

Measures for Aligning in Multisector Collaboratives (MSCs)

This document provides an overview of survey measures for aligning in multisector collaboratives, based on the Robert Wood Johnson Foundation and Georgia Health Policy Center’s [Framework for Aligning Sectors](#). The table below maps observed measures to latent variables and aligning constructs.

Aligning Construct	Latent Variable	Observed Measure
Local Context	Local Characteristics	Partnership size
		Population size of community served
		Population density of community served
		Median annual income of community served
	Capacity	Government support
		Initial funding received
		Staff size
	Racism	I believe systemic racism exists
		Systemic racism is a problem in American society today
		Systemic racism is a problem in my local community
		Do you think there is too little, about the right amount, or too much attention paid to race and racial issues in our country?
	Participation	How long have you participated in MSC activities?
		How long has your organization or tribe participated in MSC activities?
	Engagement	How would you rate your organization's / tribe's engagement in the MSC in the last year?
		How would you rate your individual engagement in the MSC in the last year?
	Education	What is the highest level of school you have completed?
	Income	What is your approximate annual household income before taxes?
BIPOC	Choose one or more races that you consider yourself to be: [American Indian or Alaska Native, Asian, Black or African American, or Native Hawaiian or Pacific Islander selected]	
Adaptive Factors	Trust	Most MSC participants (staff, partners, etc.) are reliable
		I feel that what I bring / my tribe brings / my organization brings to the MSC is appreciated and respected by other participants / my colleagues.
		Most MSC participants (staff, partners, etc.) are trustworthy
	Community Voices	How far along is the MSC in terms of: Engaging residents who represent the community to inform its work
		How far along is the MSC in terms of: Offering support & resources to encourage Indigenous communities, communities of color, & other historically marginalized groups who disproportionately experience health disparities to be active in the MSC

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		How far along is the MSC in terms of: Making MSC events or meetings accessible to everyone (e.g. providing interpretation services, scheduling meetings outside work hours, offering options to join by web or phone, etc.)	
	Equity	The MSC applies principles of equity, diversity, and inclusion throughout its work	
		The MSC is effectively promoting equity across our community	
		Improving health equity is an important outcome of the MSC	
	Power Dynamics	Other MSC participants and staff take my opinion seriously in the course of discussions	
		To what extent has your engagement with the MSC increased your sense of power to change or influence your local community (e.g. neighborhood or social group)?	
Network measure: Distribution of organizational degree centrality			
Core Components	Shared Purpose	I can describe the MSC's vision	
		I can describe how the MSC's vision will be achieved	
		I am committed to helping achieve the vision of the MSC	
	Collective Action	The MSC currently... Engages the broader community to provide opportunities for public comment or participation	
		The MSC currently... Engages ethnically & racially diverse communities in MSC activities	
		Has active engagement from organizations representing multiple sectors	
		Has participants operating in the shared interest of the MSC versus their own personal / organizational interests	
		Communicates effectively with the broader community (i.e., county or region) about MSC vision & activities	
	Shared Financing	How far along is the MSC in terms of: Communicating the value of the MSC's work to potential funders/investors	
		How far along is the MSC in terms of: Identifying the financial resources needed to sustain the work of the MSC	
		How far along is the MSC in terms of: Identifying a clear value proposition for sustaining its work	
	Shared Data	How far along is the MSC in terms of: Regularly sharing data & progress reports with community, clinical, & tribal partners	
		How far along is the MSC in terms of: Tracking its progress on increasing health equity or reducing disparities	
	Outcomes	Effectiveness	Participating in / working for the MSC is a worthwhile use of my organization's / tribe's / own time and resources
			I / my tribe / my organization have gained access to new sources of knowledge through participation in or work with the MSC
The MSC's work should continue after initial funding ends			
I am confident in the MSC's effectiveness			
The MSC convenes community, clinical, & tribal partners in a way that no one else is doing			
MSC participants (staff, partners, etc.) work together to identify information needs			

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		The MSC has increased collaboration across organizations, sectors, & tribal partners
		The MSC is making progress on health system transformation in our community
		I understand how I / my tribe / my organization can contribute (or potentially contribute) to achieving the MSC's vision
	Alignment	The MSC helps align resources and activities across community, clinical, & tribal partners
		The MSC helps community, clinical, & tribal partners work together more effectively
		As a whole, the MSC gets things done
		The MSC helps reduce duplication of efforts by forming linkages between clinical, community, & tribal partners in our community
		The MSC effectively provides support for collaboration among community, clinical, & tribal partners
	Equity	The MSC applies principles of equity, diversity, and inclusion throughout its work.
		The MSC is effectively promoting equity across our community
		Improving health equity is an important outcome of the MSC

DEFINITIONS

Aligning Concept	Description
LOCAL CONTEXT	Local factors like geography, political will, socioeconomics, and community need impact aligning across sectors. Additionally, individual, organizational, and system-level factors can enable or hinder progress to align across sectors. These may include external pressures that spur a sense of urgency for sectors to align (e.g., state or federal pilot initiatives or policies, public health crises), internal factors within organizations (e.g., capacity, leadership, workforce, information infrastructure, incentives, financial management, and accountability), and softer elements impacting the ability to work together (e.g., interpersonal dynamics, past collaborative history or relationships, stakeholders' mindset, and backbone support).
CORE COMPONENTS	The key structural elements that must be in place for cross-sector work to be successful. These elements include shared purpose, shared data and measurement, shared governance, and shared financing.
Shared Purpose	A feature of aligned systems in which sectors share a mutual understanding and commitment to a vision and priority outcomes.
Data	A feature of aligned systems that enables sectors to collectively and systematically gather, organize, and share data between entities, and the process of using this information to track progress.
Governance	A feature of aligned systems in which infrastructure has leadership, appropriate roles, and defined relationships.

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Financing	A feature of aligned systems characterized by sustainable methods with appropriate incentives and shared accountability.
Collective Action	When diverse people and groups come together to actively work toward a shared goal.
ADAPTIVE FACTORS	The interactive processes that affect everything else in cross-sector work. These factors include community voices, equity, power dynamics, and trust.
Community Voices	Active community engagement ensures that community members are heard and integrated at the beginning of the design process (e.g., cocreation). Elevation of community voices in the design of and decision-making for aligning efforts is deeply entwined with building trust and shifting power dynamics.
Equity	The World Health Organization defines equity as “the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.” Equity encompasses both health equity and racial equity and includes both processes and outcomes. It is widely acknowledged that addressing equity is a critical goal of aligning across sectors and, ultimately, critical for improving community well-being.
Power Dynamics	Aligning across sectors is challenging because of the inherent differences in dominance among sectors and between sectors and individuals. These differences in power can result from imbalances in resources, perceived value, historical practices, influence, or experience.
Trust	Both relational trust — earned through shared experiences and backgrounds — and transactional trust — earned through interactions and give-and-take — are necessary in collaborative efforts. Trust may need to be rebuilt or regularly renewed.
SHORT-TERM OUTCOMES	The results of aligning across sectors include outcomes of short-term and long-term impact. Short-term impact may include changes to mindset (both individual and institutional), practice (including programs), and policy.
Alignment	When a cross-sector collaborative helps partners work together more effectively, reduces duplication of efforts, and aligns resources.
Effectiveness	When a cross-sector alignment initiative benefits and is valued by participants and when the initiative increases connections across sectors in a way that advances progress toward community goals and needs.
Changes in Mindsets	Changes in how people think about an idea.
Changes in Practice	Changes in how people go about their work.
Changes in Policy	Changes in the rules that guide action.
LONG-TERM OUTCOMES	Aligning across sectors seeks to address complex, long-entrenched challenges. While some shorter-term progress may be identified through short-term outcomes, more meaningful progress may take a generation or more to be measured. These longer-

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term outcomes include meeting the goals and needs of communities and the people living in them, health equity, and racial equity.

Community Goals & Needs	The goals and needs defined by a specific community.
Health Equity	Ensures everyone has the opportunity to be as healthy as possible. This is accomplished through elimination of disparities in health outcomes and determinants of health, as well as removal of structural barriers to achieving both (i.e., racial equity).
Racial Equity	Involves the elimination of systemic, institutional, and individual barriers that deny equal opportunity to groups based on race or ethnicity (e.g., Black, Indigenous, Hispanic, or other people of color). It is understood that this differential treatment results in racial inequities that are deeply tied to the inability to achieve health equity.

Definitions adapted from GHPC's Framework for Aligning Sectors Glossary, 2021 (Aligning Systems for Health, 2021a)

TECHNICAL NOTES

Measures were drawn from multiple data sources including surveys, websites, and secondary sources (e.g., US Census Bureau). Data were analyzed using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

Model Fit

- All factors have good fit (TLA > 0.9, RMSEA < 0.08, SRMR < 0.06) and high loadings (loading average = 0.78).

Survey Measure Sources

- Center for Community Health and Evaluation (CCHE). (2018). ACH Participant Survey.
- Desert Vista Consulting & Providence CORE. (2019). CACHI Year 2 Partner Survey.
- Better Health Together & Spokane Regional Health District. (2019). Community Health System Survey.
- Bultema, S. (2020). *Linking System Context, Collaboration Dynamics, and Outcomes: The Case of Accountable Communities off/for Health* [University of Colorado Denver, forthcoming].
- Ulibarri N. (2015). Tracing Process to Performance of Collaborative Governance: A Comparative Case Study of Federal Hydropower Licensing. *Policy Studies Journal* 43(2), 283-308.
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- Emerson, K., & Nabatchi, T. (2015). *Collaborative Governance Regimes*. Georgetown University Press.
- Pew Research Center. (2017; 2019). America Trends Panel Poll.

Demographic & Population Health Measure Source

- United States Census Bureau: <https://data.census.gov/cedsci/>