



The Secret Sauce for Cross-Sector Collaboration



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hot topics in practice www.merlin.org/hot-topics **Northwest Center** FOR PUBLIC HEALTH PRACTICE

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The Northwest Center for Public Health Practice acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations.

Without them we would not have access to this working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

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Question for the Viewers

Within which of the following sectors does your organization need to focus more of its collaborative efforts?:

- A. Public health (local, state, tribal)
- B. Primary care
- C. Social services
- D. Other (type in chat)

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About the Population Health Innovation Lab (PHIL)

Based in the Public Health Institute (PHI), PHIL designs, catalyzes, and accelerates innovative approaches that advance health, well-being, and equity.

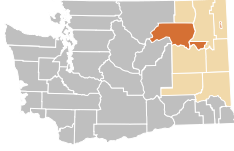
We focus on supporting the success and impact of health-focused multisector collaboratives through:

- Communications support
- Multisector collaborative development and support
- Meeting design and facilitation
- Research and evaluation
- Technical assistance
- Trainings and learning opportunities



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About Better Health Together (BHT)



With the help of 100 community partnerships, we are committed to radically improving the health of our 7 counties and 3 Tribal Reservations.

In our work, we:

- Tackle health inequities throughout eastern Washington
- Believe everyone deserves a fair shot at being healthy
- Find the best and most sustainable solutions to our most complex problems by stepping back and letting the local community lead

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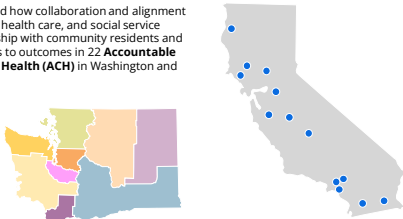
Key Research Findings



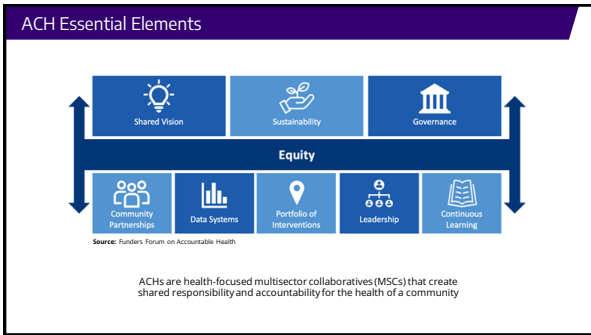
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Aligning Systems for Health with ACHs

Our research explored how collaboration and alignment among public health, health care, and social service sectors — in partnership with community residents and tribal nations — leads to outcomes in 22 **Accountable Communities of/for Health (ACH)** in Washington and California



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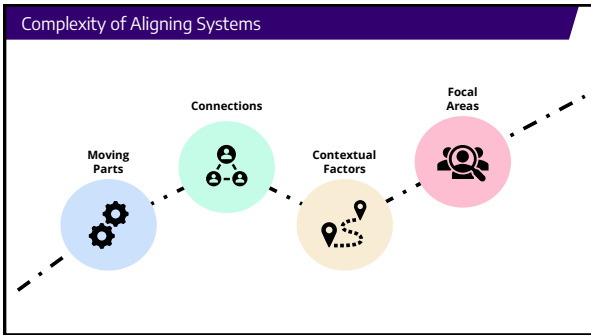
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Research Questions

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, and under what conditions**?

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A Note About Our Findings

- There are many important aspects of multisector collaboration that won't be discussed today—that is *not* 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
- For more information on other important elements of multisector collaboration, see the links provided in the Resources section

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The Secret Sauce for Aligning Systems

Ingredients:

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

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Question for the Viewers

①

Considering your own cross-sector collaboration, which elements of 'the Secret Sauce' does your organization currently do best?:




- A. Including diverse and representative perspectives in decision-making
- B. Using equitable and inclusive arrangements
- C. Ensuring collaborative work produces observable benefits
- D. Other (type in chat)

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Strategic Areas and Activities

 Community Hub	 Whole Person Care Integration	 Convening and Equity Movement Building
Linking health care and social determinant of health services through a community-based workforce	Investing in primary care, behavioral health and oral health to ensure access and culturally relevant care for all	Organizing our power collectively to solve our most urgent and (sometimes) hidden equity needs
<ul style="list-style-type: none">• Navigator Program• Care Connect Washington• Community Health Worker apprenticeship training program• HBE Navigator Program	<ul style="list-style-type: none">• Behavioral Health Forum & Behavioral Health Workforce Initiatives• School-Based Health Care• WA Integrated Care Assessment• Community Linkages Fund	<ul style="list-style-type: none">• Equity Assessment and training• Community Resiliency Fund• Tribal Partners Collaborative• Youth Action Board• Community Voices Council

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1. Include Diverse and Representative Perspectives in Decision-Making

BHT's current board is comprised of 20 members from across sectors, backgrounds, and lived experience:

Lived Experience

- Childhood Poverty / previous...
- Current Medicaid User
- Currently or formerly housed...
- First language not English
- Foster involved
- Immigrant
- In Recovery / Substance U...
- Justice involved
- Person with disability
- Rural Living
- Veteran

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Races Represented

15
Unique Sectors Represented

Racial Demographics

- American Indian / Black
- Caucasian, American I... / Japanese
- Latina
- Multiracial
- Native American
- White
- White/Hispanic

Representation

- Additional Representation...
- Behavioral Health
- Community Based Organi...
- Community Representation
- Criminal Justice
- Education
- Government
- Paper
- Philanthropy
- Practicing Provider
- Primary Care
- Public Health
- Social Determinants of He...
- Tribes and Native Health
- Youth and Young Adults

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1. Include Diverse and Representative Perspectives in Decision-Making

Community Voices Council **Tribal Partners Council** **Youth Action Board** **Place-based Collaboratives**

Both staff and Board prioritize input from Collaboratives – our champions for healthy people and thriving communities – to drive our vision to be the healthiest region in the state

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2. Use Equitable and Inclusive Arrangements

Equity Assessment
In 2022, total of 1,217 individuals from 57 different organizations participated in the Equity Assessment. The assessment was completely voluntary, and gave local organizations a chance to evaluate their own equity strategies with a regional lens.

Highlights:

- 13 of 42 items received a **green** rating (75% or more agreement), 8 received a **yellow** score (50-74% agreement), and 21 received a **red** rating (at least disagreement OR "I don't know" responses).
- 70% of regional respondents report that their organization has "the right amount" of focus on addressing health equity but only 53% felt able to describe their organization's health equity goals.
- 97% of regional respondents agree that it is important to understand the beliefs and values of the community members their organizations serve.

Equity 101
BHT's Equity 101 training supports mission and service-based institutions that work with the community in learning the importance of using equity and anti-racism informed practices.


Pay for Equity
BHT has supported an Equity in HR learning cohort, and incorporated equity components in our contracts with partners, and funded RFPs with equity and anti-racism focuses.

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2. Use Equitable and Inclusive Arrangements


Our Community Resiliency Funding Applicants by the Numbers:

\$6m 
Total dollars into the community

13  focused on, but not solely, serving our Black, Indigenous, and Communities of Color in Spokane to prevent, mitigate, and repair the impacts of systemic racism.

4  focused, but not solely, on serving persons justice-involved.

2  focused on, but not solely, serving members of the LGBTQIA2S+ community.

1  funded as an activist building and supporting organization, working against systemic and intrinsically racist policies.

Community Resiliency Fund

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3. Ensure the Collaborative Efforts Produce Measurable Results

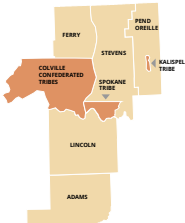
Collaboratives participated in an outcome-based process:

1. Identify Priority Issues and Populations
2. Identify Specific Strategies
3. Develop Implementation Plan
4. Develop Measurement and Communication Plan
5. Implementation
6. Review and Refine



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3. Ensure the Collaborative Efforts Produce Measurable Results




County Priorities

- Pend Oreille:** Improving youth mental health
- Currently tracking output, reduction in "bad" mental health days for youth grades 9-10 in next Healthy Youth survey
- Stevens:** Improving access to services and shelter during emergencies
- Currently building pallet homes, 14 homes is the goal
- Ferry:** Improving suicide prevention
- In process, 150 trainings is the goal
- Lincoln:** Improving preventative care
- In process, 5 schools is the goal
- Adams:** Improving access to primary care
- 1 mobile medical unit is ready to be deployed to track patient data/services

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2022 Partner Impact Stories




The Carl Maxey Center

"The DCC Navigator Services grant has been a huge benefit, allowing community members to have a safe space where they can work with a navigator who is a part of the community being served. The grant has also provided an opportunity for us to get direct information from community members on the needs of the community being served, informing our programming."

"As a community Navigator, I've been told by several different community members how thankful they are to be able to meet with someone in person who has taken the time to listen and work with them."

- Bobby, Carl Maxey Center




Hispanic Business Professionals Association

"We can now offer an in-house healthcare navigator - an essential service for our community! Our healthcare navigator has also gone to HBPA member businesses to assist staff through WA Health plan finder, and is currently going through additional training to assist folks in finding other options if they don't qualify for Medicare. They are also able to help individuals with disabilities navigate the Social Security System and apply for benefits."

"For our next phase, we are now looking to add to our in-house capacity. We have become official partners with DSHS and begin our training soon."

- Feranda Masrot, Hispanic Business Professionals Association



Peer Spokane

"The CCW COVID Care grant has allowed Peer Spokane to provide those impacted by the pandemic with food, water, cleaning supplies, PPE, and essential bill money that have lessened the burden on our community and given families the time they need to recover without fear of financial hardship or food insecurity. Our membership has increased due to our partnership with Care Connect Washington and BHT, and members of the local community are benefitting not only from the essential benefits of the CCW program but also from the Peer support they are receiving from Peer Spokane."

- Andrew Leonard, CPC, Peer Spokane


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Key Takeaways


- ✓ **Diverse inclusion** requires dedicated resources and intentional trust-building
- ✓ **Arrangements** can be used to intentionally shape collaboration, which helps to 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

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A Chat with Stephanie Bultema and Alison Poulsen



Sue Grinnell




Stephanie Bultema




Alison Poulsen

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QUESTIONS?



To ask a question, please click the  icon in the Zoom toolbar to open your Q&A Pod.

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Resources

Appendix: Improving Population Health through Multisector Collaboration
Population Health Innovation Lab (PHIL)
<https://pophealthinnovationlab.org/aligning-brief-series/>

Powering Change Curriculum
Population Health Innovation Lab (PHIL)
<https://pophealthinnovationlab.org/resources/powering-change-curriculum/>

Aligning Systems for Health Data Walk
Population Health Innovation Lab (PHIL)
<https://pophealthinnovationlab.org/data-walk/>

Robert Wood Johnson Foundation
Framework for Aligning Sectors
<https://www.rwjf.org/en/about-us/framework>

Journal of Public Administration Research and Theory
An Integrative Framework for Collaborative Governance (Article)
<https://academic.oup.com/jpart/article/22/1/1/944908>

Funders Forum on Accountable Health
Accountable Communities for Health
<http://accountablehealth.gsu.edu/>

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