

Addressing Systems for Health: Health Care + Public Health + Social Services

Strategies to Achieve Alignment, Collaboration, and Synergy Across Delivery and Financing Systems

Research-in-Progress Webinar
May 19, 2021
12-1pm ET

Welcome Glen Mays, PhD – Systems for Action

Panelists Karen Mineyard, PhD – Georgia Health Policy Center
Glenn Sanders, ScD – Georgia Health Policy Center
Daniel Lanford, PhD – Georgia Health Policy Center
Aliza Petiwala, MPH, MSW – Georgia Health Policy Center

Q&A



Karen Mineyard, PhD has directed the Georgia Health Policy Center at Georgia State University's Andrew Young School of Policy Studies since 2001. Dr. Mineyard connects the research, policy, and programmatic work of the center across issue areas including, community and public health, end of life care, child health, health philanthropy, public and private health coverage, and the uninsured. She also has 13 years of experience in nursing and hospital administration. Dr. Mineyard is an advocate for the importance of community in national, state, and local policy and the power of communities to improve health. She maintains her connection with communities by working directly with local health collaboratives and serving on the boards of the National Network of Public Health Institutes, Physicians' Innovation Network, and Communities Joined in Action. The coordination and integration of national, state, and local public and private policy is at the heart of her policy work. She seeks to help a broad range of policymakers examine their decisions within the context of the whole system. She works to bring together the key stakeholders with state-of-the-art facilitation and excellent information to make health policy decisions that ultimately result in improved health in communities.



Contact info: kminyard@gsu.edu



Glenn Sanders, ScD is an assistant research professor in the Andrew Young School of Policy Studies and the director of health systems at the Georgia Health Policy Center. His current portfolio includes the center's work in rural community health systems development with the Health Resources and Services Administration, the Robert Wood Johnson Foundation's Aligning Systems for Health: Health Care + Public Health + Social Services, the Atlanta Regional Collaboration for Health Improvement, and center's work in long-term services and supports, and special projects with the Centers for Disease Control and Prevention (CDC) and other national partners. He also plays a lead role in the center's approaches to evaluation, collective impact, and developing the center's substance use disorder portfolio. Sanders held a one-year term as a senior advisor with CDC's Office of the Associate Director for Policy from 2014 to 2015. His published research has appeared in the Foundation Review, American Journal of Public Health, Medicare and Medicaid Research and Review, and the Journal of Health Care for the Poor and Underserved.



Contact info: glanders@gsu.edu



Daniel Lanford, PhD is a senior research associate at the Georgia Health Policy Center. His areas of expertise include health policy analysis, research design and implementation, and network development. Lanford works as a member of the team on the Robert Wood Johnson Foundation's Aligning Systems for Health initiative. He leads the work of compiling and evaluating existing research on the alignment of public health, health care, and social service systems and assists in the development of a research program that will add knowledge to the field. He is also a member of the Medicaid Policy and Business team at the GHPC, where his primary responsibility is to support the Georgia Department of Community Health through research, analytics, and communications. Lanford's published research has appeared in the *Journal of Race, Ethnicity, and Politics* and *Sociological Perspectives*.

Contact: dlanford1@gsu.edu



Aliza Petiwala, MPH, MSW is a research associate II with the Georgia Health Policy Center. She brings experience to the center in managing grant-funded substance use prevention programming in Georgia, as well as prevention, treatment, and recovery programming in South Carolina. In addition to managing grants, she has aided in research and evaluation of substance use programming across the continuum of care. Petiwala's current work at the center includes the Aligning Systems for Health initiative, funded through the Robert Wood Johnson Foundation. Part of this work requires research and synthesis on current, cross-sector alignment practices nationwide. In addition, she is working on a national field scan of substance use initiatives for the Pew Research Center.

Contact: apetiwala@gsu.edu

Aligning Systems for Health: Research in Progress

Glenn M. Landers, ScD
Daniel Lanford, PhD
Aliza Petiwala, MPH

Coordinating Center: Project Scope

- **Synthesizing existing research** and making actionable results available by multiple means with targeted audiences;
- **Supporting original research** and evaluation by awarding and administering a \$3 million research and evaluation portfolio over two and one-half years; and,
- **Field building** with those already working in the space, including the development of a community of practice.

How are Systems for Action and Aligning Systems for Health Related?

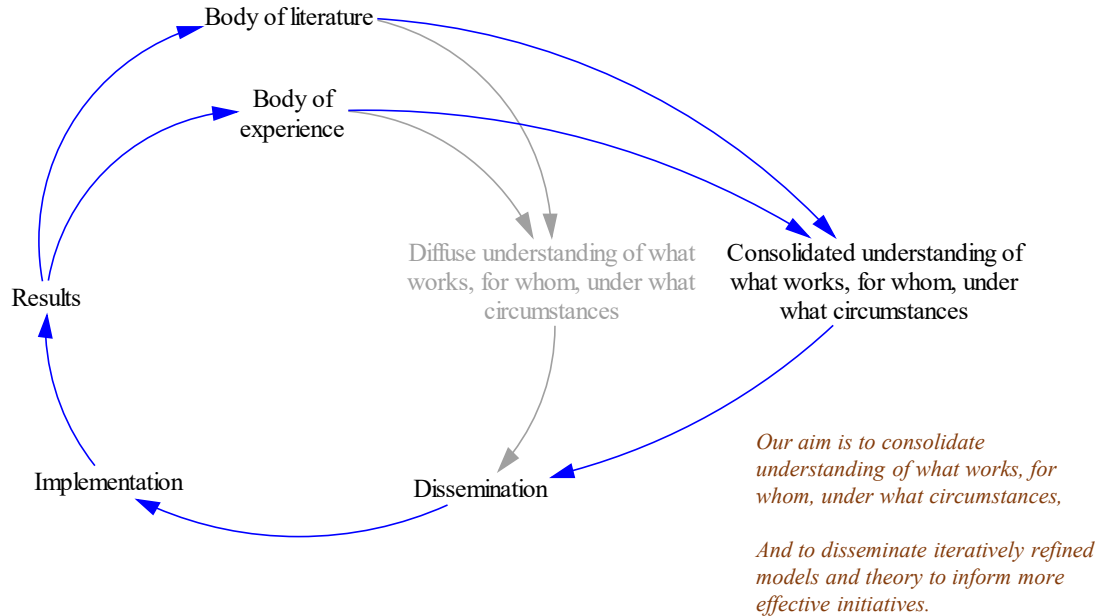
- Systems for Action

- National Program Office
- Focused on original research on aligning delivery and financing systems
- National Advisory Committee

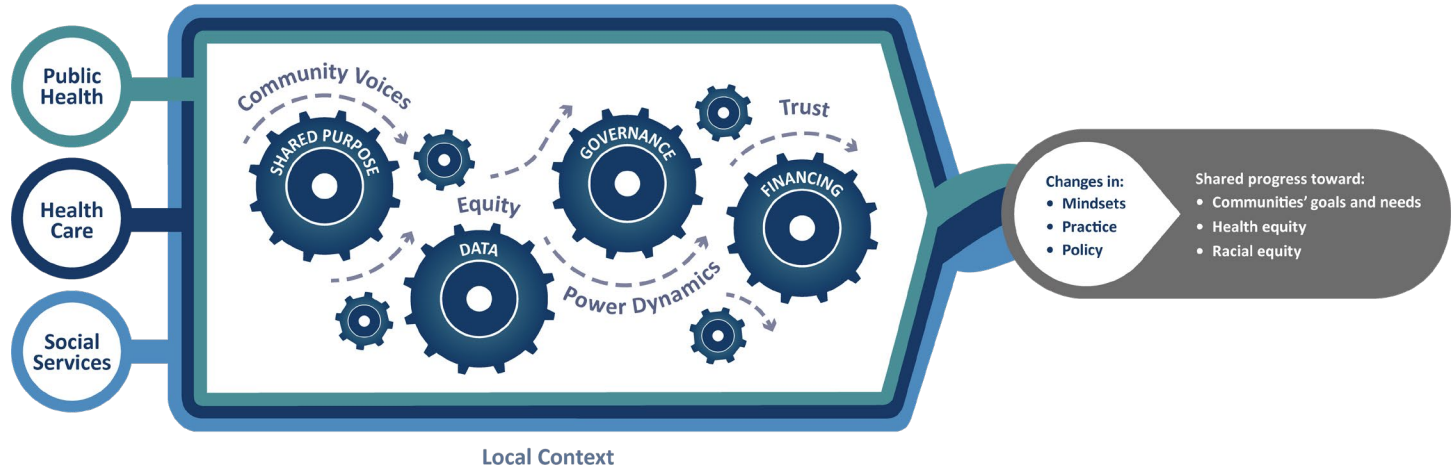
- Aligning Systems for Health

- National Coordinating Center
- Focused on learning about aligning broadly
- Technical Advisory Committee

The Learning System



A FRAMEWORK FOR ALIGNING SECTORS



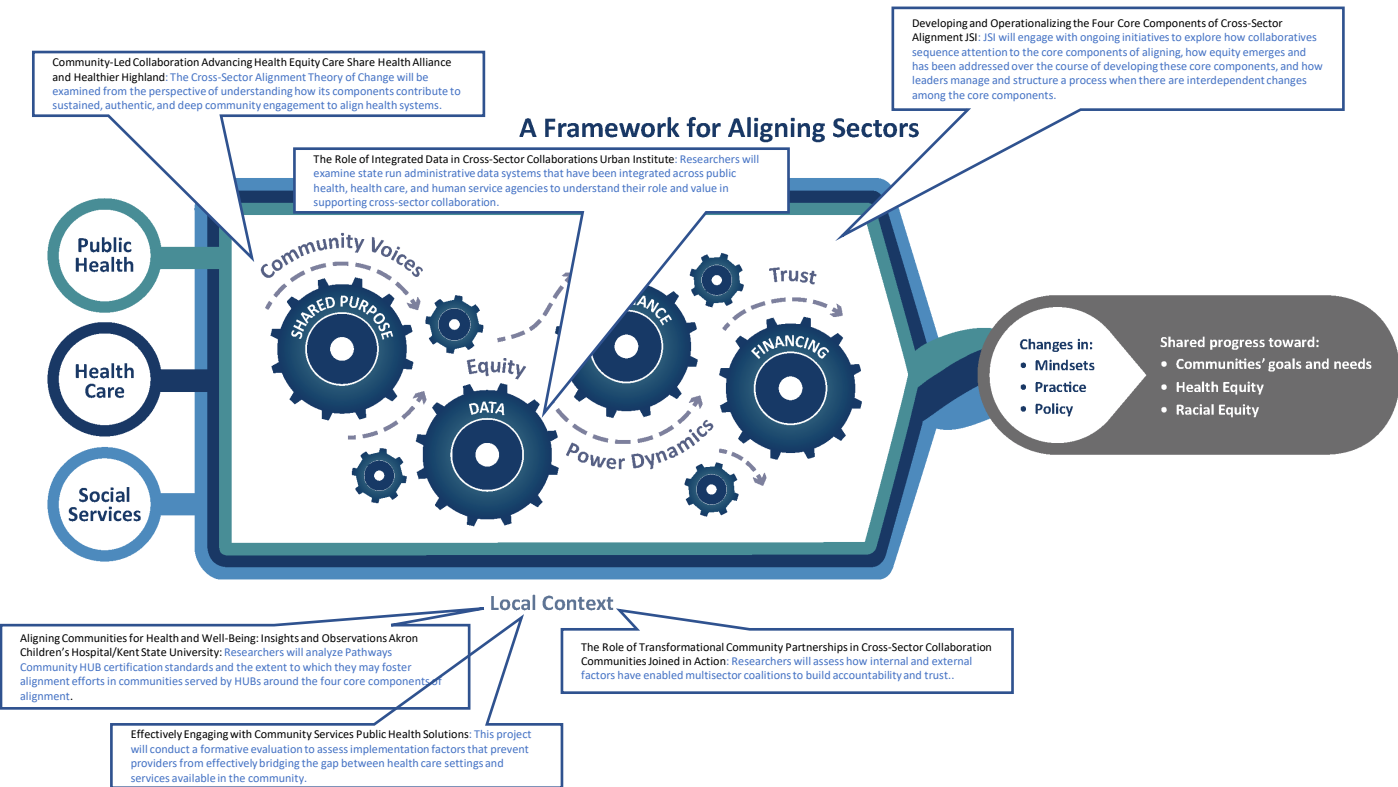
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Two-year Grantee

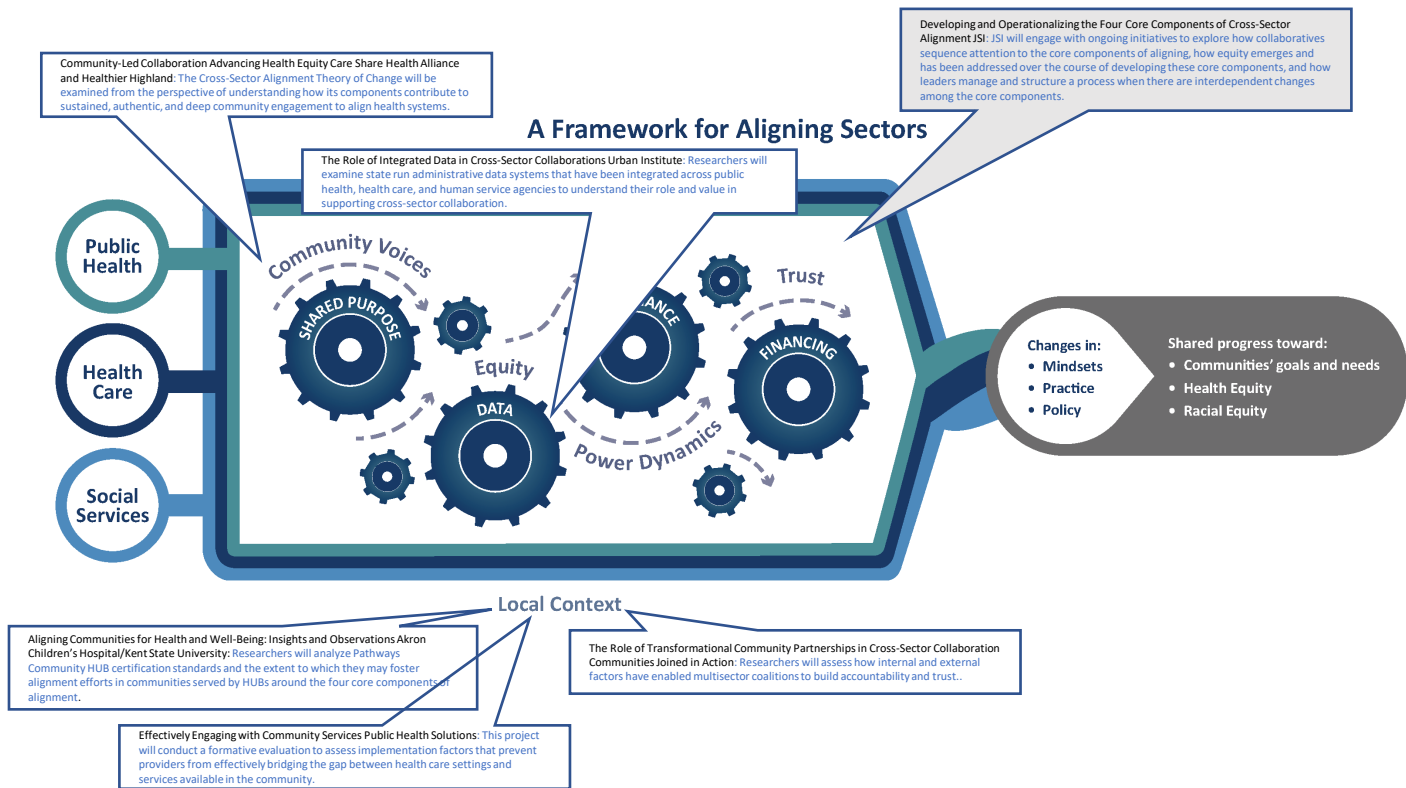
Rapid Cycle Grantee

Both Types

Rapid Cycle Grants - Round 1



Rapid Cycle Grants - Round 1



DEVELOPING AND OPERATIONALIZING THE FOUR CORE COMPONENTS OF CROSS-SECTOR ALIGNMENT

JSI

PROJECT SUMMARY

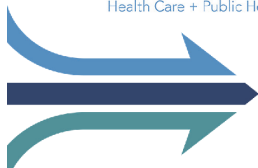


Existing multisector initiatives provide learning laboratories to investigate which combinations of actions and mechanisms lead to impact and outcomes and which do not. JSI will engage with ongoing initiatives — California

Accountable Communities for Health Initiative, Wellville, and the BUILD Health Challenge — to explore how collaboratives sequence attention to the core components of aligning, how equity emerges and has been addressed over the course of developing these core components, and how leaders manage and structure a process when there are interdependent changes among the core components.

A grantee of

ALIGNING SYSTEMS FOR HEALTH
Health Care + Public Health + Social Services



Areas of the Theory of Change



Purpose



Data



Financing



Governance



Internal factors affecting capacity



Equity

Stakeholders Involved

Representatives of various sectors participating in collaboratives
improvement collaborative leaders

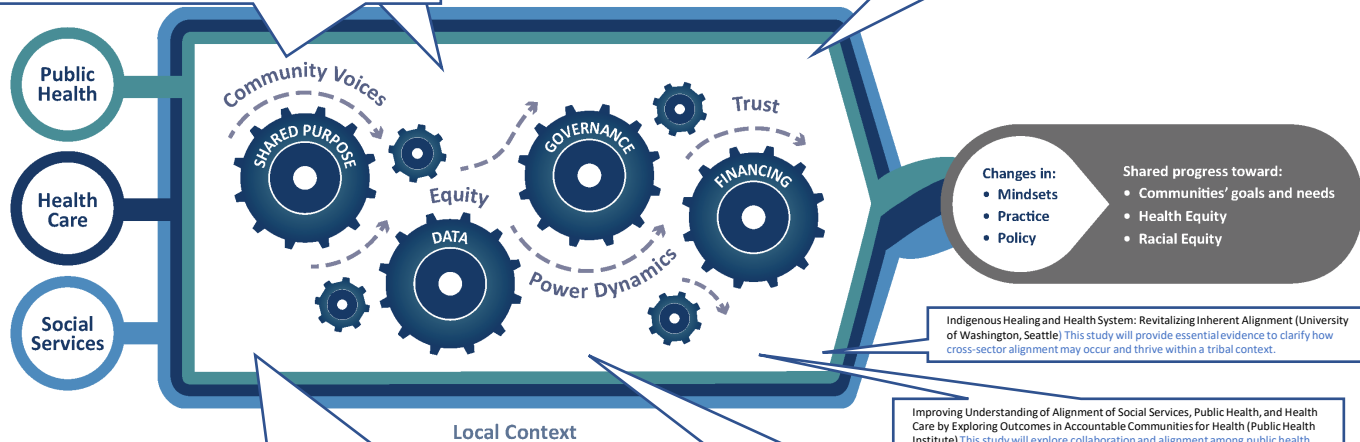
Large Research Grants

Evaluating Systems-alignment Initiatives in Texas to Test RWJF's Hypothesis on the Impact of Aligning Public Health, Health Care, and Social Services (Texas Health Institute) This study will evaluate to what extent the core components of cross-sector alignment are reflected in practice and how they vary by context, how health equity is integrated, how internal and external factors enable or inhibit alignment and adaptive actions

Enhancing Equity in Cross-Sector Alignment Through Meaningful Community Engagement (University of South Carolina) This study will examine how community leaders understand the core components of cross-sector alignment, how community priorities can be incorporated in an equitable way, and how community members and formal institutions can share power.

Studying Freedom House's Collaborative Approach to Cross-sector Alignment in Kentucky to Improve Outcomes for Pregnant and Parenting Women in Recovery (University of Louisville) The study will examine Freedom House and its recent expansion into a rural community to see how well and in what ways organizations participating in these systems align in terms of core components of alignment.

A Framework for Aligning Sectors



Changes in:

- Mindsets
- Practice
- Policy

Shared progress toward:

- Communities' goals and needs
- Health Equity
- Racial Equity

Indigenous Healing and Health System: Revitalizing Inherent Alignment (University of Washington, Seattle) This study will provide essential evidence to clarify how cross-sector alignment may occur and thrive within a tribal context.

Improving Understanding of Alignment of Social Services, Public Health, and Health Care by Exploring Outcomes in Accountable Communities for Health (Public Health Institute) This study will explore collaboration and alignment among public health, health care, and social service sectors in 22 Accountable Communities of/for Health (ACHs) in California and Washington.

Improving Community-Based Organizations' Ability to Participate in Technology-based Referral Systems to Better Address Patients' Social Needs (Trenton Health Team in partnership SIREN) This study will identify the individual, organizational, and systems level barriers that prevent community-based organizations from fully participating in technology-based referral systems, design engagement strategies that may reduce those barriers, and test alternative strategies' effect on community-based organization participation.

Studying the Effectiveness of West Side United's Collaborative Approach to Cross-sector Alignment in Chicago to Advance Health Equity (Rush University Medical Center) The evaluation will assess how well the collaborative has developed tools to address the four components of cross-sector alignment, as well as how the engagement of community voice has impacted the development of the core components.

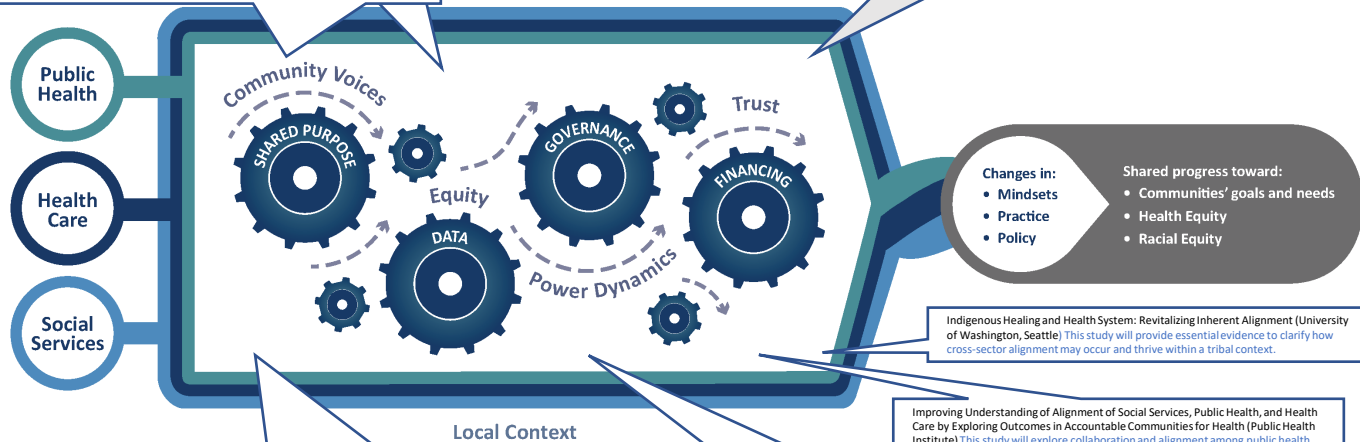
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STUDYING FREEDOM HOUSE'S COLLABORATIVE APPROACH TO CROSS-SECTOR ALIGNMENT IN KENTUCKY TO IMPROVE OUTCOMES FOR PREGNANT AND PARENTING WOMEN IN RECOVERY

(University of Louisville)



services systems in Kentucky. The study will examine the program and its recent expansion into a rural community to see how well and in what ways organizations participating in these systems align in terms of core components of alignment. With a focus on health equity, the study will identify and explain similarities and differences between rural and urban settings as it relates to program implementation, cross-sector alignment, and client outcomes.

PROJECT SUMMARY

This project will assess alignment variations across rural and urban contexts by evaluating Freedom House, an evidence-based model to provide substance use treatment and parenting supports for women and their families, focusing on Freedom House's coordinated efforts among public health, health care, and social

Areas of the Theory of Change



Purpose



Data



Financing



Governance



Internal factors affecting capacity



Outcomes

Stakeholders Involved

- Community partners
- Governmental and private health care providers
- Public health
- Social services organizations

A grantee of

ALIGNING SYSTEMS FOR HEALTH

Health Care + Public Health + Social Services



Support provided by



Robert Wood Johnson Foundation

The views expressed here do not necessarily reflect the views of the Foundation.

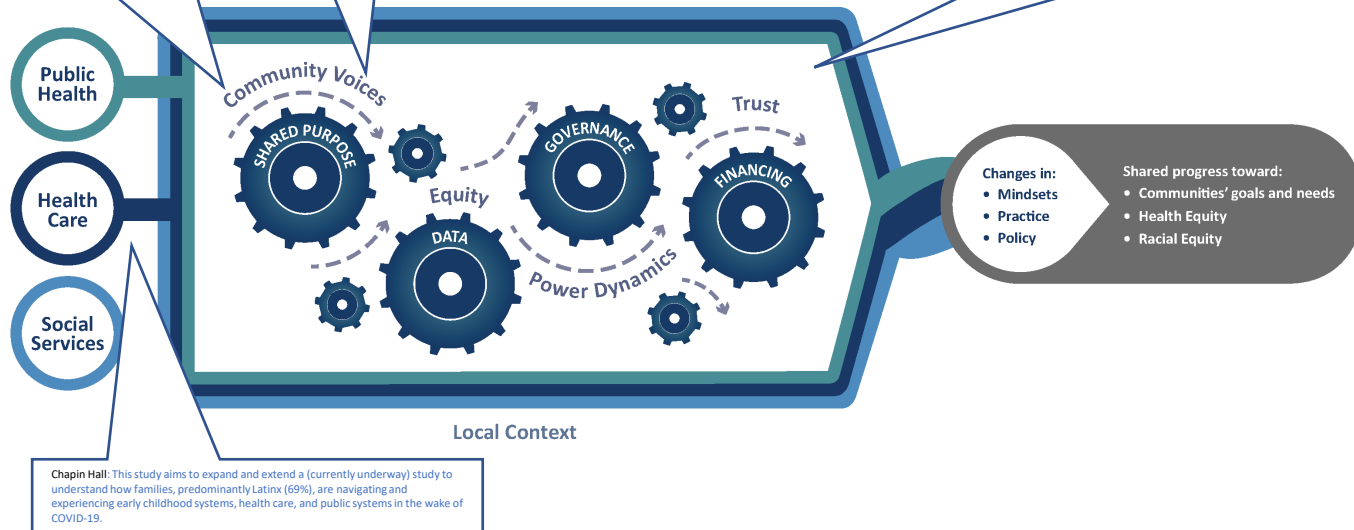
Rapid Cycle Grants - Round 2

Industrial Areas Foundation: This study aims to understand how relational community organizing techniques in health care delivery settings can contribute to building genuine, resilient cross-sector alignment, especially in times of health and societal crises - and transformations - like we have experienced in 2020.

Center for Health Progress: The principal objective of this project is to understand how the COVID-19 pandemic has either strengthened or weakened the ability of both CHP and PTAC to engage "hard-to-reach" community members.

UC Berkeley: This study aims to document how prior alignment activities and policy changes permitted CCHS to quickly mobilize existing cross-sector partnerships, a county-wide data sharing platform, and its social needs case management program to help vulnerable individuals shelter-in-place.

A Framework for Aligning Sectors



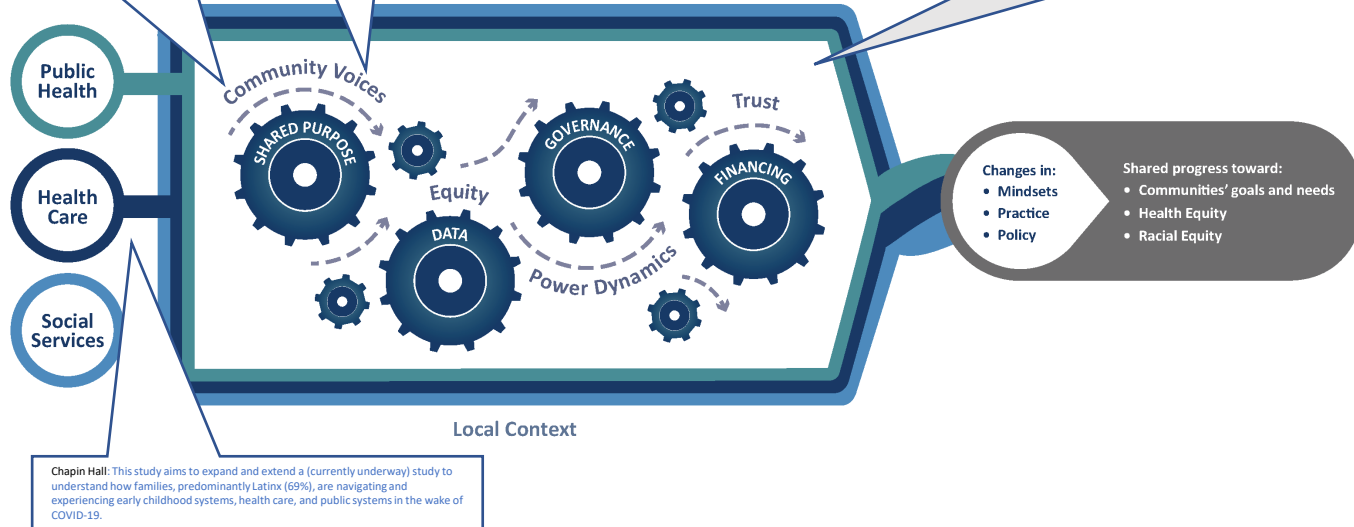
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A Framework for Aligning Sectors



COMMUNITY RESILIENCE FOR COVID-19 AND BEYOND: LEVERAGING A SYSTEM FOR HEALTH CARE AND SOCIAL SERVICES INTEGRATION

University of California Berkeley School of Public Health

PROJECT SUMMARY

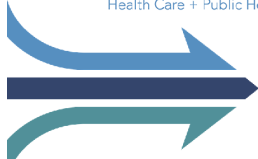


The Contra Costa Health System is a safety net health system in the San Francisco Bay Area that invested before the pandemic in CommunityConnect, a large-scale social needs case management program, housed in the public health department.

This evaluation will examine how this highly aligned system is being deployed in the current crisis. Through analysis of case management processes that support patients' health and social needs, researchers will identify how specific resources enabled by the aligned systems are being used to reduce COVID-19-related risks, address barriers to sheltering in place, and overcome social and economic disruptions of virus-related closures for vulnerable patients living in Contra Costa County, Calif.

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ALIGNING SYSTEMS FOR HEALTH
Health Care + Public Health + Social Services



Areas of the Theory of Change



Purpose



Governance



Data



Financing

Stakeholders Involved

Case managers



Health care



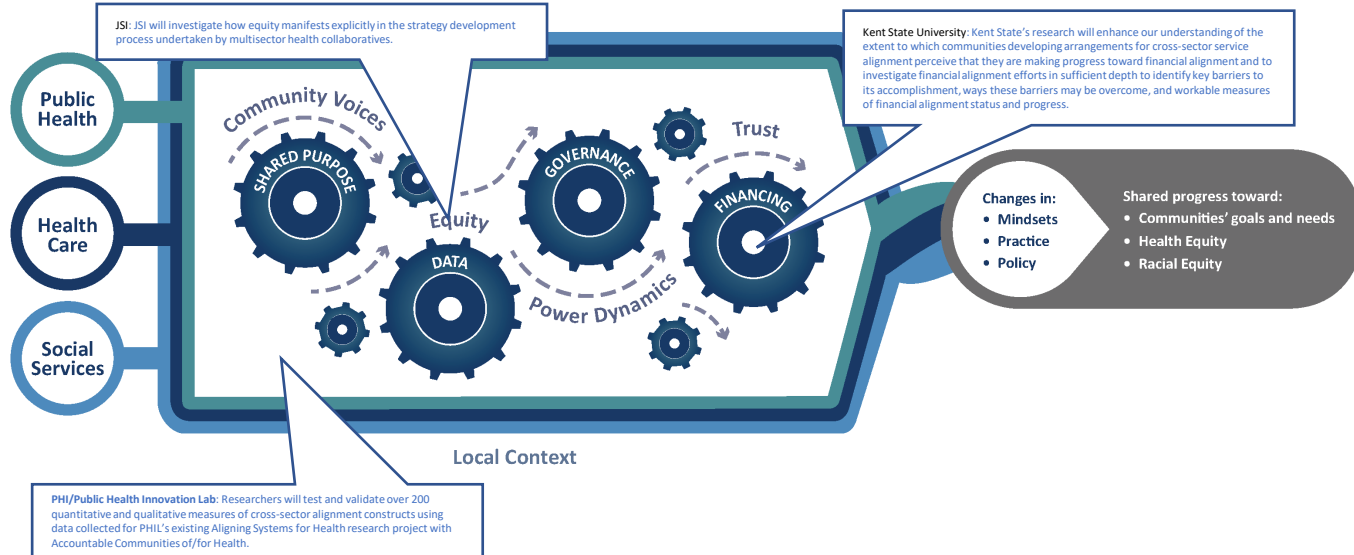
Public health



Social services

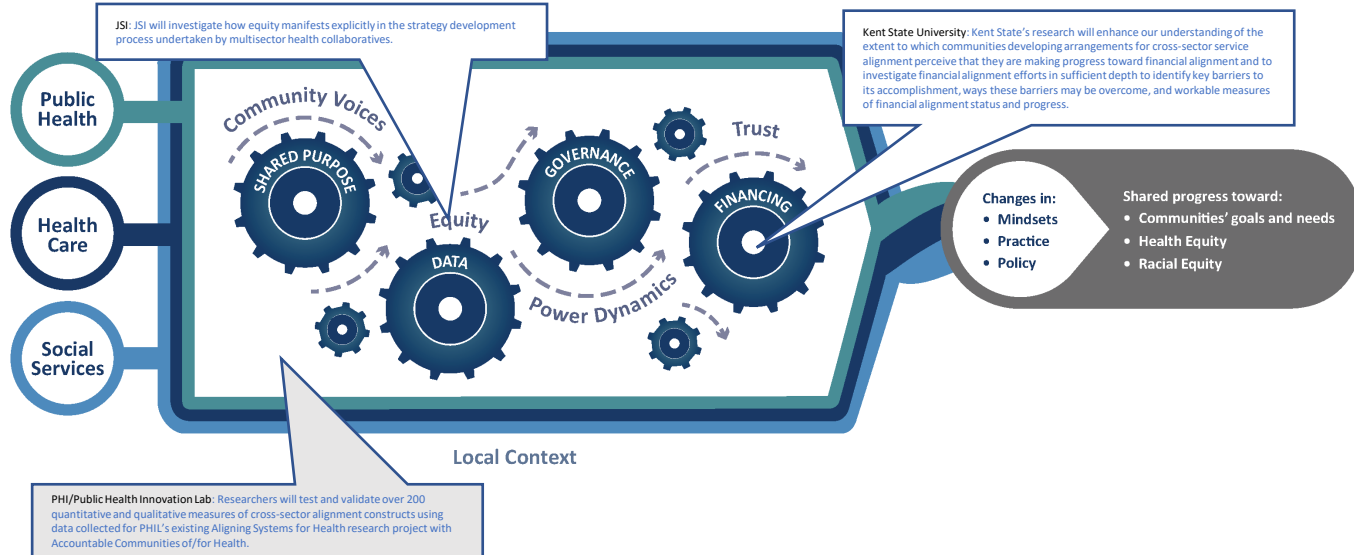
Rapid Cycle Grants - Round 3

A Framework for Aligning Sectors



Rapid Cycle Grants - Round 3

A Framework for Aligning Sectors



DEVELOPING MEASURES FOR ALIGNING IN CROSS-SECTOR COLLABORATIVES

The Population Health Innovation Lab at the Public Health Institute

PROJECT SUMMARY



Expanding upon Public Health Institute's previous Aligning Systems for Health research grant exploring outcomes resulting from aligning within Accountable Communities of/for Health (ACHs), the Population Health Innovation Lab will support the Georgia

Health Policy Center develop a measurement toolkit for cross-sector alignment. Researchers will test and validate over 200 quantitative and qualitative measures of cross-sector alignment constructs using data collected from 22 ACHs in California and Washington.

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ALIGNING SYSTEMS FOR HEALTH
Health Care + Public Health + Social Services



 **Georgia
Health Policy
Center**


**Robert Wood Johnson
Foundation**

Framework for Aligning Sectors



Purpose



Data



Financing



Governance



Equity



Trust



Community Voice



Power

Stakeholders Involved

Accountable Communities
of/for Health

A Rapid Realist Synthesis of S4A Research

What is a Rapid Realist Synthesis?

- Based on the work of Pawson and Tilley (1997)
- One way to make sense of complex social interventions.
- Focuses on how and why rather than what.
 - What works, for whom, under what circumstance, and why?
- Examines context (C), mechanism (M), and outcome (O).
- Attempts to make sense of C-M-O patterns.

Proposed Steps in a Realist Synthesis

- Define scope
- Develop research questions
- Engage experts
- Develop theory statements
- Extract, analyze, and synthesize data
- Conduct sense-making

A Scoping Review of Aligning's Four Core Components

Daniel Lanford, PhD

A Scoping Review of Aligning's Four Core Components

- Forthcoming
 - Lanford, D., Petiwala, A., Landers, G., & Minyard, K. 2021. "Aligning healthcare, public health and social services: A coping Review of the role of purpose, governance, finance and data." *Health and Social Care in the Community*. 00:1-16.

A Scoping Review of the Four Core Components

Increasing interest in the social determinants of health

- Health care + public health + social services

Lots of people moving in this direction

A need for systematic sense-making

- Learning
- Sharing
- Improving

A Scoping Review of the Four Core Components

Background

- The Robert Wood Johnson Foundation
 - The Framework for Aligning Sectors
 - The four core components
 - Shared purpose
 - Governance
 - Data
 - Finance
- Research and practice
 - What is the ground level of what we know?

A Scoping Review of the Four Core Components

Methods

- Scoping review
 - New but wide literature
 - Summarize a field
 - Create a field, offer perspectives, raise questions
- Data
 - Peer-reviewed literature
 - Reports and briefs
- Data extraction matrix (600+ articles)
 - Narrowed to 179 documents
 - Coding for the core components and other factors

A Scoping Review of the Four Core Components

Themes

- Dozens of aligning strategies, we discuss for each core component
- Overall
 - Strategies and many decisions to make
 - Starting points and pathways depend on role, context, etc.
 - Sustainability and timing may require new thinking

A Scoping Review of the Four Core Components

Strategies and decision points

- **Shared purpose**
 - Changing over time
 - Balancing with individual goals
 - Formal and informal development
 - Working with community members and diverse participants
 - The cycle of shared purpose and relationships

A Scoping Review of the Four Core Components

Strategies and decision points

- **Governance**

- ...and institutions
 - To institutionalize or not (e.g. agreements)
 - Transparency and inclusiveness: resources, legitimacy
 - Change management
- ...and roles (e.g. board, individual leaders, collaborating organization, funders, conveners, staff, community representatives)
 - Staff and community empowerment
 - Directive and facilitative leadership

A Scoping Review of the Four Core Components

Strategies and decision points

- **Data**

- Resource intensity
- Linking and automation
- Feedback loops
- Building a case: communities, investors, participants
- Difficult but important data: processes, proxies, outcomes
- Permissions
- Transparency
- Clarity and usability

A Scoping Review of the Four Core Components

Strategies and decision points

- **Finance**

- Grants, operating revenues, investments,
- Sustainability and diversification
- Accountability
- Incentives
- Communities and legitimacy
- Realism and idealism

A Scoping Review of the Four Core Components

Discussion

- Findings summary
 - Strategies by the boatload
 - The four core components are widely seen as important
 - Overall
 - Strategies and many decisions to make
 - Starting points and pathways depend on role, context, etc.
 - Sustainability and timing may require new thinking

A Scoping Review of the Four Core Components

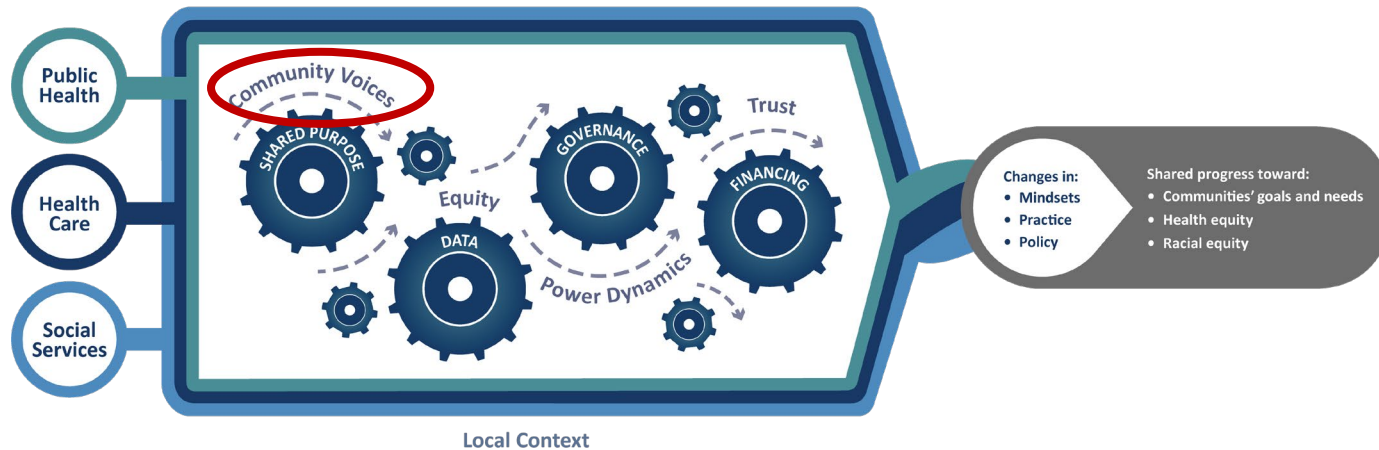
Discussion

- Follow-on work
 - Equity reports and grants
 - Community voice grants and paper
 - Measurement system, conversation and grants
 - What strategies are most affective?
 - e.g. for accountability; health
 - What strategies work where and for whom?
 - e.g. per role
 - What strategies promote aligning that lasts?
 - e.g. feedback loops

Community voice in cross-sector alignment: Concepts and strategies from a scoping review of the health collaboration literature

Aliza Petiwala, MPH

A FRAMEWORK FOR ALIGNING SECTORS



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Background

- Factors outside of health care are driving health outcomes, i.e. social determinants of health (SDOH)
- Increased recognition of SDOH contributes to actors in health care, public health, and social services collaborating
- Methods for establishing sustainable collaborations are still being developed

Background

Research Questions

- 1) How is community voice conceptualized in health-oriented cross-sector collaborative literature?
- 2) What types of community voice are collaboratives engaging?
- 3) What are the implications different community voice strategies have for sustainable cross-sector collaboration?

Methods

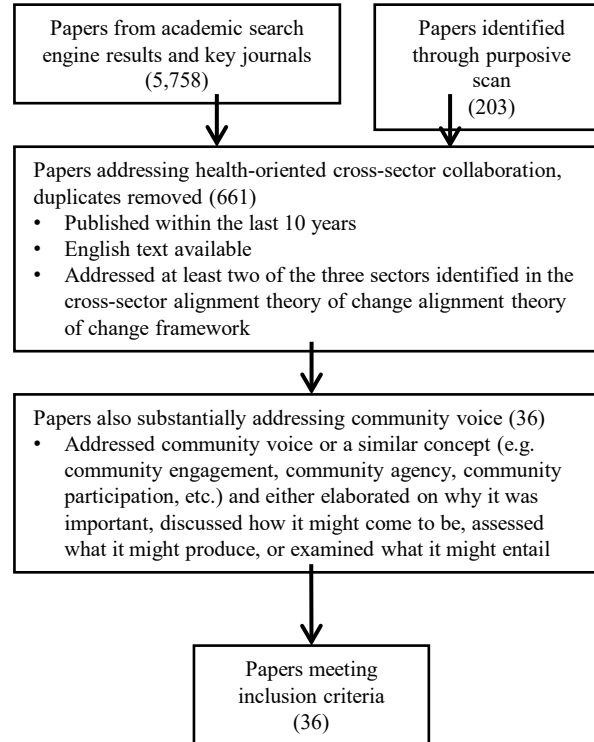


Fig. 1 Prisma Diagram

Findings

How is community voice conceptualized in health-oriented cross-sector collaborative literature?

- Community or consumer voice
 - Terms used interchangeably
- Population composing community voice
 - Defined by specific geographic locations
 - Individuals employed by organizations
 - Sub-populations
 - Organizations as a proxy for community voice
- Depth of community voice strategies
 - Qualifiers used to define community voice

Findings

What types of community voice are collaboratives engaging?

- Passive v. active strategies
 - Passive strategies require less involvement but offer less power
 - Active strategies require more involvement but offer more power in the form of decision-making
- Passive strategies:
 - Community assessments
 - Measuring experiences
 - Community forums

Findings

What types of community voice are collaboratives engaging?

- Active Strategies
 - Priority-setting
 - Participatory decision-making
 - Trainings
 - Employing community members
 - Community-led coalitions

Findings

What are the implications different community voice strategies have for sustainable cross-sector collaboration?

- Community voice strategies lend themselves to sustained change to different degrees
- Passive strategies tend to be oriented towards short-term community contact
- Active strategies may be more amenable to long-term collaboration
- Aligning organizations should consider how collaborative and community resources can be allocated productively

Discussion

- A starting point for developing more precise definitions for measurement
- Intensity of community engagement may translate into greater power for community members
 - Will require organizational shifts in mindsets
- Requirements placed on community members tend to increase along with power sharing on the active-passive community voice spectrum
 - Active community voice strategies may be more suited to promoting sustainability, however they will require more time and resources

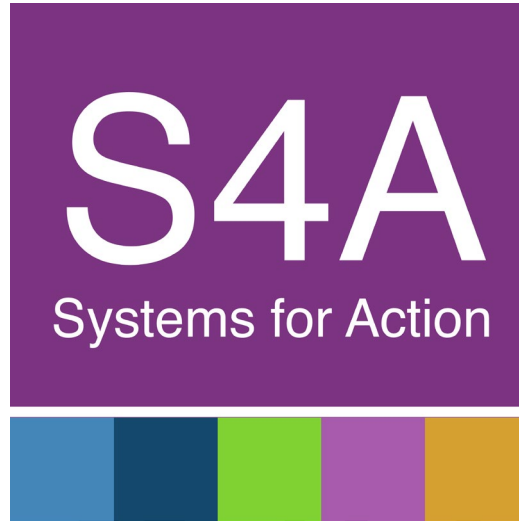
Future Research

- Specify what “community voice” is being discussed and the differences in types of voices
- Expected impact of passive v. active community voice on health outcomes and disparities
- Methods of analysis to determine causal relationships

How to Connect with Us

- Become part of a community: www.alignforhealth.org
- Facebook: AlignforHealth

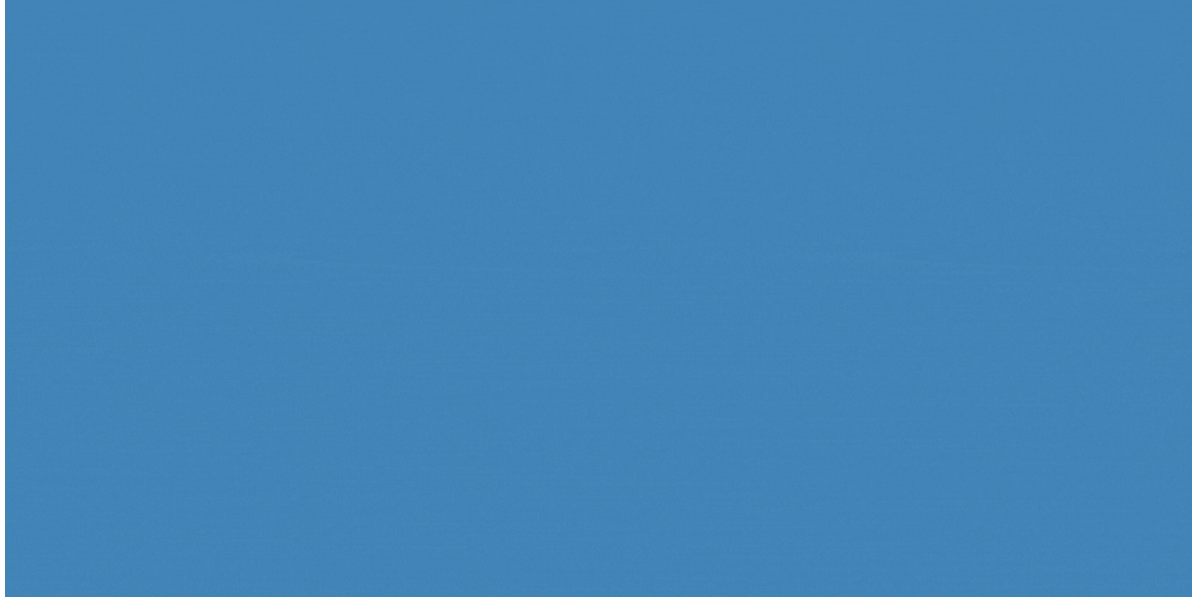
Questions?



www.systemsforaction.org

 [@Systems4Action](https://twitter.com/Systems4Action)

New Funding Opportunities



Additional CFP Resources

- [Funding Opportunity Brochure](#)
- [Informational Webinar Q&A](#)
- [Informational Webinar Slides](#)
- [Infographic: S4A CFP at a Glance](#)

Learn more: <http://systemsforaction.org/funding-opportunities-2021>

New Funding Opportunities

[Health Equity Scholars for Action](#)

The new program was created to help support the professional development and career advancement of historically underrepresented researchers, and includes funding, mentorship and a community of support. | Deadline: June 16, 2021

[Research in Transforming Health and Health Care Systems](#)

The goal of this funding opportunity is to generate rigorous evidence on the impact of recent Medicaid policy changes on enrollees, states, and others, and to inform and advance health and racial equity in Medicaid. | Deadline: June 28, 2021

Upcoming Webinars

**Biweekly on
Wednesdays at
12pm ET**



June 23 Investigating Systems Alignment of Multi-Sector Agencies to Address Child Maltreatment in St. Louis



July 21 Using Global Budgets and Multi-Sector Teams to Align Systems in Vermont



AcademyHealth Annual Research Meeting (ARM)

SYSTEMS FOR ACTION PRESENTATIONS AT THE ACADEMYHEALTH ANNUAL RESEARCH MEETING | JUNE 2021

Deena Brosi, MPH @DeenaBrosi

Colorado School of Public Health

Local Public Health System Capacity and Its Relationship to COVID-19 Mortality Patterns across the U.S.

Monday, June 14 | 2:45-3:45pm

Rachel Hogg-Graham, DrPH, MA @RachelAHogg

University of Kentucky

Longitudinal Trends in Insurer Participation in Multisector Population Health Networks

Monday, June 14 | 2:45-3:45pm

Glen Mays, PhD, MPH @GlenMays

Colorado School of Public Health

Nudges for Networks: Community-Level Effects of a Health Plan Initiative to Address Social Determinants

Tuesday, June 15 | 2:30-3:30pm

Kelsey Owsley, MPH @KelseyOwsleyMPH

Kyla Bauer, BA @kylab_sci

Glen Mays, PhD, MPH

Colorado School of Public Health

Evaluating Inclusiveness in Multi-Sector Community Health Networks: The Case of Tribal Organizations

Thursday, June 17 | 11am-12pm

Elleni Mohari, MA @eleni_mohari

Colorado School of Public Health

Equity-Focused Efforts of Local Public Health Systems and Disparities in Community Health

Poster

Taryn Quinlan, MS

Colorado School of Public Health

Bridging the Gaps: Law Enforcement Engagement in Local Public Health Networks across the Rural-Urban Continuum

Poster

Funded by the Robert Wood Johnson Foundation, the Systems for Action research program studies ways of aligning medical, social and public health delivery systems to improve health and health equity.

For more information, visit www.systemsforaction.org.



CONGRATS!



S4A presents at the 2021 Annual Research Meeting

June 14-17, 2021

<https://systemsforaction.org/event/systems-action-presentations-2021-academyhealth-annual-research-meeting-arm>

Systems for Action is a National Program Office of the Robert Wood Johnson Foundation and a collaborative effort of the Colorado School of Public Health, administered by the University of Colorado Anschutz Medical Campus, Aurora, CO.



Robert Wood Johnson
Foundation

colorado school of
public health