



Health Resources in Action
Advancing Public Health and Medical Research



National Network
of Public Health Institutes

Community Health Improvement Learning Collaborative

Webinar #2

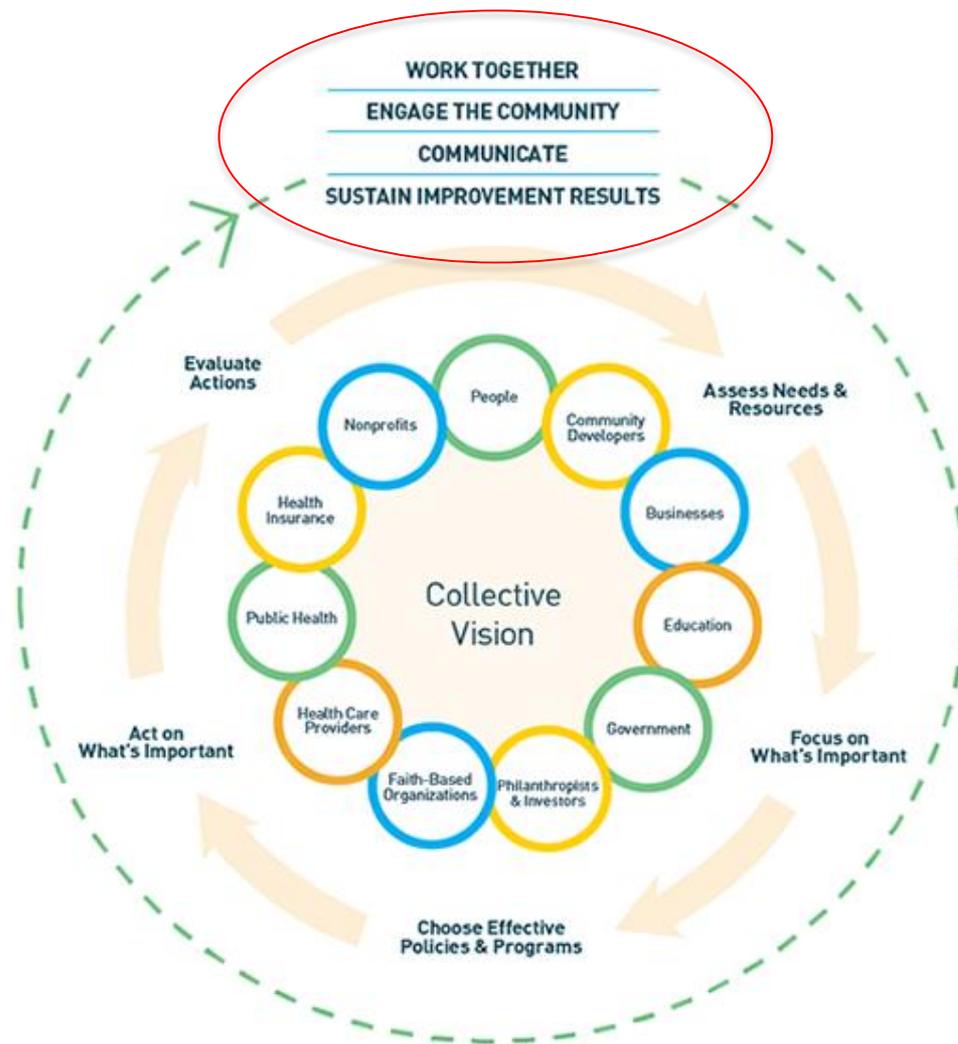
Thursday, November 19, 2015

Agenda Today

- Welcome
- Overview of Key Concepts
- Discussion of Concepts
- Examples from the Field
- Example Tools
- Wrap-up and Next Steps



Overview of Key Concepts



CHI Navigator: Concepts and Tools for Successful CHI Efforts

CDC Community Health Improvement Navigator

CHI Navigator Home

Making the Case for Collaborative CHI

Tools for Successful CHI Efforts

Work Together

Engage the Community

Communicate

Sustain Improvement Results

Assess Needs and Resources

Focus on What's Important

Choose Effective Policies and Programs

Act on What's Important

Evaluate Actions

Database of Interventions

[CHI Navigator Home](#)

Tools for Successful CHI Efforts

 Recommend  Tweet  Share

To help increase your chances of success, the framework below can serve as a template for your Community Health Improvement (CHI) efforts. Four crosscutting tenets—Work Together, Engage the Community, Communicate, and Sustain Improvement Results—are to be applied throughout the five-step CHI process.

By clicking on each box below the framework, you will find the following:

- **Key Concepts**¹: Actionable descriptions intended to guide execution in each part of the CHI process
- **Tools for Getting Started**: Select tools including "how-to" descriptions, templates, and checklists to achieve the key concepts
- **Relevant Excerpts from the Internal Revenue Service (IRS) Final Rule**: Language related to the key concepts from the IRS Final Rule on Community Health Needs Assessments (CHNA) for Charitable Hospitals, for reference

Please note that the **Tools for Successful CHI Efforts** section is not a step-by-step toolkit and does not replicate the many comprehensive tools that already exist. The Tools for Getting Started mentioned are not the only tools to consider for your CHI efforts as every collaborative and community will have varying needs. The tools listed can serve as a starting point to achieve the key concepts. For more background on how the key concepts and tools in the CHI Navigator were identified, visit the [About the CHI Navigator](#) page.



<http://www.cdc.gov/chinav/tools/index.html>



Work Together: Key Concepts

- A **common agenda and vision** for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions is shared by all participants
- **Shared accountability and ownership** of each stage of the CHI process, with clearly outlined roles and responsibilities for each partner
- **Multi-sector collaboration** is pursued throughout the CHI process (e.g., with CHI stakeholders)



Unpacking the Work Together Key Concepts

- **A common agenda and vision**
- **Shared accountability and ownership**
- **Multi-sector collaboration**
 - What do these mean to you?
 - How do they change throughout the CHI process?
 - What do they look like when applied in the community?
 - What are the challenges?
 - What are the facilitators to success?



Engage the Community

- **Diverse community stakeholders** are engaged as ongoing partners
- **People who represent the broad interests** of the communities served, particularly vulnerable/underserved populations, are involved in all stages of the CHI process
 - What do these mean to you?
 - How do they change throughout the CHI process?
 - What do they look like when applied in the community?
 - What are the challenges?
 - What are the facilitators to success?



Work Together and Engage the Community: Examples from the Field

Healthy Chelsea Coalition

- How was the champion structure developed?
- Who are the champions?
- How were they recruited?
- Who do they engage? What activities do they use?
- How do they sustain engagement of community members?



Q&A



Work Together and Engage the Community: Tool Example

Collaboration Multiplier



Developed by the Prevention Institute

For additional tools, see <http://www.cdc.gov/chinav/tools/work.html> and <http://www.cdc.gov/chinav/tools/engage.html>



EXAMPLE

Part I: Collaboration Multiplier Matrix Individual Organizations' Responses

Field	Why is this issue important to your organization?	What are your organization's goals related to this issue?	What key strategies/activities are you implementing that are relevant to this issue?	What specific results/outcomes are you seeking related to the collaborative's goals? What does success look like?	What data do you collect, and how?	What expertise and resources (knowledge, skills, training, funding) do you bring to the table?	Which partners/participants can you bring to the table to enhance outcomes?	How does your organization benefit from participating in this collaborative?
Public health	Lack of safety and healthy food have been linked to poor health outcomes	Increase awareness, resources, and efficiency of systems/programs around the area of PV/HE	Increasing education, resources and training opportunities to partners on the intersection of violence prevention and HEAL. Facilitate system and policy changes that link violence prevention efforts with HEAL efforts	Increase communication and unification under our focus of PV/HE that recognizes and supports the individual partner agency contributions to our overall goals.	Number of new partners participating in this effort, resources generated, system/policy changes related to this effort	Established and trusted, partner within the community and city that can provide justification, data, and staff resources to further this effort.	Residents, foundations, community organizations, city departments, hospitals/community clinics, school based clinics, health providers, schools, school systems and decision makers.	We are motivated by the opportunity to create efficiencies that will leverage healthier outcomes in our high risk populations.
Urban Agriculture	If increasing the access to healthy food can be shown to lead to violence prevention, then we will have more support for expanding our projects to other communities	↑ access to healthy food; ↓ barriers to healthy eating; show the direct linkage between healthy eating and VP and make this a central part of our messaging; leverage this pilot program into larger projects	Building a community urban farm that is a safe community-gathering place; reaching a multi-generational audience; recruiting kids from the juvenile justice and probations system; training residents as the leaders of the program.	Form long term partnerships; create policy changes through that we can not achieve on our own.	Pre and post survey of the youth in the program which measures the behavior and attitude changes towards healthy eating and violence prevention.	Well established and respected program that has already had a significant impact in the community. Strong community infrastructure for communication, involvement, outreach and education.	Residents, urban agriculture and food justice organizations throughout the region.	Objectives of healthy eating and violence prevention go hand-in-hand. Provides opportunity to work with other organizations that represent different sectors and bring new tools to the table.
Healthy Eating and Active Living & Community Development	Violence has a direct impact on whether or not people venture outside to engage in active living; violence is a disincentive for investment into the community as it increases stress levels and causes distractions that decreases peoples' likelihood to engage in HEAL.	↑ community access to healthy food and active living; ↑ the number of people who eat recommended amounts of fresh F&V/day by 10%; ↑ # of people who engage in the recommended amounts of moderate PA by 10%	Organizing residents to prevent and reduce graffiti and illegal trash dumping; increasing social networks to create neighborhood resiliency; helping to facilitate the development of the vegetable garden at Kepner Middle School and Munroe Elementary School; training residents to become certified exercise instructors.	Sustain the collaborative; establish a strong working relationship; maintain communication regarding opportunities; create opportunities for each other; bring together at-risk youth and violence initiatives with HEAL initiatives to increase our reach	Survey data regarding eating and active living habits.	Facilitating, creating connections throughout the community and agencies and organizations. Funding resources for organizational mini-grants, for food and meeting costs, and for supplies and materials for gardens.	Sustainable food systems, gang prevention and reduction, schools, and the police department	Funding provides resources to support our mission. This provided an opportunity to work in an area we knew we needed to be in. Violence was an important barrier to HEAL in Westwood, but we weren't involved with any VP groups.
Gang prevention and intervention	Violence is shown to be a symptom of overall unhealthy living in our community	Violence prevention and intervention	Analyze current state of healthy food access, violence, and safe places to be active; provide pro-social activities and education on gangs and their effects.	Decrease in gang violence; increased jobs for at-risk youth; development of juvenile justice referral system, beautification of the neighborhood	Pre/post attitude surveys of youth; # of individuals participating in events and workshops tied to the grant.	Provide experience in violence prevention and intervention, Street (Community) organizing,	Boys and Girls Clubs, local gangs, community-based nonprofit serving frail and isolated elderly, at-risk youth, and overwhelmed, gang prevention partners	Interested in preventing and intervening in youth violence through pro-social activities for the young people of the.
Community health education and capacity building	Because Promotoras live in their service communities, it is important for them to realize the inequities in racial, health and economic equity which impact individual's decisions wellness.	To create a base of Promotoras who can serve as advocates. Developing capacity of community members to serve as points of access.	Promotora training, community teach backs, wellness Pachangas.	Having a core group of leaders/promotoras who live in the community.	Comprehensive evaluation based on Vida Balanceada curriculum: healthy eating, wellness, heart health, & diabetes.	Training on health disparities and protective factors. Access to basic services. Case management and referrals.	Community organization that provides basic needs, food stamps, healthcare access	To be able to work more closely with organizations who serve the local area

Part II: COLLABORATION MULTIPLIER ANALYSIS

Goal: Increasing Community Safety and Access to Healthy Food

PUBLIC HEALTH

Expertise:

- Experience in population-based interventions and collection of data on chronic disease and injury rates

Desired Outcomes:

- Unification of collaborative efforts to address violence and chronic disease

Key Strategies:

- Facilitate system and policy changes that link healthy eating active living with violence prevention efforts

URBAN AGRICULTURE

Expertise:

- Knowledge on urban food system infrastructure and implementation

Desired Outcomes:

- Long-term partnerships to achieve sustainable food systems

Key Strategies:

- Create mechanisms for residents to access fresh, affordable healthy foods

WHAT RESULTS/OUTCOMES CAN BE ACHIEVED TOGETHER?

- STRONG PARTNERSHIPS AMONG PARTNER ORGANIZATIONS AND COMMUNITY MEMBERS
- SAFE COMMUNITY GATHERING SPACE: URBAN FARM
- JOBS FOR YOUTH AND ADULTS
- INCREASED ACCESS TO HEALTHY FOODS
- CHANGES TO INSTITUTIONAL SYSTEMS AND LOCAL POLICIES

WHAT PARTNER STRENGTHS CAN THE COLLABORATIVE UTILIZE?

- ESTABLISHED TRUST AND RESPECT IN COMMUNITY
- LOCAL POLICY MAKER INVOLVEMENT AND SUPPORT
- EXPERIENCE IN COMMUNITY ENGAGEMENT AND TRAINING
- CONTENT EXPERTISE
- IN-KIND SUPPORT
- LINKER TO BROADER CITY-WIDE INITIATIVES

WHAT STRATEGIES/ACTIVITIES CAN 2+ PARTNERS WORK TOGETHER ON?

- ESTABLISH URBAN FARM AND FARMER'S MARKET
- BUILD YOUTH CAPACITY TO UNDERSTAND GOAL AND ADVOCATE FOR ENVIRONMENTAL AND POLICY CHANGES
- BUILD CAPACITY OF LEADERS
- CULTIVATE RELATIONSHIPS AND PARTNERSHIPS
- CONNECT YOUTH AND COMMUNITY RESIDENTS TO TRAINING AND EMPLOYMENT OPPORTUNITIES

VIOLENCE PREVENTION

Expertise:

- Expertise in youth violence prevention and intervention

Desired Outcomes:

- Decreased gang violence and increased positive opportunities for at-risk youth

Key Strategies:

- Build youth leadership and connect youth to training and employment opportunities

CITY COUNCIL

Expertise:

- Knowledge and ability to influence local policy decisions

Desired Outcomes:

- Policies that promote health and safety in the district

Key Strategies:

- Help leverage funds for long-term sustainability

Communicate

- A process that ensures **ongoing communication** among stakeholders is established
- **Results** of each phase of the CHI process as well as key messages that build public and political support for action are **shared with the community (public)**, including evaluation results



Communicate: Examples from the Field

Kanawha Coalition for Community Health Improvement

- What type of information is communicated?
- To whom is information communicated?
- Who does the communicating? How are roles assigned?
- When does communication happen?
- How has communication been received internally and/or externally?



Q&A



Communicate: Tool Example

Creating Formal Public Reporting Processes

Section 5. Creating Formal Public Reporting Processes

The screenshot shows a web interface with a navigation menu on the left and a main content area. The navigation menu includes 'Maintaining Quality', 'Getting Feedback from', and 'Public Reporting'. The main content area has three tabs: 'Main Section', 'Checklist', and 'PowerPoint'. Two red arrows point from the 'Main Section' and 'Checklist' tabs to the first two bullet points of the list. The list contains five bullet points, with the first two being bolded. Below the list is a paragraph of text, followed by another paragraph.

Navigation menu items: Maintaining Quality, Getting Feedback from, Public Reporting

Content tabs: Main Section, Checklist, PowerPoint

- **WHAT DO WE MEAN BY FORMAL PUBLIC REPORTING PROCESSES?**
- **WHY CREATE FORMAL PUBLIC REPORTING PROCESSES?**
- WHO SHOULD BE INVOLVED IN CREATING FORMAL PUBLIC REPORTING PROCESSES?
- WHEN SHOULD YOU CREATE FORMAL PUBLIC REPORTING PROCESSES?
- HOW DO YOU CREATE FORMAL PUBLIC REPORTING PROCESSES?

Community efforts are just that – they work best when a large part of the community is involved in some way. Not everyone can be on a planning or oversight committee, or take part in implementation, however. So how do you keep the community involved and supportive?

One obvious way is to assure that individuals/community members are informed about priority community issues, about efforts to address them, and about the final/end result. This section will help you develop communication and reporting processes that keep the community informed and involved, and provide accountability for the effort.

Developed by the Community Tool Box

For additional tools, see <http://www.cdc.gov/chinav/tools/communicate.html>



Sustain Improvement Results

- The actions resulting from the CHI process are valued and **maintain support and resources** (e.g., people, organizations) to continue/sustain change into the future
- A **backbone infrastructure (BBI)** is established and coordinates activities
- **Policy, systems, and environmental solutions** are included in the actions implemented for lasting change



Sustain Improvement Results : Examples from the Field

North Jersey Health Collaborative

- How is the “backbone organization” or “backbone infrastructure” defined?
- How was the backbone organization selected or developed?
- How is it structured?
- What is the funding mechanism?
- What role does the backbone organization play?
- What are the benefits of having a backbone organization? What are the challenges?



Q&A



Sustain Improvement Results: Tool Example

Georgia Health Policy Center Sustainability Framework

<p>Sustainability Framework </p> <p>The Sustainability Framework identifies the components that contribute to organizational and programmatic sustainability.</p>  <th data-bbox="697 319 1456 436"><p>Are You Positioned for Sustainability?</p><p>Organizations with the highest potential for sustainability keep their focus on:</p></th>	<p>Are You Positioned for Sustainability?</p> <p>Organizations with the highest potential for sustainability keep their focus on:</p>
<p>Strategic Vision</p>	<ul style="list-style-type: none">• Organization has a clearly defined vision for what it hopes to achieve• All those associated with the organization share the vision• All activities are aligned with the vision
<p>Collaboration</p>	<ul style="list-style-type: none">• Stakeholders are included in program planning and implementation• Partners play an integral role and have a shared interest in the outcomes
<p>Leadership</p>	<ul style="list-style-type: none">• Inspires others to create and achieve a shared vision• Understands the relationship between short-term activities and their impact on long-term success• Exerts influence in leveraging support and resources
<p>Relevance and Practicality</p>	<ul style="list-style-type: none">• Approach based on clear assessment and understanding of the need• Approach is tailored to the environment (cultural, political, economic)
<p>Evaluation & ROI</p>	<ul style="list-style-type: none">• Evaluation generates data necessary to monitor and manage program implementation and measure program impact• Organization is able to demonstrate social, economic, and health benefits to the community it serves
<p>Communication</p>	<ul style="list-style-type: none">• Organization defines perceptions, translates successes, and creates awareness through effective communication• Information is exchanged among partners and stakeholders through structured and informal channels
<p>Efficiency & Effectiveness</p>	<ul style="list-style-type: none">• Organizational operations maximize the ability of those being served to participate and to produce intended results• Program approach is based on the success and challenges of similar initiatives• Organization draws from, and contributes to, existing community resources
<p>Capacity</p>	<ul style="list-style-type: none">• Program adequately staffed by personnel with necessary skills and knowledge• Organizational experience with projects of similar programmatic focus or scope

Developed by the Georgia Health Policy Center

For additional tools, see <http://www.cdc.gov/chinav/tools/sustain.html>



Next Steps

- TA Call #1: Tuesday, December 8, 1pm – 2pm EST
 - Homework in partnership pairs
 - Looking ahead to the next webinar, what topics what you like to delve into on the TA call?

- CHI Learning Collaborative Wiki
<http://chi-lc.wikispaces.com/Homepage>

- Next Webinar: Monday, December 14, 1pm – 2:30pm ET



Partnership Pairs

Frederick County Health Care Coalition	North Jersey Health Collaborative
Healthy Chelsea Coalition	Healthy Hanover Coalition
Healthy Livable Communities Consortium of Cattaraugus County	Kanawha Coalition for Community Health Improvement
Greater Waterbury Health Improvement Partnership	Healthy St. Mary's Partnership
DC Healthy Communities Collaborative	Partners for Healthy Communities of Central PA



Homework

- In your partnership pairs, discuss the following questions as you see the four cross-cutting concepts (Work Together, Engage the Community, Communicate, and Sustain Improvement Results) relating to the *assessment phase* of the CHI process
 - What do these key concepts mean to you?
 - What do these concepts look like when applied in the community?
 - How do these concepts change as you move from assessment into the other phases of the CHI process?
 - What are the challenges to incorporating these concepts into the assessment?
 - What are the facilitators to successfully incorporating these concepts into the assessment?
 - If your partnership has conducted an assessment, what would you do differently in your next assessment now that you have more information about these overarching concepts?
 - What tools from the CHI Navigator site might be helpful for your partnership to use in its next assessment?



THANK YOU!

For questions about the Learning Collaborative, please contact Allyson Auerbach at aauerbach@hria.org.

