COLLECTIVE APPROACH TO SOCIAL DETERMINANTS OF HEALTH

AN OPPORTUNITY FOR PUBLIC-PRIVATE PARTNERSHIPS
PRESENTERS

- Tracey Grayzer
  Impact Alamance President

- Stacie Saunders
  Alamance County Health Director
OBJECTIVES

- Collective Impact – Moving from collaboration to collective
- Case Study- Alamance County
- Public Health and Collective Impact – The Take-Aways
“The commitment of a group of important actors from different sectors to a **common agenda** for solving a specific social problem.”

-- John Kania & Mark Kramer,


Winter 2010
From Individual Action to Collective Impact

Collective Impact
• A group working towards the same outcome,
• Looking at the same data, aligning strategies
• To continuously improve practices over time

Coordinated Impact
• A group working on the same issue,
• Sharing program information about what they do
• To better coordinate efforts

Individual Action
• Individual practitioners working on specific issues,
• Collecting qualitative and quantitative data for their individual programs,
• Demonstrate impact with individual participants
Collective Impact Explained

The Five Conditions of Collective Impact

- **Common Agenda**: All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
- **Shared Measurement**: Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
- **Mutually Reinforcing Activities**: Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
- **Continuous Communication**: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
- **Backbone Support**: Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

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http://www.fsg.org/ideas-in-action/collective-impact
Collaboration
- Convene around programs/initiatives
- Prove
- Addition to what we do
- Advocate for Ideas

Collective Impact
- Work together to move outcomes
- Improve
- What we do
- Advocate for what works
Individually
Individual leadership team members build awareness of the work and align where possible throughout the community

Organizationally
Organizations represented on the leadership table align work to partnership outcomes, commit to using data and identify best practices

Collectively
Leadership table works together to drive systems change by mobilizing the community and championing advocacy to support evidence based change
ALAMANCE COUNTY CASE STUDY
ALAMANCE ACHIEVES
Health inequalities and the social determinants of health are not a footnote to the determinants of health. They are the main issue.

Michael Marmot
University of London
THE BASICS…OR ARE THEY?

- Social Determinants of Health
  - Structural conditions in which people are born, grow, live, work and grow.
  - Includes SES, Education, Physical/Built Environment, Employment, Social Supports, and Access to Care.

- Effect on Quality of Life and Outcomes
  - Premature death increases as income decreases
  - Lower education directly associated with lower income
  - Neighborhoods more likely to be unsafe with lower income
  - Less likely to have social support in unsafe neighborhoods
  - Toxic stress negative impact can last a lifetime
  - Health outcomes are generational - Epigenetics
What we know about healthy communities

**Healthiest communities have -**
- Fewer hospital stays
- Higher college attendance
- Fewer sexually transmitted infection
- Better access to parks and gyms

**Least healthy communities have –**
- Lower high school graduation rates
- More smokers
- More teen pregnancies
- More children living in single-parent households
THE PERFECT STORM (OR MOLECULES COLLIDE)

Community Health Assessment: Movement to Social Determinants of Health – Education, Economy, Access to Care

CEOC: Desire for Collective Impact

ABSS: Vision for Public Education

Hospital Merger: Foundation is Formed

Strong Non-Profit Community: Strategically Align to CHA
THE PERFECT STORM (OR FUSION)

Education  Collective Impact  Strive Together
Theory of Action: Creating Cradle to Career Proof Points

Implementing the Theory of Action

The Theory of Action is based on StriveTogether’s Framework for Building Cradle to Career CICF Infrastructure. The Theory of Action consists of five Gateways: Exploring, Emergent, Sustaining, Systems Change and Proof Points. Within each of the five Gateways, there are a series of quality benchmarks that are key steps in developing and sustaining a Partnership. Ultimately, the benchmarks in the Exploring, Emergents and Sustaining Gateways lead to the system changing and ultimately proof point.

Partnerships implementing the Theory of Action effectively demonstrate four principles as they move from building a Partnership to impacting outcomes:

1. **Engage the Community**
   - The work of the partnership must be grounded in the context of the community. Partnerships engage a broad array of community voices through building awareness and information sharing; involving and mobilizing the community towards improvement; and co-developing solutions and strategies with community members.

2. **Focus on Eliminating Locally Defined Disparities**
   - Inequities in student achievement are defined by each Partnership using local data and context. Partnerships make intentional efforts to eliminate disparities in achievement.

3. **Develop a Culture of Continuous Improvement**
   - The work of the Partnership focuses on the use of local data, community expertise, and national research to identify areas for improvement in a constant and disciplined manner that ensures Partners invest in practices that work.

4. **Leverage Existing Assets**
   - The Partnership builds on existing resources in the community and aligns resources to maximize impact.

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**Gateways:**

- **Exploring**
  - A cross-sector Partnership with a defined geographic scope organizes around a cradle to career focus.
  - The Partnership selects community level outcomes to be held accountable for improving.

- **Emerging**
  - A cross-sector leadership table is convened with a documented accountability structure.
  - The Partnership selects core indicators for the community level outcomes.

- **Sustaining**
  - The Partnership operates with roles and responsibilities as defined in the accountability structure.
  - The Partnership continually refines indicators to improve accuracy and validity.

- **Systems Change**
  - The Partnership collaborates to improve community level outcomes using continuous improvement.
  - Partners support the operations work of the Partnership.

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**Proof Points**

- **Partners continue to actively engage in the Partnership despite changes in leadership.**
- **Partners demonstrate shared accountability for improving community level outcomes.**
- **Partners effectively communicate attribution of success across and recognition of challenges.**

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**Building**

- **Collaborative Action Networks** collectively take action to improve the community level outcomes using continuous improvement.
- **Opportunities and barriers are identified by the Networks and lifted up for partners to take action to improve community level outcomes.**

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**Impact**

- **The Partnership mobilizes the community to improve community level outcomes.**
- **Partners align and resources to improve community level outcomes.**
- **The Partnership develops a collective effort to change local, state, or national policy to improve community level outcomes.**

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ALAMANCE ACHIEVES IN ACTION

- Anchor organization, provides administrative and management support, as well as some financial support.
- Backbone Organization has dedicated staff and handles the day to day work.
- The Executive Committee oversees the initiative’s activities.
- The Community Transformation Council helps connect Alamance Achieves to key leaders and organizations in the private sector, health care, education, government, the faith community and the nonprofit sector.
- Networks and support teams bring field experts and practitioners together to drive outcomes.
Vision:

Every child, excelling every step of the way, for a thriving Alamance County.

Mission:

Engaging and aligning our community to create pathways for every child to thrive, from cradle to career.
WE BELIEVE...EDUCATION IS THE FOUNDATION FOR INDIVIDUAL SUCCESS...

WE ENVISION...A PUBLIC SCHOOL SYSTEM THAT IS A NATIONAL MODEL...

WE RECOGNIZE...PUBLIC SCHOOLS NEED COMMUNITY SUPPORT TO BE SUCCESSFUL...

WE EXPECT...EFFECTIVE IMPLEMENTATION (OF THIS STRATEGIC PLAN) WILL REQUIRE STRONG COMMUNITY INVOLVEMENT...
FRAMEWORKS – GETTING THE MESSAGE RIGHT WITH DIFFERENT AUDIENCES

Child Development
- Black Box
- Sponge
- Aging Up

What Shapes Development
- Family Bubble
- Environments Matter
- Self-Makingness

Solutions
- Keep ‘Em Active
- Parenting Classes
- It Takes a Village

What’s in the swamp of...
Childhood in Alamance

Learning
- Caring Teacher
- Tangible Triad
- Funding = Learning

Challenges
- Neighborhood Normalization
- Race Matters
- Nostalgia
- Politics as Usual
The Road to Success

1. Engage the community
2. Focus on eliminating locally defined disparities
3. Develop a culture of continuous improvement
4. Leverage existing assets

OUR CHILDREN, OUR FUTURE

Alamance Achieves
Every child is well, healthy and ready for school

Every child succeeds in school

Every child graduates, prepared for post-secondary learning

Every child is on track to achieve their career goals

SUPPORTIVE AND ENGAGED COMMUNITY

OUR CHILDREN, OUR FUTURE
Visit the Website
AlamanceAchieves.org

https://youtu.be/JuGwl6Sco9c
PUBLIC HEALTH AND COLLECTIVE IMPACT

- Moving from symptoms of poor health to social determinants
- Can’t use programmatic interventions to tackle root causes
- Public health funding decreasing therefore need for other partners to share priorities
- Collective not dependent on the just public health resources (or lack thereof)
- Opportunity to show how big public health family really is
- Connect the dots to show impact of health on other sectors
- Impact on population health takes more than just the health department
TAKE-AWAYS

- Grow the Community Health Assessment Team
- Employ Health in All Policies Approach to the work
- Right people on the bus…and in the right seats
- Find the champions, give them the tools, and let them go
- Public Health doesn’t have to “own” it, BUT public health has to invest and commit in it
- Be patient…this work takes time
CONTACT INFORMATION

- Tracey Grayzer
  Impact Alamance
  tracey.grayzer@conehealth.com
  336-221-0011

- Stacie Saunders
  Alamance County Health Department
  Stacie.Saunders@Alamance-nc.com
  336-513-5514