Health Resources in Action

Advancing Public Health and Medical Research

What Does Success Look Like for Multisector Partnerships?

Monitoring & Evaluating Multisector Partnerships

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Welcome and Introductions

Meet the Trainers

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About Health Resources in Action

- Non-profit organization based in Boston with over 50 years of experience promoting public health and biomedical research
- **Our Vision:** A world where social conditions and equitable resources foster healthy people in healthy communities.
- **Our Mission:** To help people live healthier lives and create healthy communities through prevention, health promotion, policy and research.

About You!

- Please introduce yourself:
  - Tell us about any multisector partnerships you have been, are currently, or planning to be involved in.
  - What would you like to get out of today's session?

Learning Objectives

- Describe elements of an overarching monitoring and evaluation plan
- Identify measures relevant to multisector initiatives
- Identify challenges encountered in developing a monitoring and evaluation plan
- Identify challenges in implementing a monitoring and evaluation plan
- Describe strategies to support the successful implementation of a monitoring and evaluation plan

Training Overview

Time	Topic
1:00 - 1:15pm	Welcome and Introductions
1:15 - 2:00pm	Defining Multisector Partnership Success
2:00 - 2:10pm	Break
2:10 - 2:55pm	Creating an Evaluation Plan and Measurement Strategy Using Organizing Frameworks
2:55 - 3:05pm	Break
3:05 - 3:50 pm	Evaluation in the Field: Implementation and Problem-Solving
3:50 - 4:00pm	Wrap-up

Defining Multisector Partnership Success

What is a Multisector Partnership?

"Multisector partnerships to improve population health typically involve collaboration among the government, nonprofit, and business sectors of a geographic area and often include leaders, staff members, and resources from the fields of education, economic development, housing, transportation, agriculture, health care, public safety, community services, and public health organizations."

Woulfe J, Oliver TR, Zahner SJ, Siemering KQ. Multisector partnerships in population health improvement. Prev Chronic Dis 2010;7(6):A119. http://www.cdc.gov/pcd/issues/2010/nov/10_0104.htm

Growth in Multisector Partnerships

- IOM Report Call to Action
  - Recognition of “not being about to do it alone”
- Public health is a team sport
  - Social Determinants of Health
- Rise in Community Health Assessments
  - ACA/IRS
  - Accreditation (PHAB, CoC)
  - Data driven work (MAPP)

Do Multisector Partnerships Improve Health?

- Common belief that multisector collaboration can improve population health
- Moderate level of evidence that they do – why?
  - Evaluating effect of multisector partnerships is hard!
    - Limited use of evidence-based logic models
    - Measuring individual level exposure to multiple interventions is challenging
    - Lack of agreement in the literature about how to evaluate these partnerships
  - Only a limited number of evaluations have been published (e.g., Roussos and Fawcett 2000)
- More robust study is needed to demonstrate the value of these partnerships

Roadmap for Evaluating Multisector Partnerships

Activity	Key Questions
Define success	What's your vision, mission, and measurable goals? Is everyone on board?
Develop logic model	What's your theory of change? At multiple levels?
Apply an organizing framework	What's your strategy for evaluating change?
Determine your measures	What's changed? How do you know the partnership is responsible for observed changes?
Develop evaluation plan	What's your roadmap for evaluating success?
Set up evaluation infrastructure	How will you conduct the evaluation? What staff do you need?
Conduct evaluation	How will you report formative feedback?

From Individual to "Systems Think"

- Shift in thinking from individual intervention paradigm to a systems paradigm
  - Systems thinking is essential to organizing and sustaining efforts to improve population health and to assessing their impact
- Recognition of the complexity and dynamic nature of the system and the relationship of those collective determinants to population health
- Systems have multiple levels
- Success must be defined upfront to inform the measurement strategy of the evaluation

Example Definition of Success: Travis County

Vision	• Healthy People are the Foundation of our Thriving Community
Mission	• Our community – individuals and organizations (public, private, non-profit) – works together to create a healthy and sustainable Austin/Travis County
Values	• Diverse and inclusive, respectful, health promoting, efficient and results oriented, objective, and shared accountability and ownership

Example Definition of Success: Travis County (continued)

By 2016, Austin/ Travis County will make measureable progress towards:

1. Reducing the burden of chronic disease cause by obesity
2. Improving access to affordable quality nutritious food
3. Increasing accessibility to community resources via safe, active transportation
4. Expanding access to patient-centered medical homes for all persons

Exercise: Defining Success

What does success look like for your multisector partnership? For any multisector partnership?

5 minute small group discussion

Report Out: Defining Success

What does success look like for your multisector partnership? For any multisector partnership?

Report Out: Defining Success

What does success look like for your multisector partnership? For any multisector partnership?

- Achieving population health behaviors and/or outcomes
- Programmatic success (i.e., successful implementation)
- Participant satisfaction
- Community or partner engagement
- Reduce barriers to improved population health
- Functioning partnership
- Others?

Seven Key Factors in the Effectiveness of Multisector Partnerships

1. Partnership resources
2. Common vision for partnership
3. Effective leadership at all levels of collaboration
4. Organizational structure
5. Membership (i.e., selection of the right partners)
6. Quality of relationships within partnership
7. External and contextual factors

Woulfe J. Oliver TR. Zahner SJ. Siemering KQ. Multisector partnerships in population health improvement. Prev Chronic Dis 2010; 7(6): A119.

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Getting Started: Vision and Mission

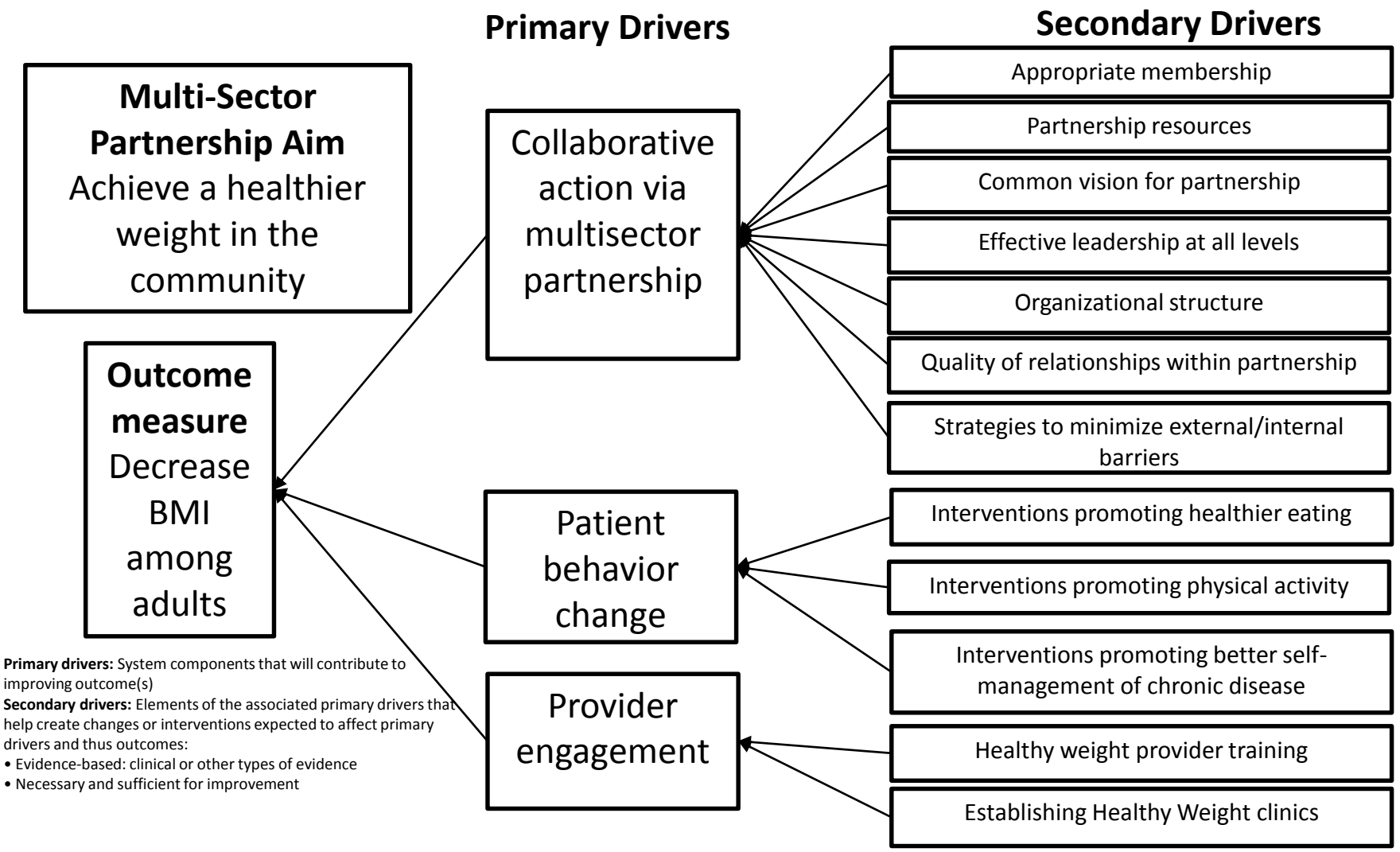
Copyright 2005 by Randy Glasbergen.
www.glasbergen.com

"It's not a great mission statement, but we'll revise it if things get better."

Common Vision = Starting Point for Success

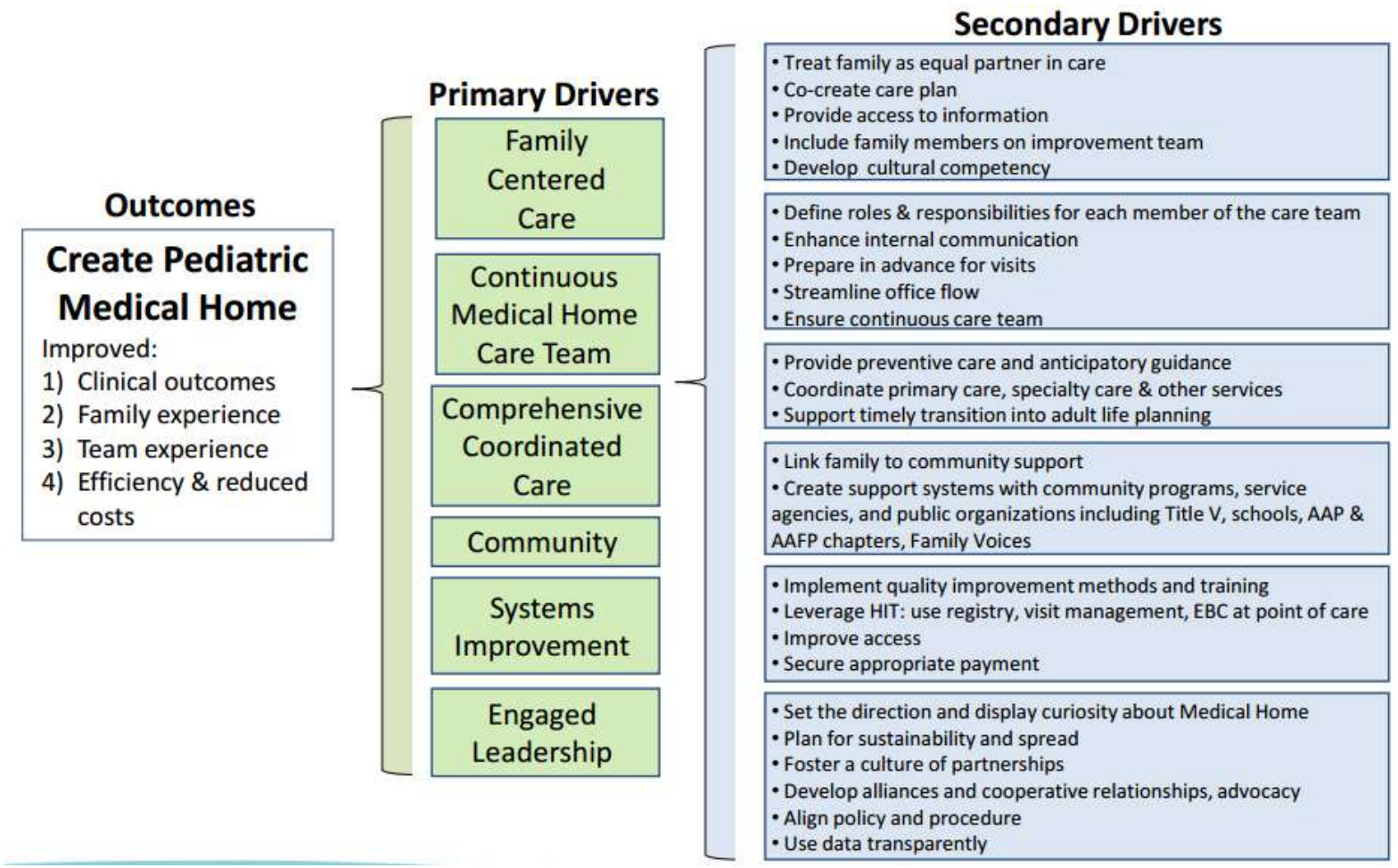
- Definition: Clear vision, focused mission, measurable goals
  - Owned by all partners and informed by community and contextual issues
- Beware of broad agendas! Focus your partnership by establishing goals and infrastructure to support those goals:
  - Tip: Engage in a prioritization exercise based on community health data to focus your efforts
- Tools:
  - Driver Diagram
  - Sample Prioritization Exercise

Tool Spotlight: Driver Diagram



Primary drivers: System components that will contribute to improving outcome(s)
Secondary drivers: Elements of the associated primary drivers that help create changes or interventions expected to affect primary drivers and thus outcomes:
- Evidence-based: clinical or other types of evidence
- Necessary and sufficient for improvement

Example Driver Diagram: Medical Home



Source: CMS Quality Improvement Workshop Series

Tool Spotlight: Prioritization Exercise

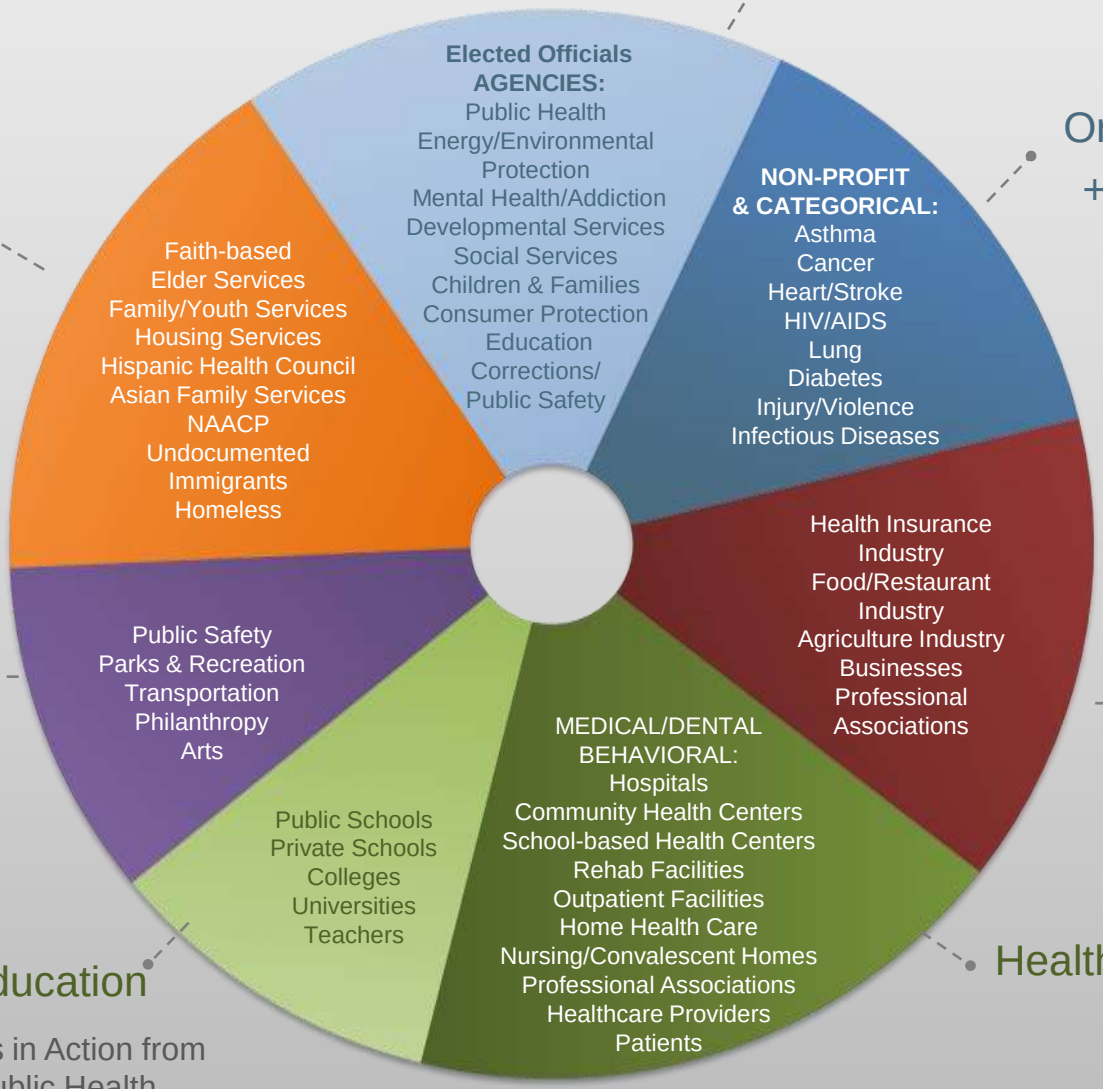
- Process:
  - Establish prioritization workgroup
  - Develop prioritization criteria
  - Solicit input from experts
  - Conduct weighting exercise
  - Select priorities

Tool Spotlight: Prioritization Exercise

- Suggested prioritization criteria:
  - Absolute performance (are we meeting Healthy People?)
  - Relative performance (are we first or last in the nation?)
  - Level of disparities
  - Level of interest and engagement by public constituency
  - Likelihood of success of an improvement endeavor
  - Feasibility to implement
  - Urgency to address compared to other priorities
  - Level of engagement by key partners
  - Alignment with overarching strategic priorities (e.g., Agency, Secretary, Governor)

Who Do You Invite to Sit at Your Table?

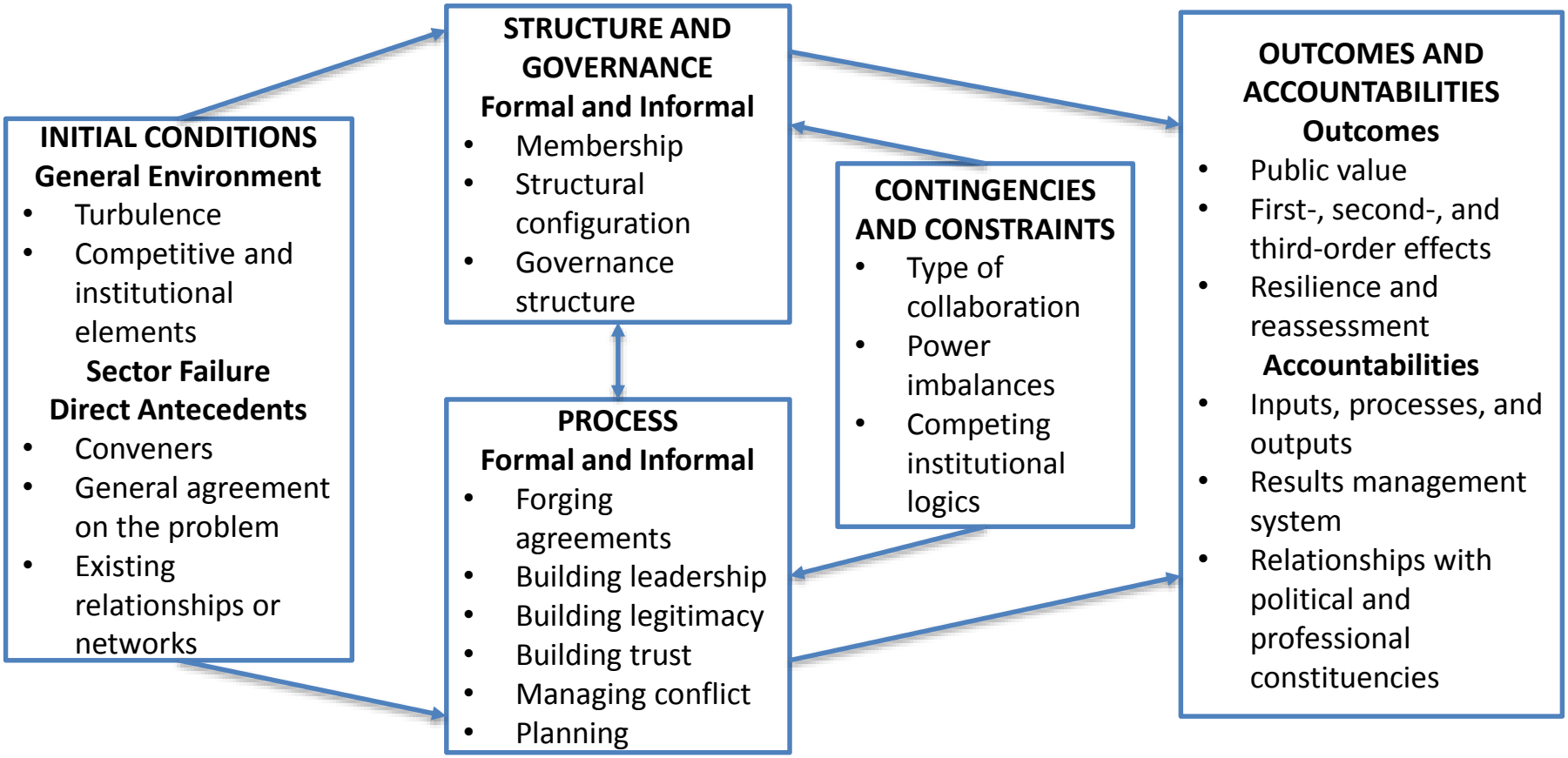
Sector & Stakeholder Wheel



Adapted by Health Resources in Action from Connecticut Department of Public Health, State Health Planning. C.E. Bower, June, 2012

Community and Context Matters

Framework for Understanding Cross-Sector Collaborations



Bryson et al. (2006) The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literatures. Public Administration Review. December. Special Issue: 44-55.

Key Takeaways

- Multisector partnerships are becoming a common way to improve population health
  - Requires a paradigm shift in thinking from the individual level to a systems level
- Develop a common vision that clearly defines what success looks like with a focused mission, objectives, and measurable outcomes
  - Consider your partnership membership carefully
  - Become acquainted with the community and contextual factors that may shape your partnership's success
  - Use tools such as driver diagrams or prioritization processes to develop common vision

Questions?

Take a Break!

10 minutes

Creating an Evaluation Plan and Measurement Strategy Using Organizing Frameworks

Roadmap for Evaluating Multisector Partnerships

Activity	Key Questions
✓ Define success	What's your vision, mission, and measurable goals? Is everyone on board?
Develop logic model	What's your theory of change? At multiple levels?
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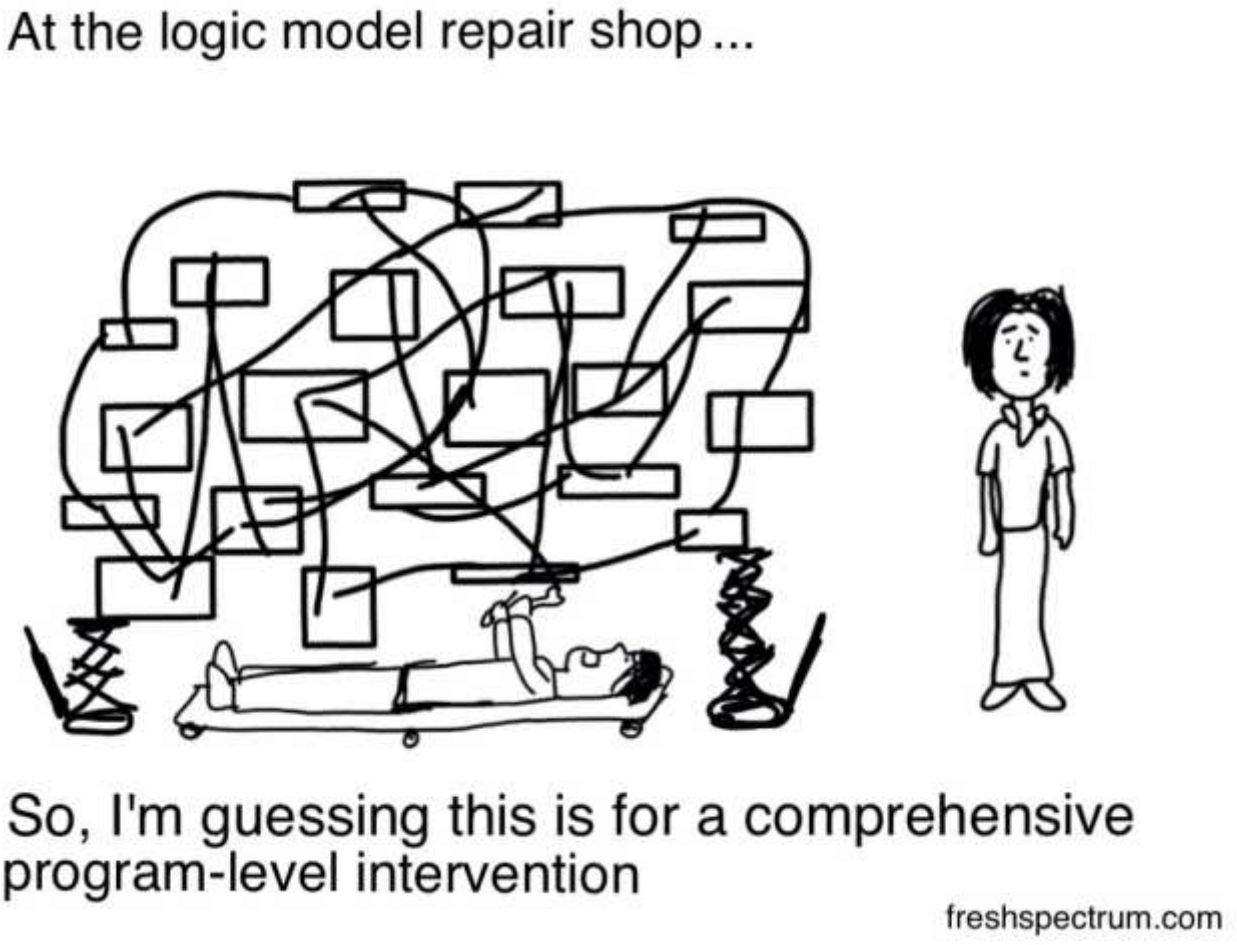
Using Frameworks to Guide the Evaluation of Multisector Partnerships

- Logic Models
- RE-AIM Framework
- IOM Framework for Collaborative Public Health Action
- Policy Change Framework (Hsu et al)
- Collective Impact Framework
- Social Network Analysis (Partner Tool)

Why Would You Want to Use An Organizing Framework?

- Helps you think through the complex system you are building to improve population health
  - What are the components, and how are they supposed to work together to achieve outcomes?
  - What's missing?
- Helps you develop your measurement strategy
  - Identifies key components and suggests areas to measure

Using Logic Models



Advocacy and Policy Change Composite Logic Model

Inputs

Capacity Building

- Fund Raising
- Skills Development
- Staffing and Leadership Development
- Infrastructure Development

Preparation/Planning

- Data Collection
- Strategy Development
- Problem Assessment
- Partner Development
- Policy Assessment
- Message Development
- Landscape Mapping
- Materials Development
- Goal Setting

Activities/Tactics

Policy and Politics

- Issue/Policy Analysis and Research
- Policy Proposal Development
- Policymaker and Candidate Education
- Litigation or Legal Advocacy
- Lobbying
- Relationship Building with Decision Makers

Communications and Outreach

- Polling
- Coalition and Network Building
- Electronic Outreach
- Grassroots Organizing and Mobilization
- Earned Media
- Paid Media
- Rallies and Marches
- Public Service Announcements
- Briefings/ Presentations
- Media Partnerships
- Demonstration Projects or Pilots
- Voter Education

Interim Outcomes

Advocacy Capacity

- Organizational Capacity
- Partnerships or Alliances
- Collaboration and Alignment (including messaging)
- New Advocates (including unlikely or nontraditional)
- New Champions (including policymakers)
- New Donors
- More or Diversified Funding
- Organizational Visibility or Recognition

Policy

- Media Coverage
- Issue Reframing
- Awareness
- Salience
- Attitudes or Beliefs
- Public Will
- Political Will
- Constituency or Support Base Growth

Policy Goals

- Policy Development
- Placement on the Policy Agenda
- Policy Adoption
- Policy Implementation
- Policy Monitoring and Evaluation
- Policy Maintenance
- Policy Blocking

Impacts

- Improved Services And Systems
- Positive Social And Physical Conditions

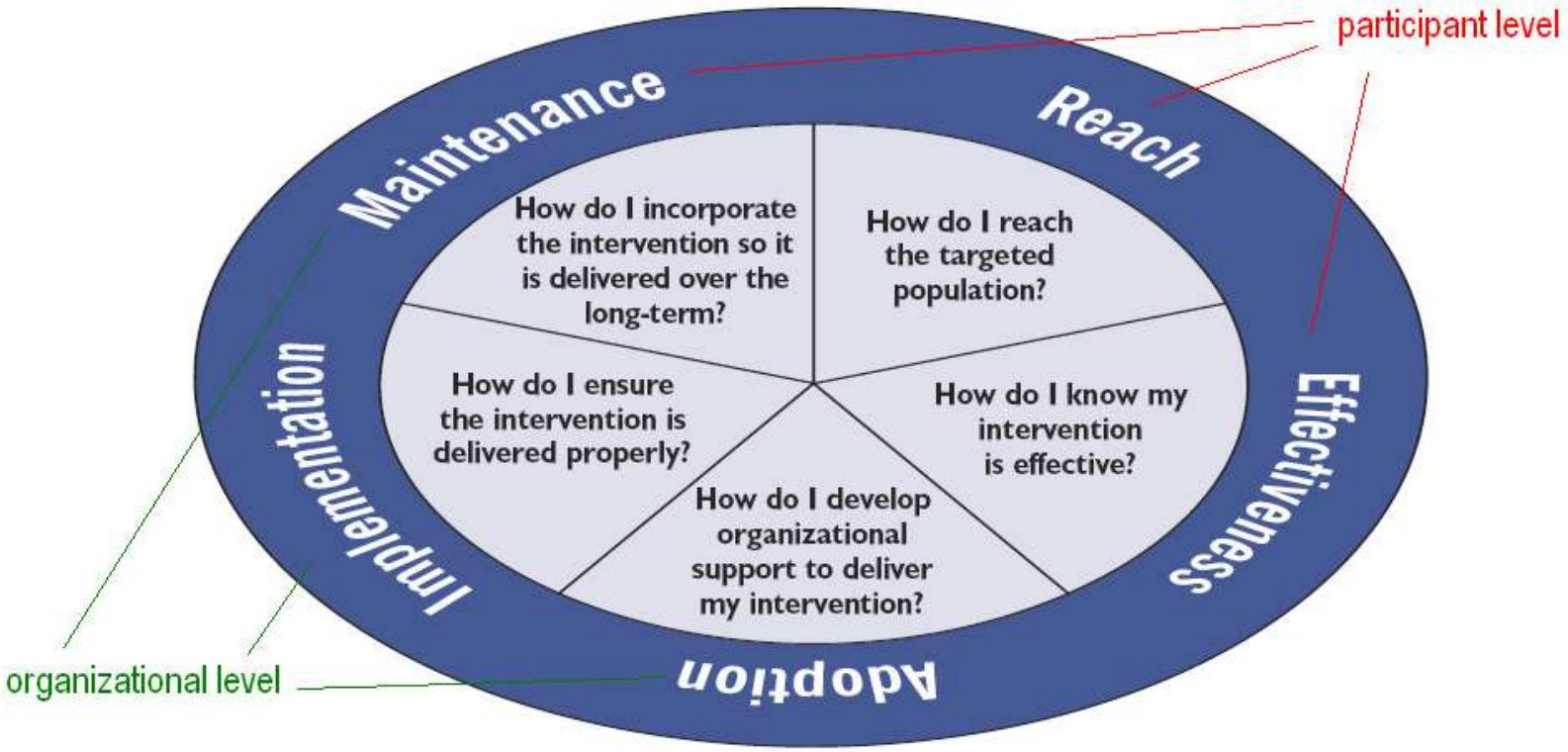
Contextual Factors

- Political Climate
- Economic Climate
- Social Climate
- Prior Experience
- Issue Competition
- Potential Partners/ Competitors/ Opponents

Audiences

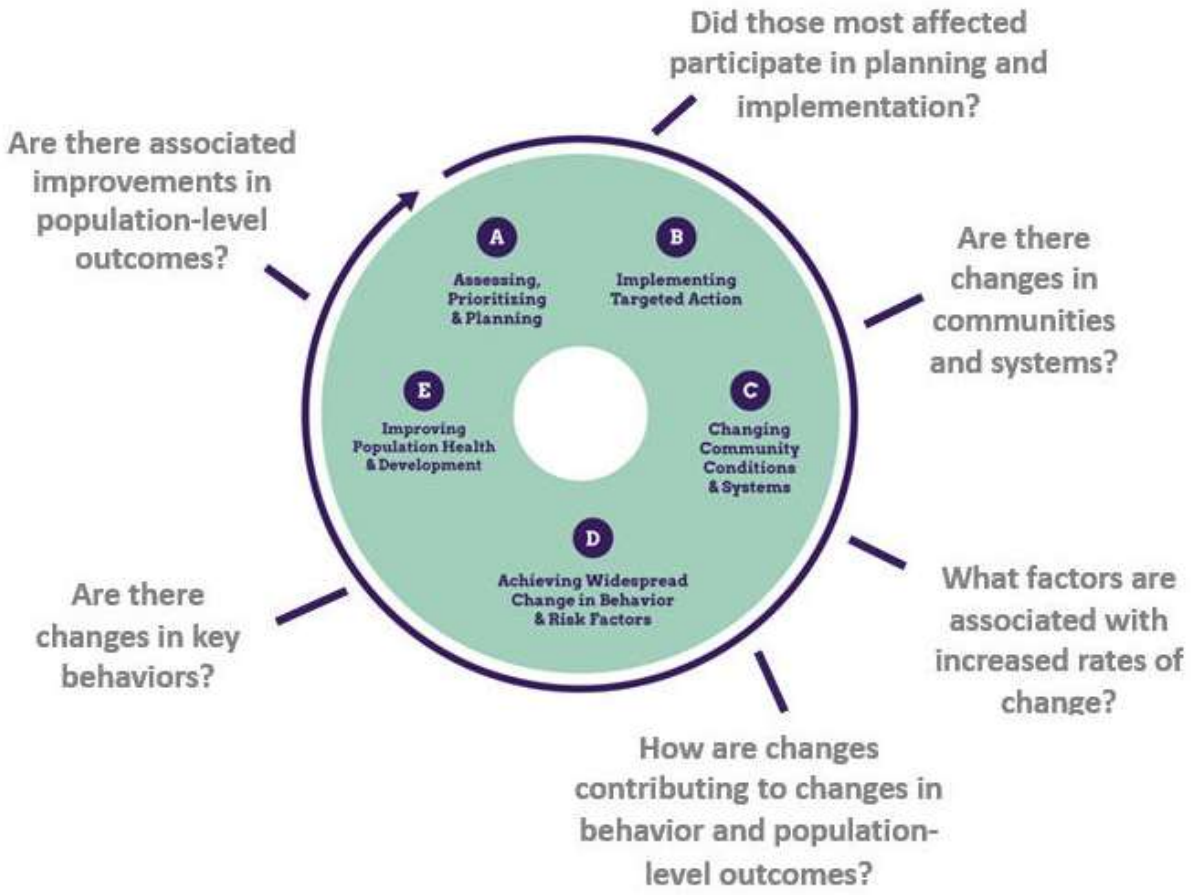
- Elected Officials
- Voters
- Media
- Community Leaders
- Candidates
- Political Donors
- Popular Culture Artists/Gate-keepers
- Courts
- Public Administrators
- Specific Constituencies
- Business
- Other Audiences

Using Frameworks: RE-AIM



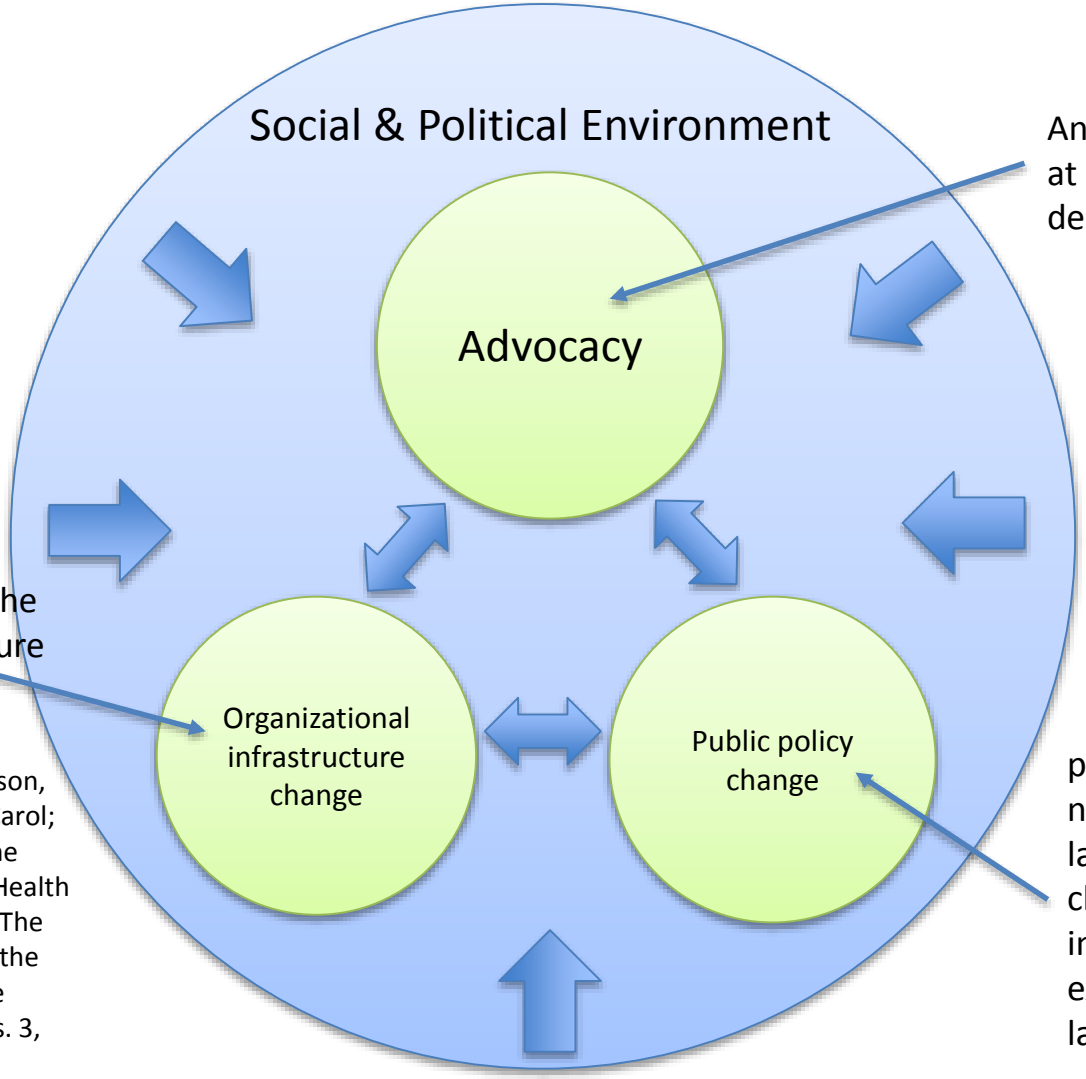
More information: http://www.re-aim.hnfe.vt.edu/

Using Frameworks: IOM Framework for Collaborative Public Health Action



Adapted from the Institute of Medicine's framework for collaborative public health action in communities (2003)

Using Frameworks: Policy Change



Any activities directed at influencing decision makers

any changes made to policies within private or public organizations and improvements in the community infrastructure

passage and/or creation of new local ordinances, laws, or public policies, and changes to or increased enforcement of existing ordinances, laws, or public policies

CITATION: Hsu, Clarissa; Pearson, Dave; Maynard, Ron; Cahill, Carol; and Cheadle, Allen (2009) "The Potential of Partnerships for Health Advocacy and Policy Change: The Legacy of the Partnership for the Public's Health Initiative," The Foundation Review: Vol. 1: Iss. 3, Article 4.

Using Frameworks: Collective Impact

The Collective Impact Framework

Unifying others around the complex issue of raising children in a tech-saturated world

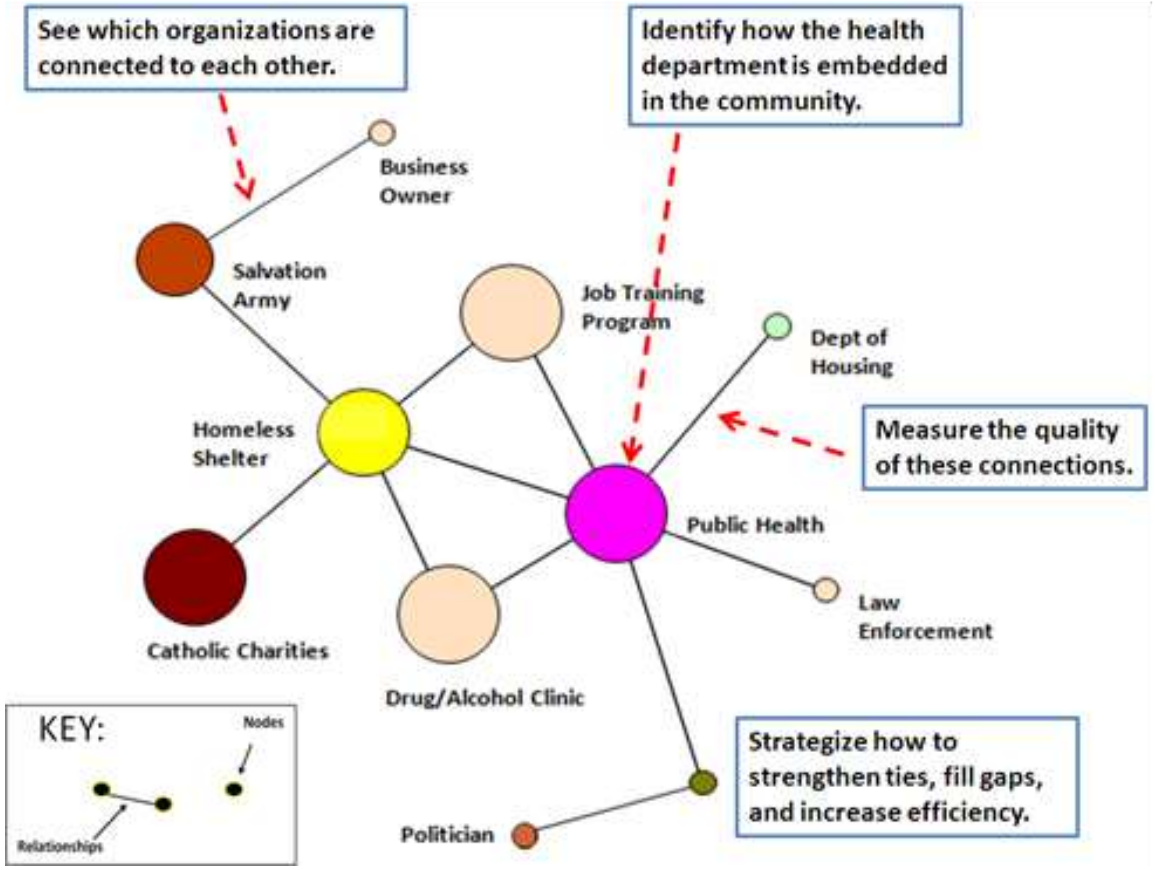
Components for Success	Phase I Generate Ideas & Dialogue	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Sustain Action & Impact
	4 - 6 months	6 months - 1 year	2 years	5 years
Governance & Infrastructure	Convene community stakeholders	Identify champions & Form cross-sector group	Create infrastructure (backbone & processes)	Facilitate & Refine
Strategic Planning	Hold dialogue about community issues, context, and available resources	Map the landscape & Use data to make case	Create common agenda (common goals and strategy)	Align goals & Strategies
Community Involvement	Facilitate continual outreach specific to goal	Facilitate community outreach	Engage community & Build public will	Continue engagement & Conduct advocacy
Evaluation & Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data & Identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, & report progress (process to learn and improve)

*adapted from Collaboration for Impact: The How-to-Guide

epik Empower Productive Inoculated Kids

Using Frameworks: Social Network Analysis

The Partner Tool



See: http://www.partnertool.net

Benefits of the Tool

- Evaluate how well your collaborative is working in terms of identifying the "right" partners, leveraging resources, and strategizing for how to improve the work of the collaborative.
- Demonstrate to partners, stakeholders, evaluators, and funders how your collaborative is progressing over time and why working together is making tangible change.
- Engage in strategic collaborative management to develop action steps and implement change to reap the benefits of social networking.

Defining Your Measures

- Frameworks will help you organize your measures
- Examples measurement categories:
  - Synergy/collaboration
  - Leadership
  - Administration and management
  - Effectiveness
  - Sufficiency of resources
- What measures are you thinking of collecting as part of your evaluation?

Sample Measurement Strategy Template

Measure Name	Measure Type	Definition	Collection Frequency	Data Source
	Outcome, Process, Structural			

Putting it All Together: The Evaluation Plan

- Vision, mission, goals, and objectives of the partnership
- Background information about the community, the problem being addressed and the context for change
- Key evaluation questions
- Measures (outcome and process)
- Data collection method, data sources, and instruments
  - Timing of data collection
- Analysis plan
- Plan for administering and managing evaluation
- Human Subjects Protection
- Dissemination/learning collaborative

Exercise: Evaluation Plan Template

Take 10 minutes to start putting together your evaluation plan

Evaluation Question (process & outcome)	Indicator	Data Collection Method /sources/ Tools	Frequency of Data Collection	Timeline for Data Collection	Staff / Org Responsible for Data Collection
1.					
2.					
3..					

Key Takeaways

- Visualizing your partnership will help you identify potential gaps in your approach
- Organizing frameworks can help you think through your evaluation questions and measures
- Your measurement strategy should include a detailed data collection plan
- Evaluation plans should be comprehensive and be developed and approved by the partnership before going into the field

Questions?

Take a Break!

10 minutes

Evaluation in the Field: Implementation and Problem-Solving

Roadmap for Evaluating Multisector Partnerships

	Activity	Key Questions
✓	Define success	What's your vision, mission, and measurable goals? Is everyone on board?
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✓	Develop evaluation plan	What's your roadmap for evaluating success?
→	Set up evaluation infrastructure	How will you conduct the evaluation? What staff do you need?
→	Conduct evaluation	How will you report formative feedback?

Strategies for Effective Implementation of a Monitoring and Evaluation Plan

1. Make monitoring and evaluation part of the **routine** for partnership leadership
2. **Invest** in infrastructure to enable execution of your monitoring and evaluation plan
3. Choose measures that resonate, are relevant, and are accessible
4. Define roles and responsibilities for all partners with respect to monitoring and evaluation
5. Use your findings for program improvement and communicate successes

Setting Up Evaluation Infrastructure

- Hire evaluation staff (internal or third-party) to coordinate, manage and conduct the evaluation
- Set up and test data collection systems
- Develop and deploy communication and reporting procedures
  - Consider your dissemination strategy
- Obtain IRB approval (if doing research, not always needed for quality improvement)

Data Collection and Reporting Systems

- Data Collection
  - Create systems for capturing data based on measurement plan
  - Consider your strategy for obtaining access to data sources, leveraging your partnership organizations
- Reporting
  - Develop reporting process that emphasizes transparency and learning
  - Consider using a data dashboard, portal or scorecard

Exercise: Barriers to Multisector Partnerships

What challenges or barriers do we encounter when forming and operating multisector partnerships?

5 minute group discussion

Report Out: Challenges

What challenges or barriers do we encounter when forming and operating multisector partnerships?

Report Out: Challenges

What challenges or barriers do we encounter when forming and operating multisector partnerships?

- Time-lag for achieving outcomes
- Complexity of monitoring a multifaceted approach
- Budgetary constraints
- Potential disagreement among participants

Exercise: Q-Storming Strategies

- Purpose: To expand the range of solutions considered during a group discussion, in order to arrive at a more creative and effective conclusion.
- Process:
  - Get into four small groups (new people you haven't worked with yet today!); you will be assigned a challenge to work on.
  - Brainstorm not solutions or answers, but rather open questions that could help you think this matter through. NOTE: DO NOT ATTEMPT TO ANSWER ANY OF THE QUESTIONS UNTIL YOU FINISH THE LIST! (This will be tempting.)
  - Return to the list of questions and prioritize the critical ones to discuss. Discuss these as a way to develop a response to your challenge for the session.

Report Out: Results of Q-Storm

What did we come up with?

Key Takeaways

- Invest in your capacity to conduct evaluation
- Brainstorm challenges and strategies to overcome them with your entire partnership
- Don’t forget to use your findings for improvement purposes and to ground your population health improvement work in new context

Questions?

Wrap-Up

Revisting Our Learning Objectives

- Describe elements of an overarching monitoring and evaluation plan
- Identify measures relevant to multisector initiatives
- Identify challenges encountered in developing a monitoring and evaluation plan
- Identify challenges in implementing a monitoring and evaluation plan
- Describe strategies to support the successful implementation of a monitoring and evaluation plan

Contact Us with Questions

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Links to Resources

RE-AIM Evaluation Framework

http://www.re-aim.hnfe.vt.edu/

Partner Tool

http://www.partnertool.net

Advocacy and Policy Change Composite Logic Model

http://www.innonet.org/index.php?section_id=6&content_id=637

Collective Impact Forum

http://collectiveimpactforum.org/

Publications

Bryson, J.M., et al. (2006). The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literatures. Public Administration Review. December. Special Issue: 44-55.

Hsu, C., et al. (2009). The Potential of Partnerships for Health Advocacy and Policy Change: The Legacy of the Partnership for the Public's Health Initiative. The Foundation Review: 1(3): 4.

Roussos S.T., Fawcett S.B. (2000). A Review of Collaborative Partnerships as a Strategy for Improving Community. Annu Rev Public Health 21: 369-402.

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Woulfe J., et al. (2010). Multisector Partnerships in Population Health Improvement. Prev Chronic Dis 7(6): A119.