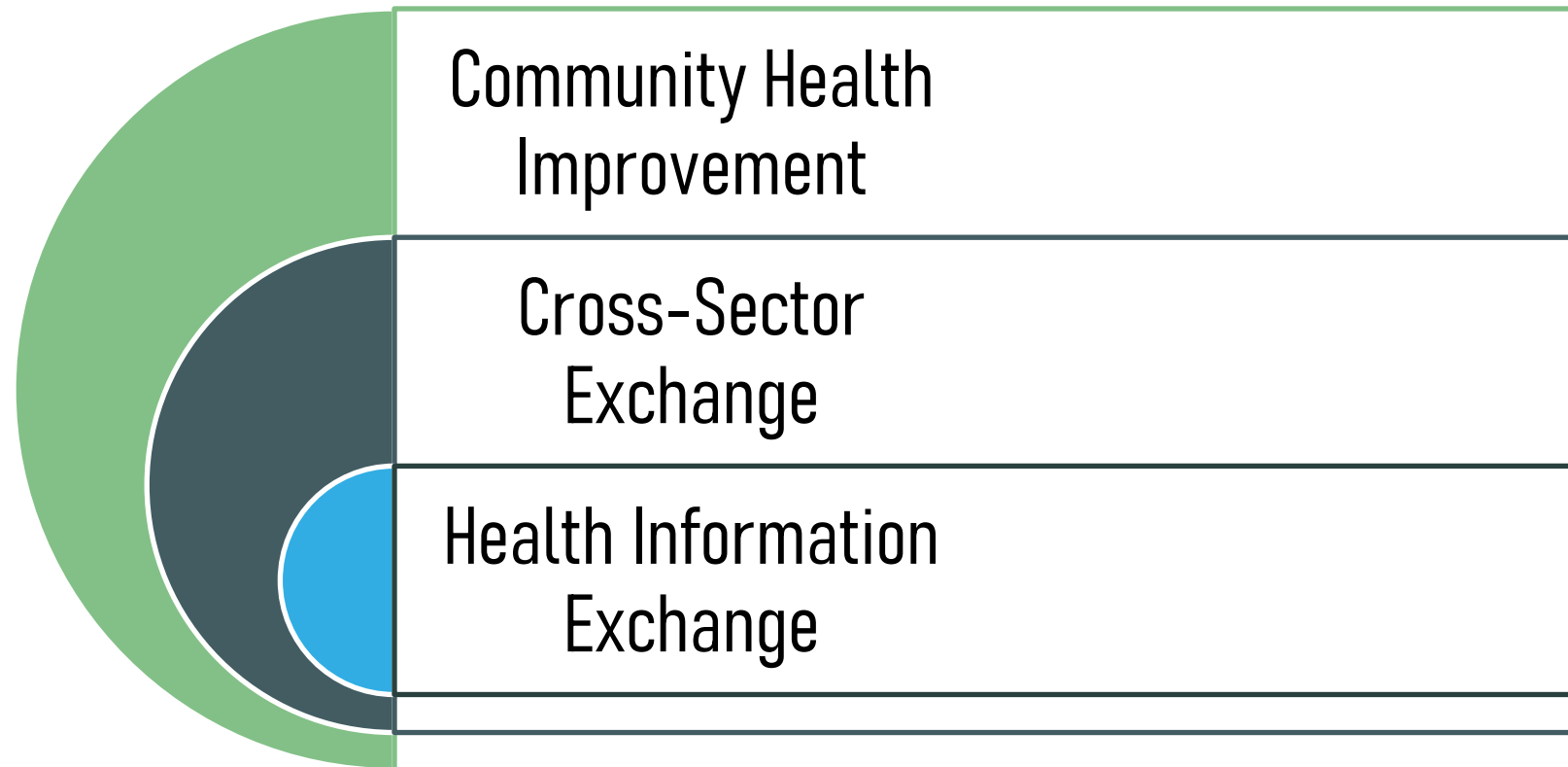
- Background
- Process for Inclusive Design
- Improving Approach to Decision Making



Humboldt County Map by Jenna Castos of Pen and Pine

BACKGROUND: NCHIIN

- North Coast Health Improvement and Information Network



HUMBOLDT COMMUNITY HEALTH TRUST: AN ACH



○ Accountable Community For Health

○ Collective Impact Initiative
Supported by the California
Accountable Communities for
Health Initiative (CACHI)

○ In Humboldt:

- Comprehensive response to substance use disorder
- Enhance system access, integration, and coordination



COMMUNITY INFORMATION EXCHANGE

- “North Coast Care Connect”
- Tool: “9Patch” by QS Solutions
- Live: Spring 2022
- Phase: Onboarding Partners – 13 Programs

22 Years FEMALE DOB: (07/13/1999)

Jenna Lee

NCCC ID: 42714925 | Consent 04/05/2023 | Household Members

Shared Client Profile | My Case Work Case Activity | Find Resources

Jenna's OneView

Jenna's Services Timeline

Referral: WIC- DHHS

Referral: Humboldt IPA

Screener: ScreenerOfAssesm...

Screener: ScreenerOfAssesm...

Referral: Redway Family Resou...

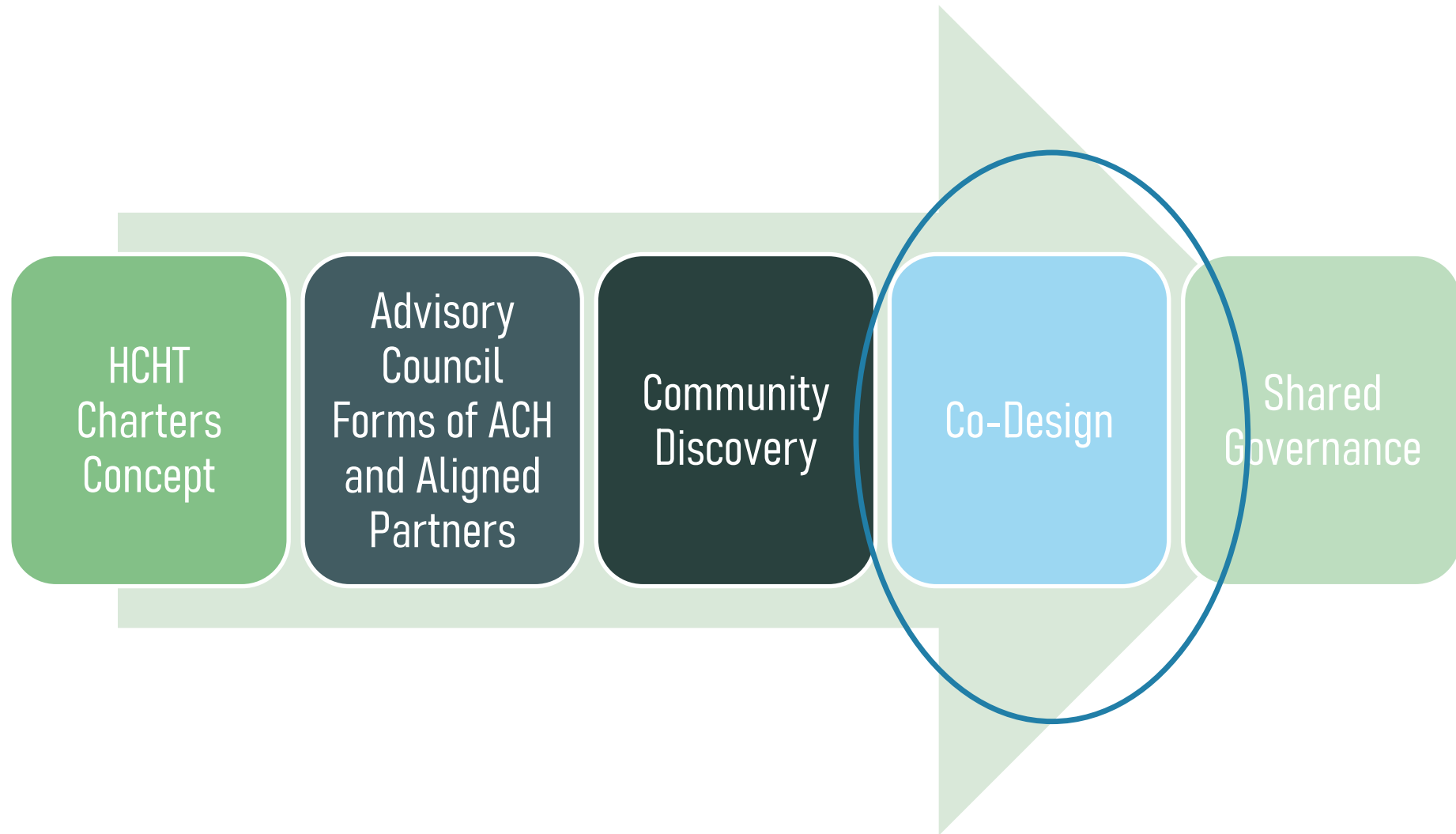
Client Registry

+ Add a New Care Task

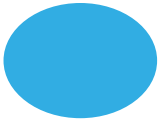
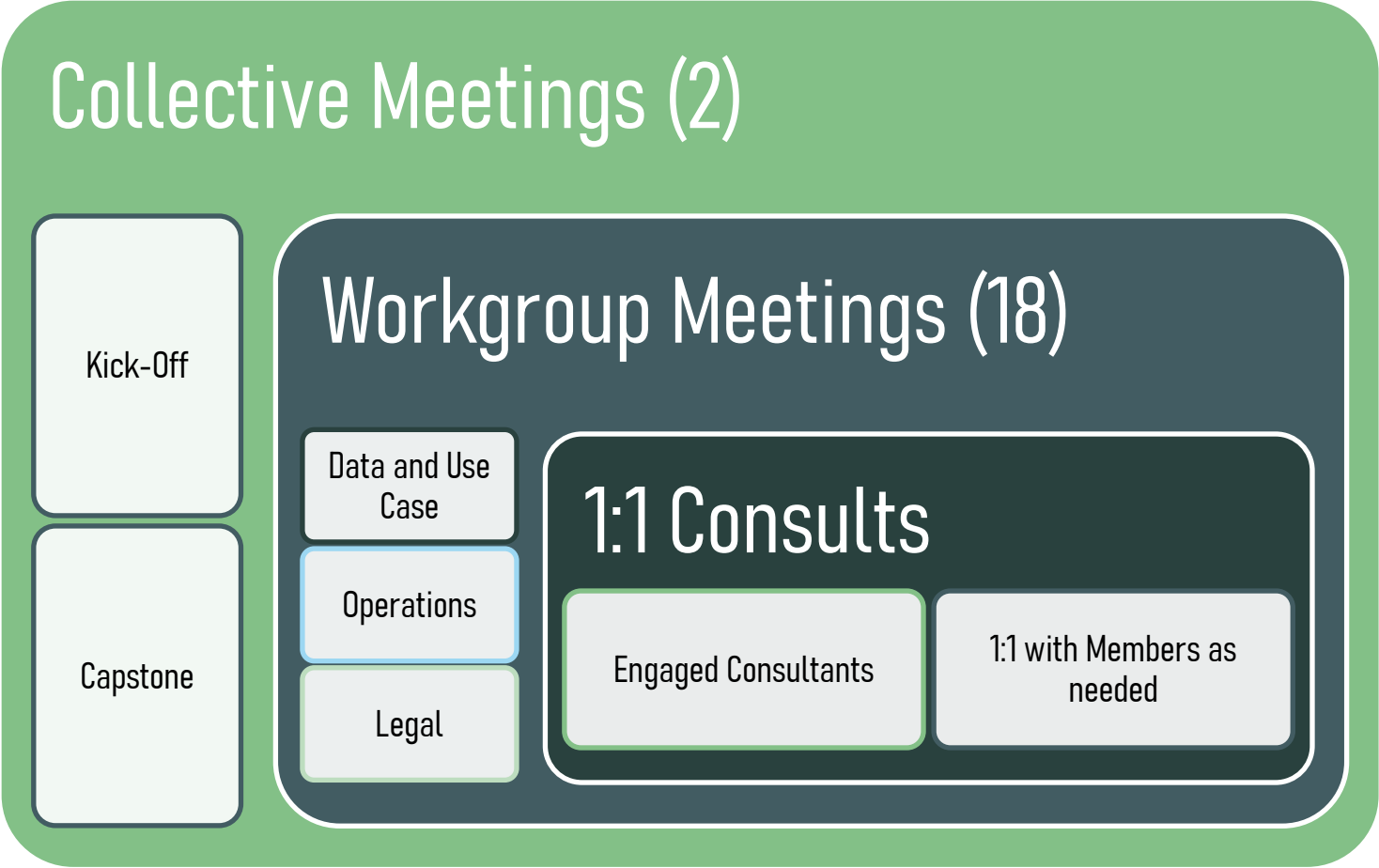
Screen Shot from NCCC Training Site. Tool: “NinePatch” by QS Systems



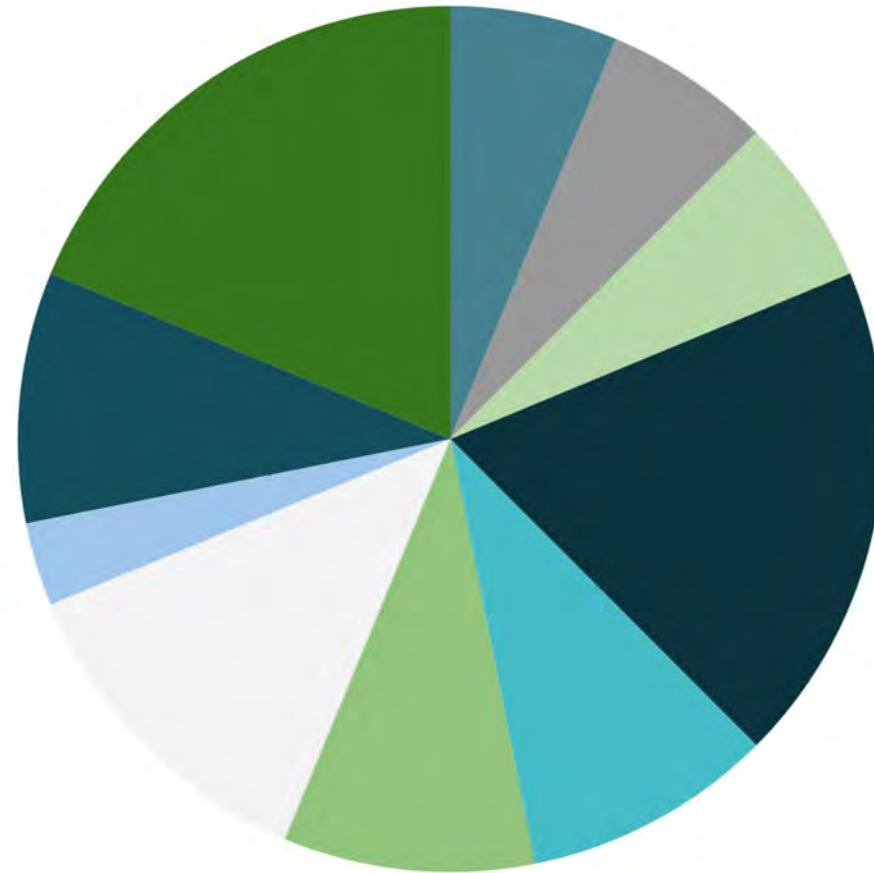
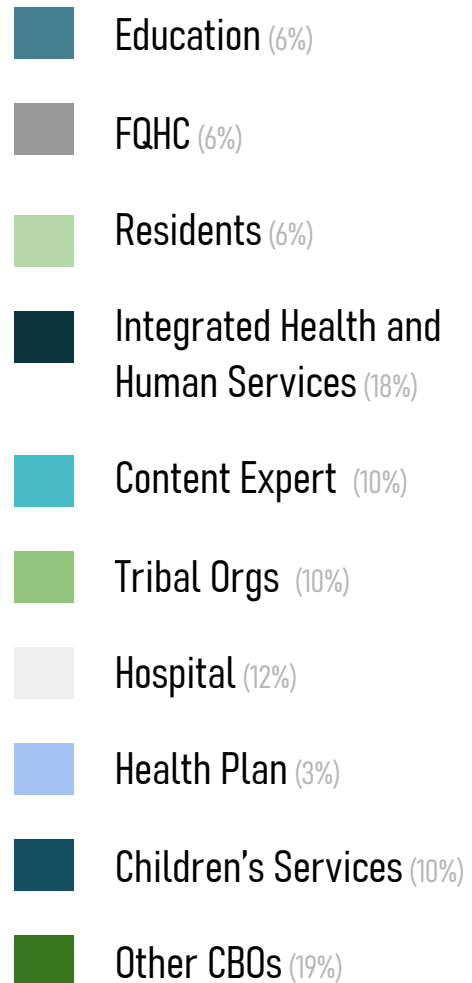
CIE: DEVELOPMENT TIMELINE



CO-DESIGN APPROACH



CIE Co-DESIGN: WHO PARTICIPATED



FOSTERING INCLUSIVE PARTICIPATION

- Decision Making Process
- Transparent about ambitious timeline and objectives
- Recorded every meeting and distributed recordings
- Virtual Rounding/Check-Ins
- Paid Resident Participants
- Hired Equity Consultants
- Made Adjustments in Real Time
- Called forward challenges
- Invited participants into the process
- Meet frequently and with regularity
- Didn't backtrack; but slowed for deeper exploration when needed



DECISION MAKING APPROACH

- Level of Agreement Cards- Adapted Practice
 - Brings concerns forward
 - Slows process as needed



GREEN

YES



YELLOW

ADDITIONAL
DISCUSSION



RED

NO



PURPLE

EQUITY
CONCERNS



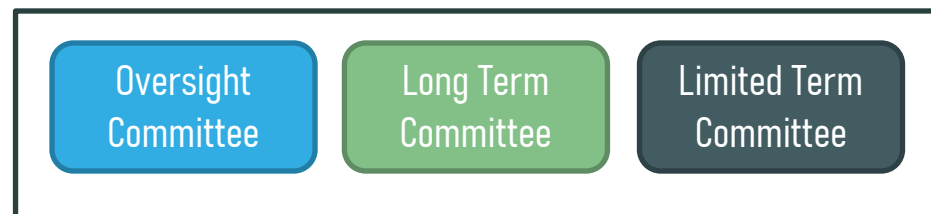
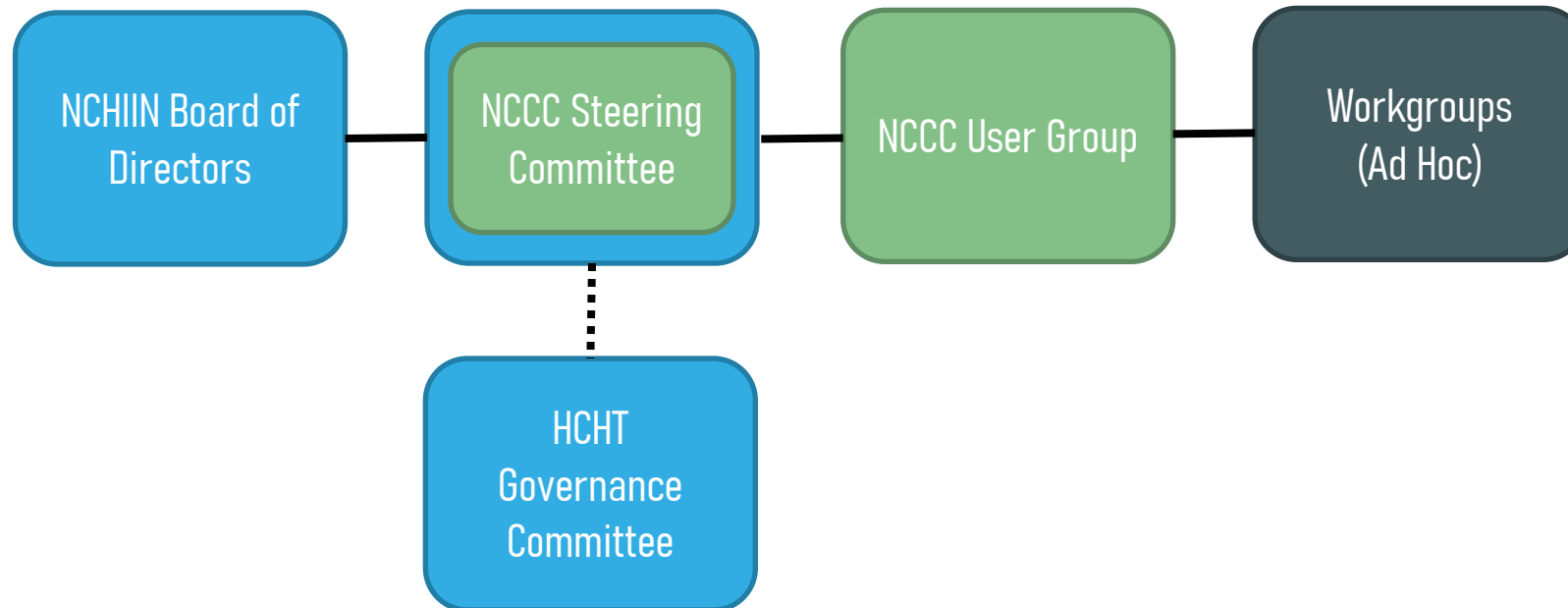
WHITE

ABSTAIN



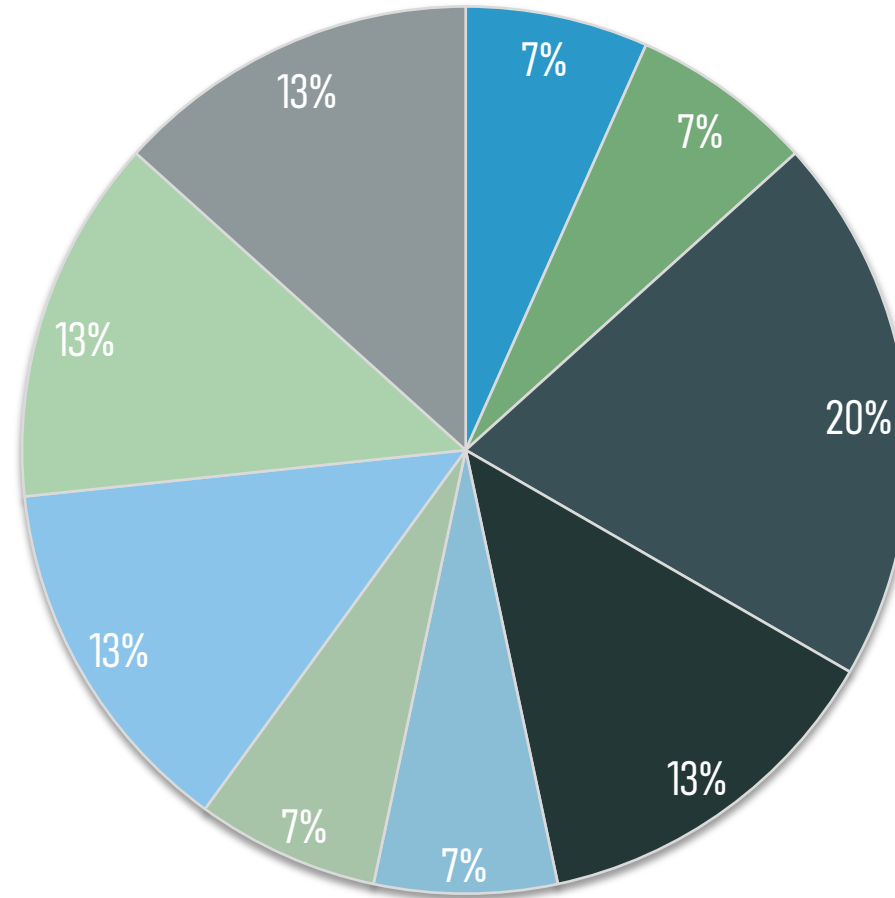


NCCC GOVERNANCE STRUCTURE

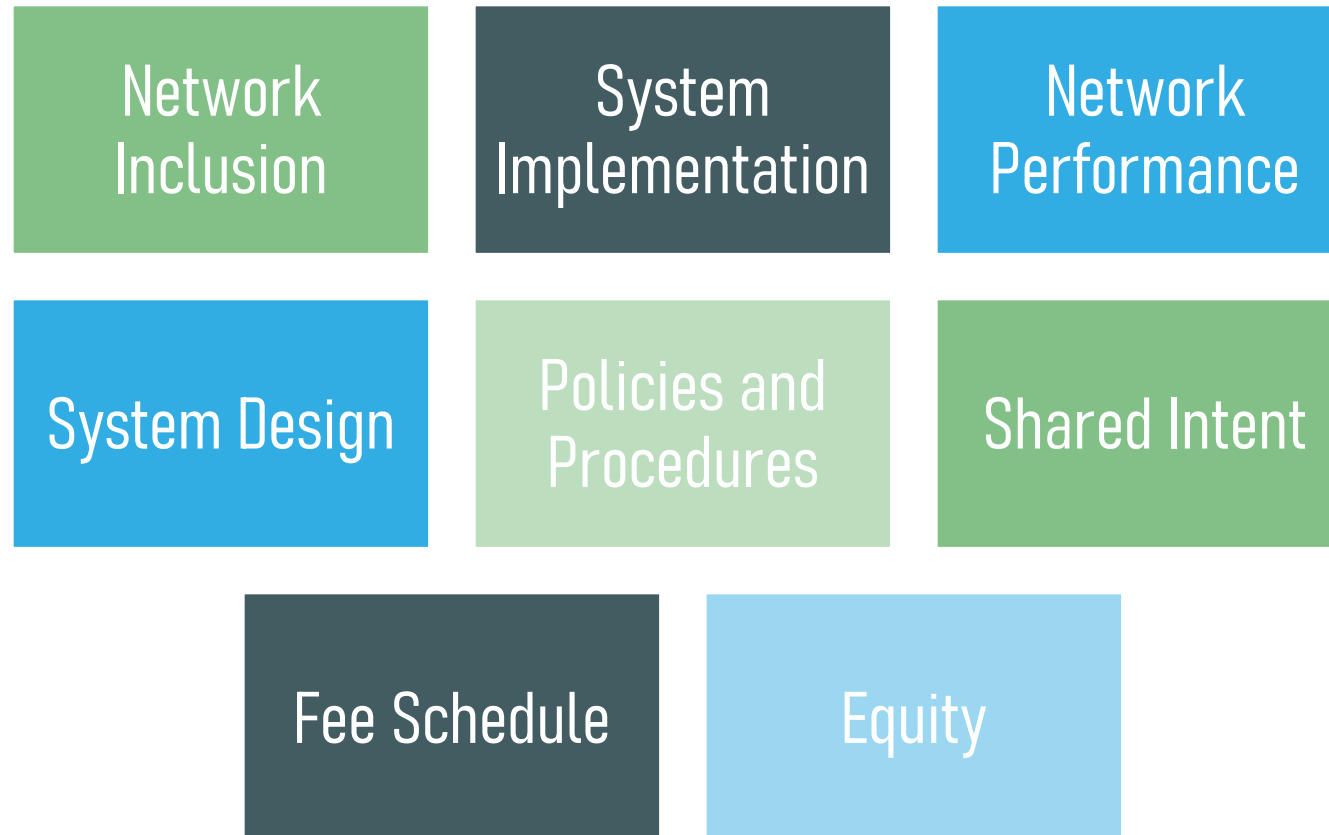


STEERING COMMITTEE: STAKEHOLDER COMPOSITION

- Education
- FQHC
- Residents
- Integrated Health and Human Services
- Content Expert
- Tribal Organization
- Hospital
- Health Plan
- Children's Services



STEERING COMMITTEE: CURRENT FOCUS



"IT IS NOT THE STRONGEST SPECIES THAT SURVIVES, NOT THE MOST INTELLIGENT. IT IS ONE THAT IS THE MOST ADAPTABLE TO CHANGE..."



Humboldt County Painting;
Leo Stafnsnes, 2014

...IN THE LONG HISTORY OF HUMANKIND (AND ANIMAL KIND, TOO) THOSE WHO LEARNED TO COLLABORATE AND IMPROVISE MOST EFFECTIVELY HAVE PREVAILED." – CHARLES DARWIN

Contact: Jessica Osborne-Stafnsnes, NCHIIN COO- josborne@nchiin.org





Questions & Discussion



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!





POPULATION HEALTH INNOVATION LAB

A Program of the PUBLIC HEALTH INSTITUTE

Contact Stephanie Bultema at sbultema@phi.org

Learn more about PHIL at pophealthinnovationlab.org

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