

**Cross-Sector Collaboration:
Making Partnerships Work for
Your Community**



**Presented by the
Public Health Foundation**

April 14, 2020

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Housekeeping Items

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- Audio:** This section is highlighted with a blue arrow. It contains a sidebar with icons for audio options: a telephone handset, a document, and a hand with a microphone. The main area shows two radio buttons: 'Computer audio' (unselected) and 'Phone call' (selected). Below these are fields for 'Dial: +1 (631) 992-3221', 'Access Code: 760-806-913', and 'Audio PIN: 36'. A red prompt says 'Already on the call? Press #36# now.' and a blue link says 'Problem dialing in?'.
- Handouts:** This section is highlighted with a blue arrow. It shows a single handout titled 'GoToWebinar Attendee Slides.pptx' with a red 'P' icon.
- Questions:** This section is highlighted with a blue arrow. It contains a large text input field with the placeholder text '[Enter a question for staff]' and a 'Send' button.

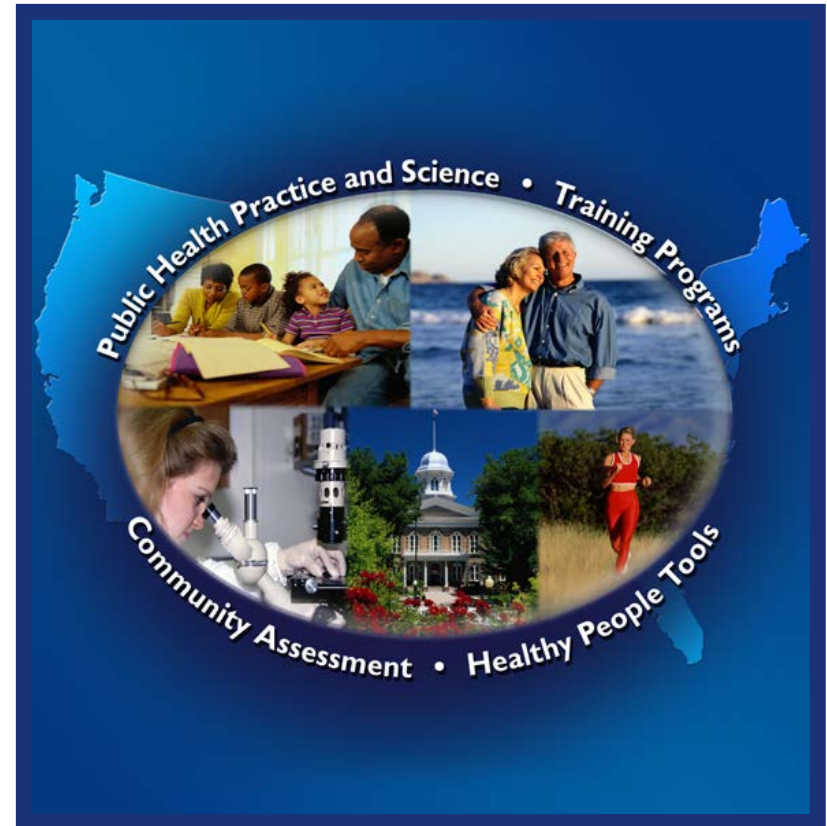
At the bottom of the panel, there is a 'Test' section with the text 'Webinar ID: 275-096-715' and the GoToWebinar logo.

Public Health Foundation

Mission:

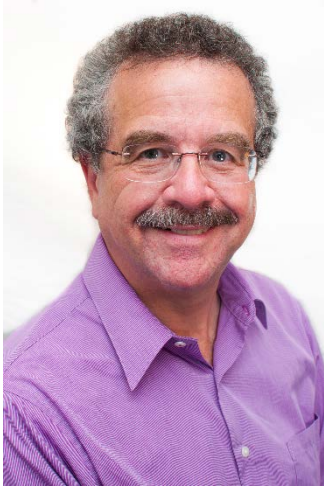
**We improve public health
and population health
practice to support
healthier communities**

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***Experts in Quality Improvement, Performance Management, and
Workforce Development***

Today's Presenters



Ron Bialek



Jack Moran



Kathleen Amos



Vanessa Lamers

Poll!

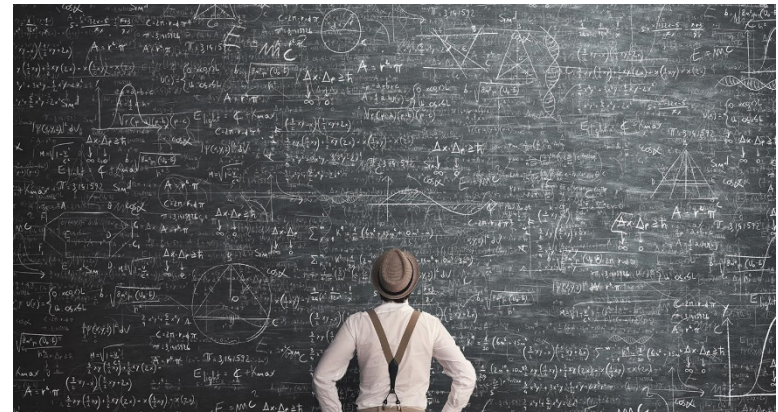
Where are you in your cross-sector collaboration journey?



Need for Cross-Sector Collaboration

- Complexity of population health issues/needs
 - Institutional racism
 - Social determinants of health
 - Adverse Childhood Experiences (ACEs)

- Societal health issues
 - Climate change
 - COVID-19



“Creating healthy communities will require a broad range of players—urban planning, education, housing, transportation, public health, health care, nutrition and others—to work together routinely and understand each other’s goals and skills.”

Robert Wood Johnson Foundation Commission to Build a Healthier America, 2014

What Are We Seeing?

- ↪ Increasing awareness of the need for cross-sector partnerships
- ↪ Increasing attention to forming and nurturing cross-sector partnerships
- ↪ Trying out some partnerships
 - ↪ Successes
 - ↪ Often short-lived





Don't just dip your toes in the water, jump in!! If you belly flop, get out, let the sting fade, jump in again! Just stop staring at the water, or you'll never know how it feels.

Kevin W. Reese

Cross-Sector Partnership Success in Philadelphia



Steps You Can Take Today

- Identify partners that share your vision and mission
- Bring partners to the table (or join their table)
- Determine priorities
- Set target health improvement objectives
- Address the elephant in the room
- Commit to and take action



Alone we can do so little; together we can do so much

-- Helen Keller

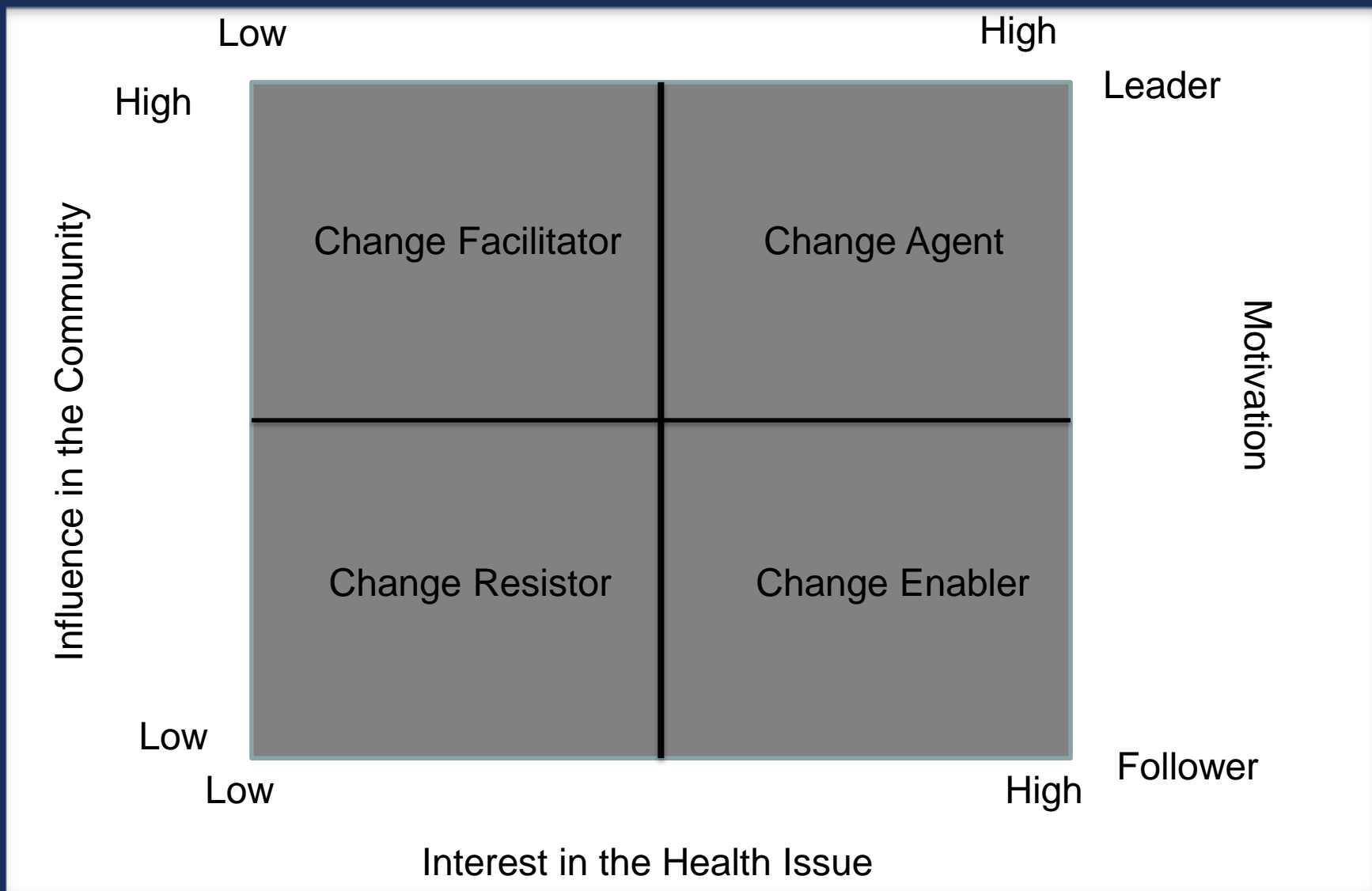
- Improving a community's health requires that the public health department, healthcare institutions, and other community partners providing services to improve the community's health break out of their comfort silo zones and work collaboratively
- To do this we need to identify the right community partners for any health issue needing improvement

Collaborative Potential Membership

- Once the potential membership list is finalized, analyze each according to the following four criteria:
 - **Influence in the community** – they are known and recognized in the community and people in the community trust them and will listen to a message of change they may bring
 - **Ability to effect change** – previous experience in taking on community issues and making change happen
 - **Motivation** – are they self-driven or are they being voluntold to do this
 - **Interest in the issue** – this is something that they are willing to invest resources in as well as their own time

Community Coalition Membership Analysis

Ability to Effect Change



Readiness Matrix for Cross-Sector Collaboration



- An initial step – Conduct a readiness assessment to determine if the elements exist for a group to become a successful and effective cross-sector collaborative
- The Readiness Matrix for Cross-Sector Collaboration is a structured process for potential members to discuss what they have in common, their differences, the barriers holding them back, and what it will take for them to collaborate successfully
- This matrix is a way to capture the responses
 - Once these are recorded and discussed, the cross-sector collaborative should decide if it can move forward or if the barriers and differences among the group are too great to overcome
 - If the group decides to move forward, it should address the barriers and differences first and see how they can be resolved before taking on a community health improvement initiative

Source: [Cross-Sector Collaboration for Improving A Community's Population Health: You Can't Do It Alone](#), Blog Post

Readiness Matrix for Cross-Sector Collaboration



- If the group does not address the barriers and differences up front, these barriers and differences will surface as the group tries to work on a community health issue and, at one point, derail it since everyone will go back to protecting their silos
- The result is that a true cross-sector collaborative will never develop

Readiness Matrix for Cross-Sector Collaboration



Anchor Organization

Other Human Services Agencies

1. Commonalities	2. Differences
3. Barriers	4. Collaboration Areas

Readiness Matrix for Cross-Sector Collaboration



Other Human Services Agencies

<p>1. <u>Commonalities</u></p> <ul style="list-style-type: none">• Focus on improving community health• Similar customers• Understand the need• Have the desire	<p>2. <u>Differences</u></p>
<p>3. <u>Barriers</u></p>	<p>4. <u>Collaboration Areas</u></p>

Readiness Matrix for Cross-Sector Collaboration



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Readiness Matrix for Cross-Sector Collaboration



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To make this work we must answer “Yes” to the following questions:

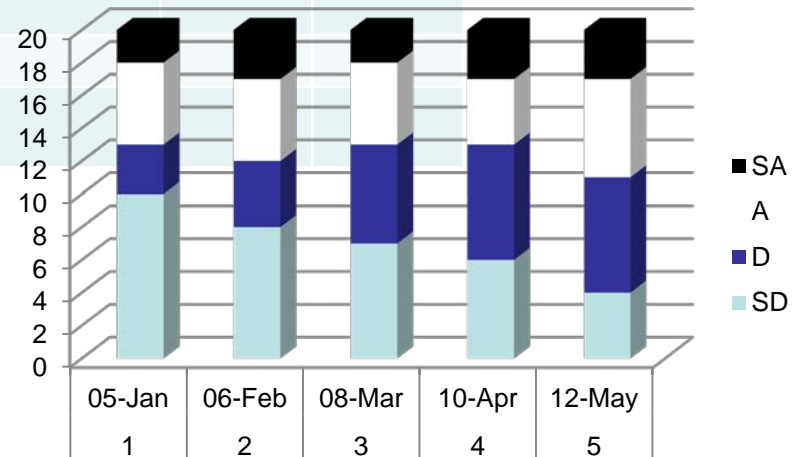
- Are we willing to be partners and collaborate, cooperate, and coordinate resources for the collective good of the community?
- Can we agree on a common health improvement AIM for the community?
- Can we work collaboratively to achieve the community health improvement AIM?
- Are we willing to pool and leverage our partner assets?
- Are we willing to consolidate programs and services to make them more efficient, effective, and available to achieve the community health improvement AIM?
- Are we willing to allow community residents on our collaborative task forces?
- Are we willing to allow community residents to shape the voice of health for their community?

20 Assessment Questions

Designed to measure how effective a Community Coalition is functioning and discover areas where it can improve its effectiveness

Coalition Assessment Questions: The Coalition	Strongly Disagree (SD)	Disagree (D)	Agree (A)	Strongly Agree (SA)
1. Has a clear purpose				
2. Uses appropriate tools to gain consensus				
3. Has appropriate leadership				
4. Has an anchor organization that is a neutral convener				
5. Has broad and diverse community membership				
6. Has members who are committed				
7. Has members who are willing to take on tasks and projects on committees				

Sample



Tool To Help Cross-Sector Collaborations Get Focused

What is a Population Health Driver Diagram?

- Helps a team to have a shared view of the theory of change in a system
- Represents the team members' thinking on theories of "cause and effect" in the system – what changes will likely cause the desired effects
- Sets the stage for defining the "how" elements of a project – the specific changes or interventions that will lead to the optimum desired outcome
- Helps in defining which aspects of the system should be measured and monitored, to see if the changes/interventions are effective, and if the underlying causal theories are correct

Expanded Population Health Driver Diagram Template

AIM

Goals

-
-
-
-
-
-

Primary Drivers

Secondary Drivers

Community
Change
Concepts

Potential
Trial
Solutions

Metrics

Change
Package

Projects

Ideas
Hunches
Evidence
Opinions

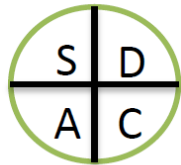
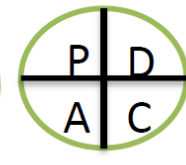
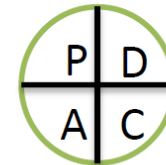
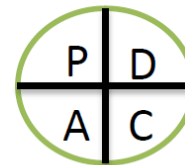
Baseline/
Improvement
Check

Wide
Scale
Implementation

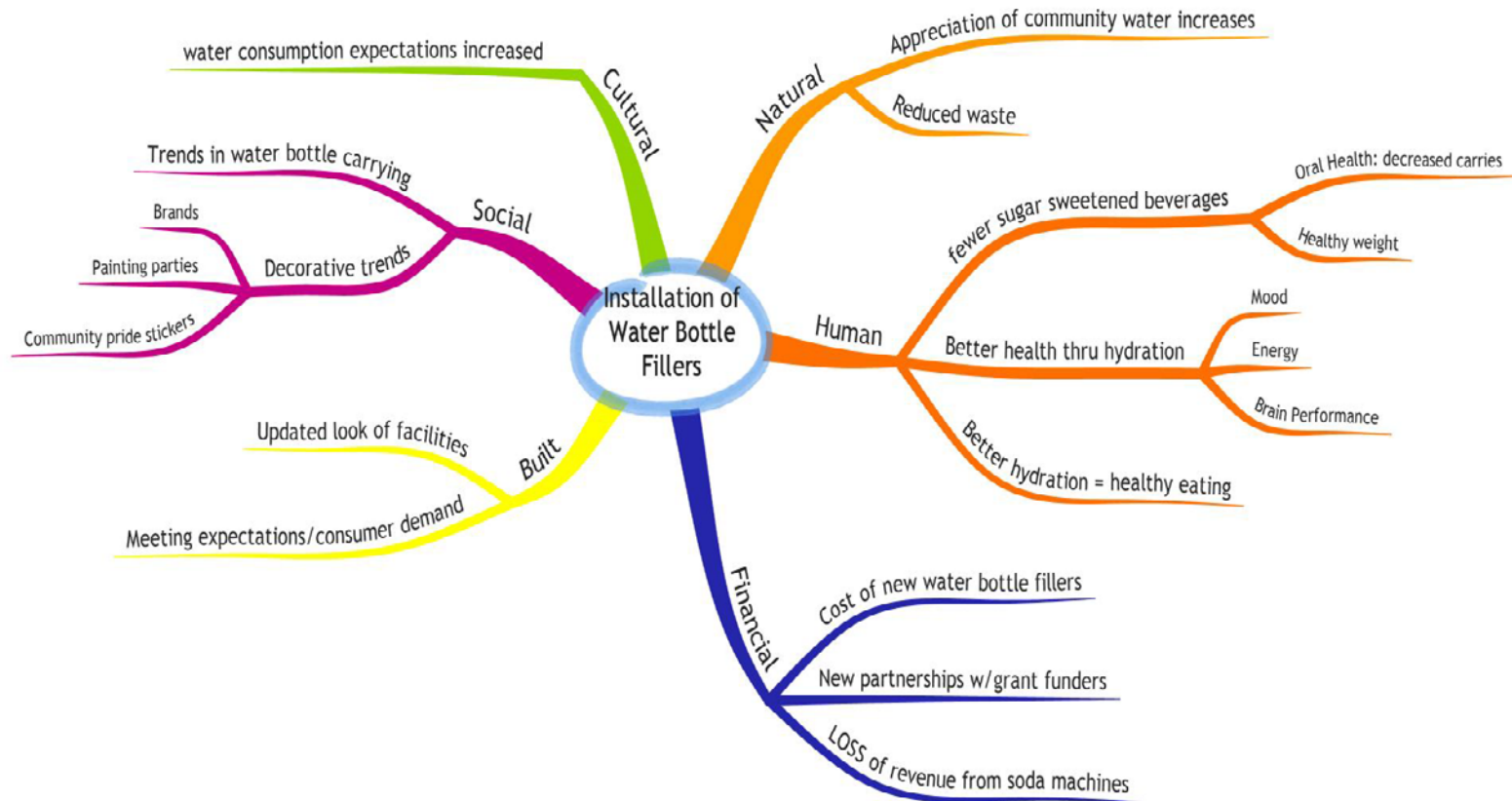
Define
Desired Change

Leverage
Points

Specifics



Look Beyond the Immediate Impact of the Change – See the Ripple



Ripple Effect Mapping paper by Sonja Armbruster and John Moran – PHIT 2019 Conference

Examples of Cross-Sector Collaboration

- ↵ Diabetes
- ↵ Healthy Eating
- ↵ HIV/AIDS
- ↵ Mental Health
- ↵ Neonatal Abstinence Syndrome
- ↵ Readmission
- ↵ Vector Control
- ↵ Water Quality
- ↵ Well Child Visits
- ↵ Antibiotic Stewardship

Building Cross-Sector Collaboration: AHD Partnerships



An academic health department partnership...

- Joins a health department and an academic institution
- Institutionalizes collaboration
- Enhances public health education and training, research, and service



AHD Partnerships

- ↵ Academic and public health practice organizations working together
- ↵ Written partnership agreement
- ↵ Collaborative public health education or training
- ↵ Joint research projects
- ↵ Shared provision of public health services
- ↵ Shared personnel or other resources

Partnerships are Very Common...

ASTHO PROFILE OF STATE AND TERRITORIAL PUBLIC HEALTH VOLUME 4

Collaborating Agencies/Organizations	Exchange Information		Work Together on Projects		State Health Agency Provides Financial Resources		State Health Agency Has Leadership Role in the Partnership		No Relationship Yet		Organization Does Not Exist in Jurisdiction	
	N	%	N	%	N	%	N	%	N	%	N	%
Higher education (e.g., universities, medical schools, community colleges)	48	98%	49	100%	31	63%	24	49%	0	0%	0	0%



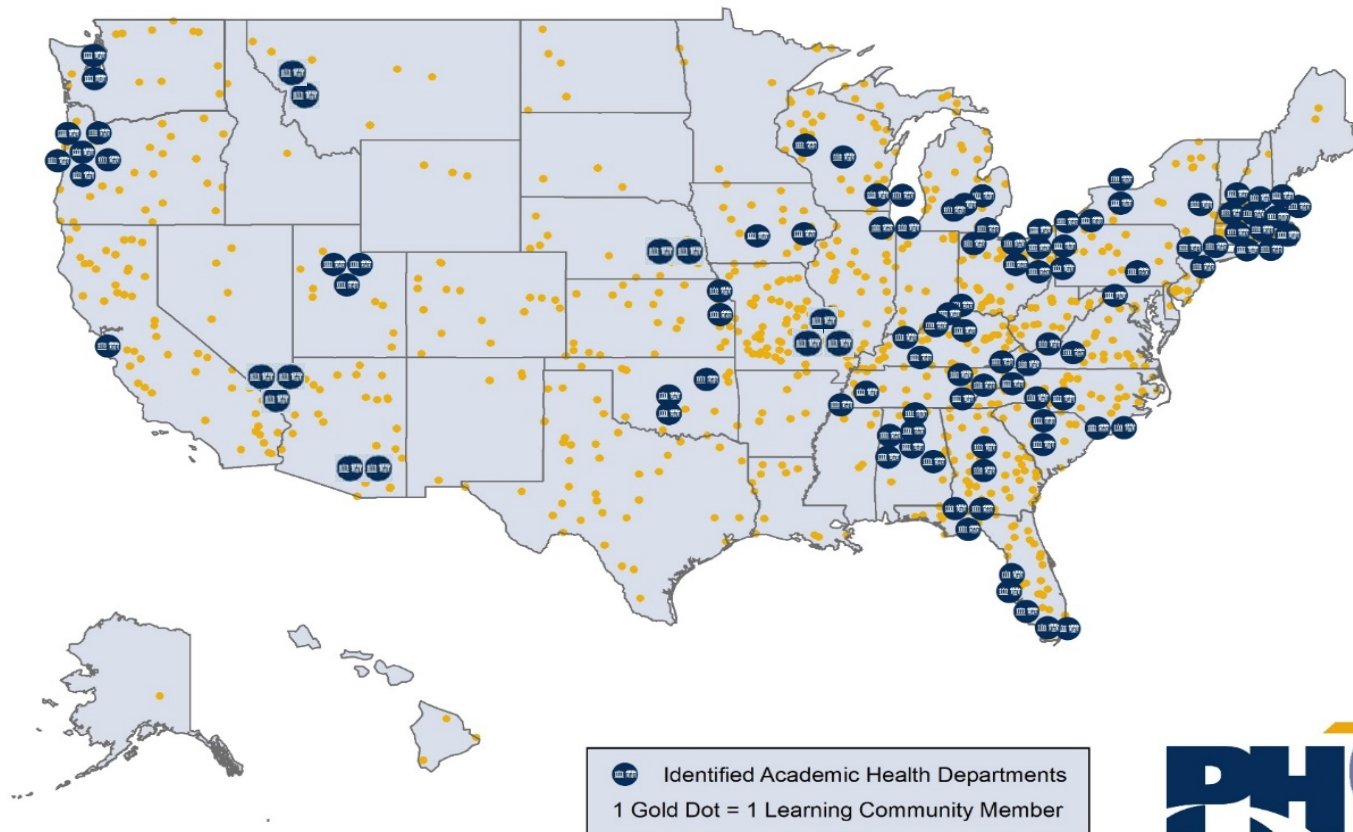
LHD partnerships and collaborations in the past year

- Percent of LHDs working with partner in any way (exchanging information, regularly scheduling meetings, with written agreements, or sharing personnel/resources)
- Percent of LHDs regularly scheduling meetings, with written agreements, or sharing personnel/resources with partner

Colleges or universities ————— ● 45% ————— ● 86%

...and Engage a Variety of Partners

Academic Health Department (AHD) Partnerships
and AHD Learning Community Members



The Power of Partnership

- Better prepare students for public health practice careers
- Support recruitment of qualified professionals
- Facilitate lifelong learning
- Build and use practice-based evidence
- Increase awareness of public health
- Maximize use of existing resources
- Enhance competitiveness for new resources
- Meet accreditation standards
- **Address community health needs and emerging health issues more effectively**
- **Increase capacity to improve public health system and community health**

Helping AHD Partnerships Grow

Academic Health Department Learning Community

- Over 1,200 members

Variety of Activities:

- Examples and stories of AHD partnerships
- Webinars by AHDs
- Partnership agreements
- Listserv
- Technical assistance

Join:

- Contact kamos@phf.org



Questions?



Ron Bialek



Jack Moran



Kathleen Amos



Vanessa Lamers

Resources

- ↵ Tools:
 - ↵ [Readiness Matrix for Cross-Sector Collaboration](#)
 - ↵ [Population Health Driver Diagram](#)

- ↵ Technical Assistance: [Launching a Successful Cross-Sector Collaborative](#)

- ↵ Book: [*Solving Population Health Problems Through Collaboration*](#)

- ↵ Peer Network: [Academic Health Department Learning Community](#)

- ↵ Stay Up to Date: [PHF E-News](#)

- ↵ Additional Assistance? Contact Ron Bialek at rbialek@phf.org