The Secret Sauce for Cross-Sector Collaboration

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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.

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)
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
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

Key Research Findings

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.
ACH Essential Elements

ACHs are health-focused multisector collaboratives (MSCs) that create shared responsibility and accountability for the health of a community.

ACHs as Multisector Collaboratives

Multisector collaboratives (MSCs) are formed when multiple organizations in various sectors develop a systems-wide partnership to community-centered work.

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?
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.

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
Question for the Viewers

Considering your own crosssector 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)

Better Health Together and the Secret Sauce

Strategic Areas and Activities

Community Hub
- Linking health care and social determinants of health services through a community-based workforce
- Navigator Program
- Care Connect Washington
- Community Health Worker apprenticeship program
- HBE Navigator Program

Whole Person Care Integration
- Behavioral Health Services & Behavioral Health Workforce Initiative
- School-Based Health Care
- Chronic Care Management
- Contracting linkages fund

Convening and Equity Movement Building
- Organizing our power collectively to solve our most urgent and sometimes hidden equity needs
- Equity Assessment and training
- Community Resiliency Fund
- Tribal Partners Collaborative
- Youth Action Board
- Community Voices Council

- Equitable Assessment and training
- Community Resiliency Fund
- Tribal Partners Collaborative
- Health-Related
- Community Board
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 / previou…
  - Current Medicaid Provider
  - Current Medicaid User
  - Foster involved
  - Racial Demographics
    - American Indian
    - Black
    - Caucasian, American I…
  - Native American
  - White

- **Racial Demographics**
  - American Indian
  - Black
  - Caucasian, American I…
  - Japanese/Italian
  - Latina
  - Multi
  - Native American
  - White
  - White/Hispanic

20 Races Represented

- **Representation**
  - American Indian
  - Black
  - Caucasian, American I…
  - Japanese/Italian
  - Latina
  - Multi
  - Native American
  - White
  - White/Hispanic

2. Use Equitable and Inclusive Arrangements

**Equity Assessment**

In 2022, total of 1,217 individuals from 12 different organizations participated in the Equity Assessment. The assessment was completely voluntary, and gives local organizations a chance to evaluate their own equity strategies in historical data.

**Equity 101**

BHT’s Equity 101 training supports release and service-based institutions that work with the community to learn and incorporate equity strategies into their practice.

**Highlights**

- 13 of 42 items received a green rating (75% or more agreement).
- 21 items scored yellow (50%-74% agreement), and 21 items scored red (at least disagreement or “I don’t know” response).
- 130 of 624 respondents agreed with the statement that organizations must use equity and anti-racist informed practices.

**Pay for Equity**

BHT has supported an Equity in HR learning cohort, and incorporated equity considerations into our contracts.

**Focus Goal**

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.
2. Use Equitable and Inclusive Arrangements

Our Community Resiliency Funding Applicants by the Numbers:

$6m
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.

13
Focused, but not solely, serving persons justice-involved.

4
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

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

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
2022 Partner Impact Stories

The Carl Maxey Center

“The DOC Navigator Services grant has been a huge benefit, allowing community members to build a safe environment and gain trust and rapport with the community being served. The grant has also provided an opportunity for us to identify the needs of community members in the areas of the community being served and inform 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, The Carl Maxey Center

Hispanic Business Professionals Association

“We can now offer an in-house healthcare navigation service for our community. The grant has allowed us to add a full-time healthcare navigator to our staff through the Health Plan Finder, and we are currently going through additional training to assist folks of 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.”

- Fernanda Mazcot, Hispanic Business Professionals Association

Peer Spokane

“The 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 DRI, and members of the local community are benefiting not only from the essential benefits of the CCW program but also from the peer support they are receiving.”

- Andrew Burwell, CPC, Peer Spokane

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

A Chat with Stephanie Bultema and Alison Poulsen

Sue Grinnell
Stephanie Bultema
Alison Poulsen
QUESTIONS?

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

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.alignforhealth.org/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
https://accountablehealth.gwu.edu/