

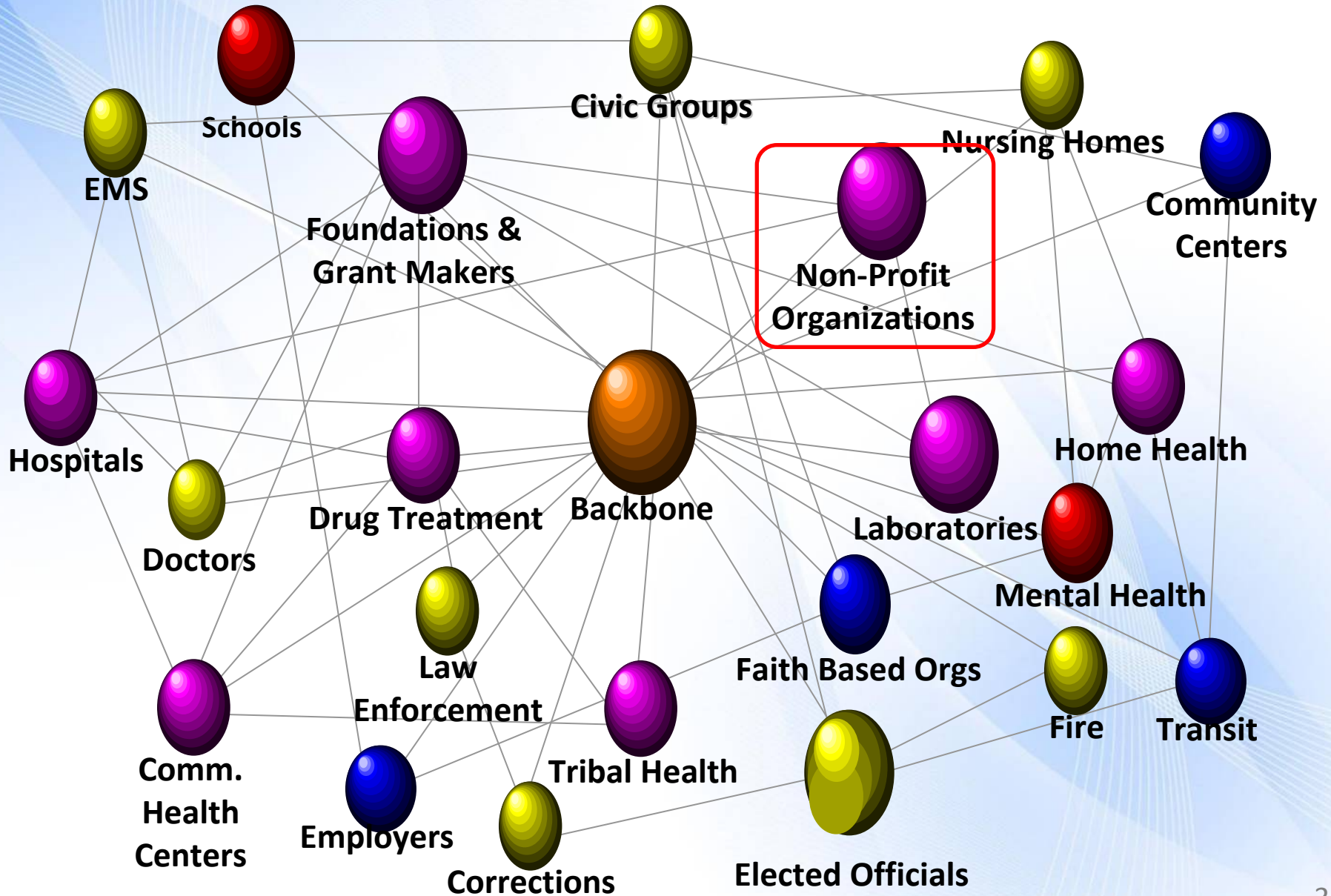
After the CHNA: How to Engage Communities in Health Improvement

Bill Barberg, President, Insightformation, Inc.

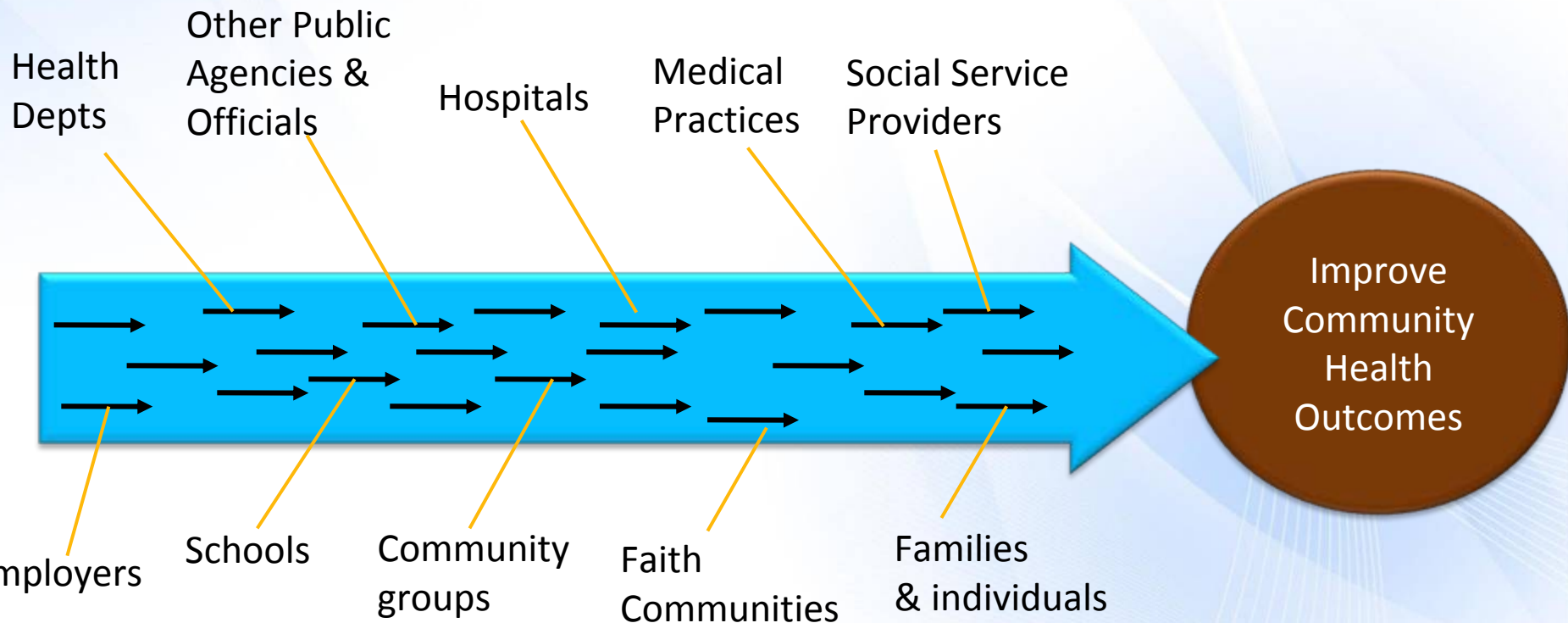
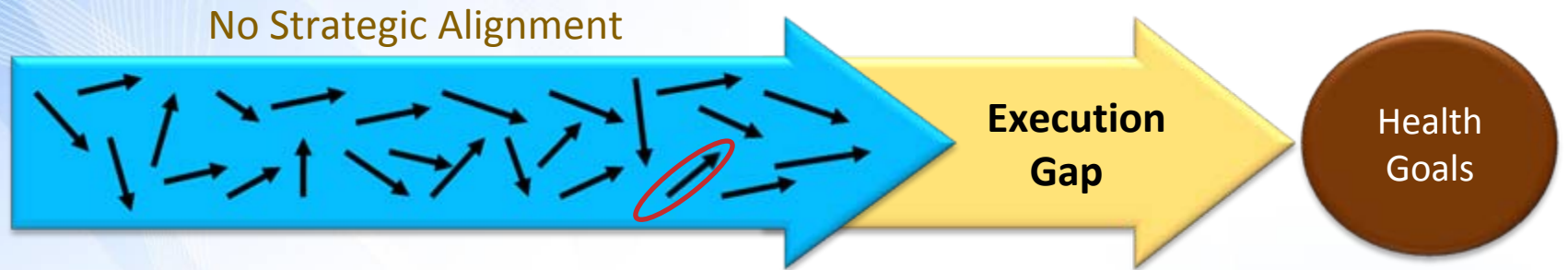
Agenda

- **Community Strategies are Different from Organizational Strategies**
- **Co-Creating a Zoomable Strategy Map Framework**
- **Proactively Recruiting Partners to Provide Assists**
- **Embrace Key Lessons from Strategy Management**
- **Three Important Types of Measurement**

Hundreds of Organizations in Dozens of Clusters



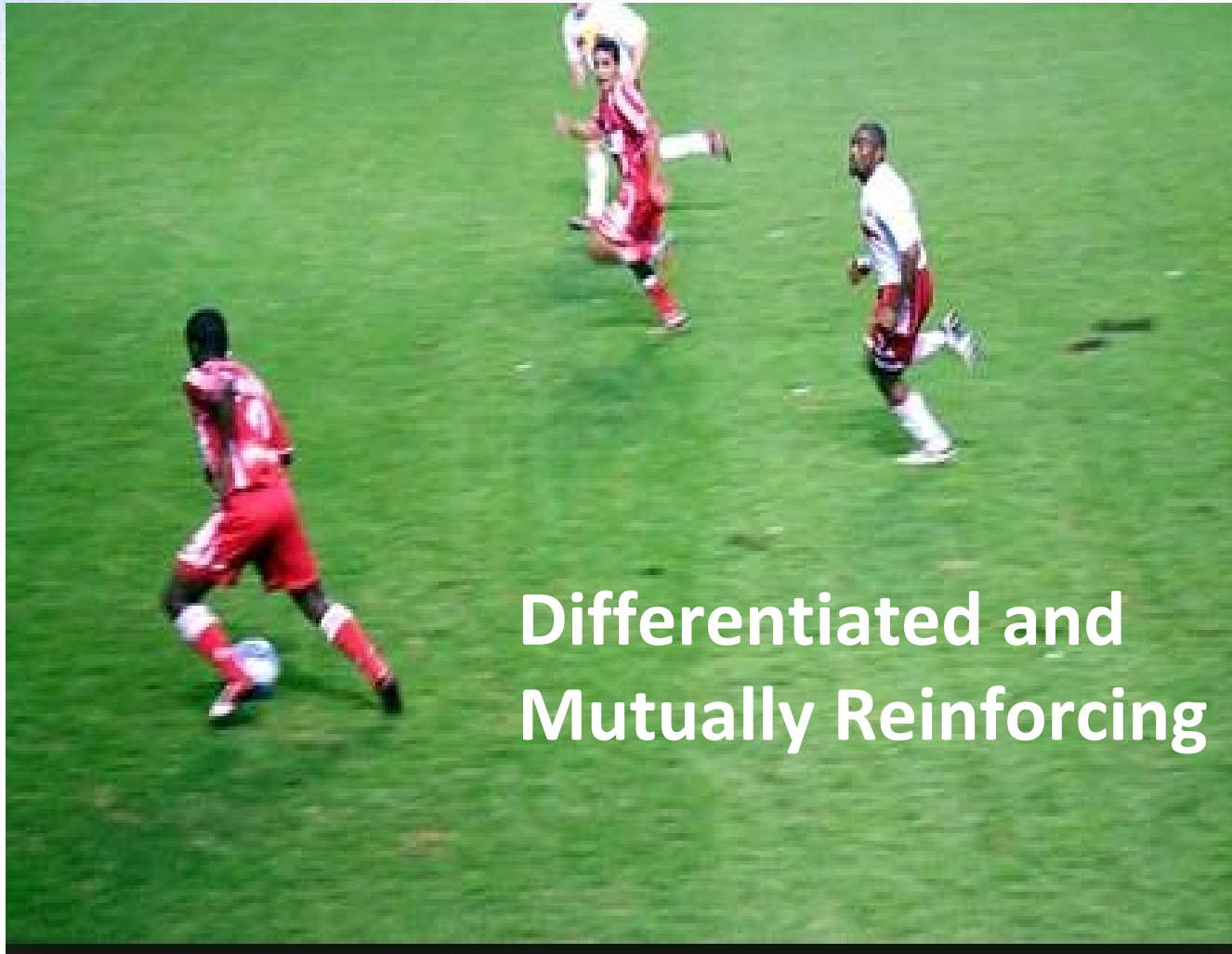
The Need to Collaborate around a Strategy



Agreeing on Common Goal is Not Enough



Professional Soccer Players Know their Roles...



...Because They Understand the Strategy



Question

- Did you read the pre-read article on **Harnessing the Power Source for Collective Impact: Mutually Reinforcing Activities?**

A Different Way of Thinking

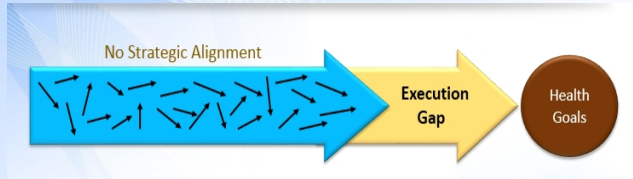
From:
**Organization
-Focused**

To:
**Community-
Centric**



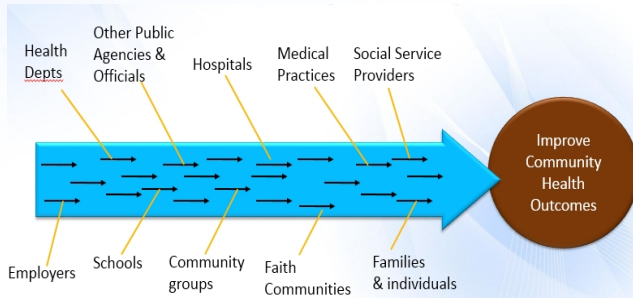
Different Mindsets

Organization-Focused



- **Isolated Evaluation and Accountability**
 - External pressure to “score points” (spin data)
 - How do I get data that proves **I’m responsible for achieving improved outcomes?**

Community-Focused



- **Collective Evaluation and Accountability**
 - Intrinsic motivation to achieve results that matter to the community
 - How do I demonstrate that I’m a **team player**
 - Team Effectiveness and Efficiency
 - How do we engage and align more partners?

An Important Shift in Thinking

- **From:** “What do I need to do?” (or my organization)
- **To:** “How are we going to win **as a community**—and what is my organization’s role?”

**A Copernican Shift
in Strategic Thinking**



Recommendation #1

Co-Create

Crafted by multiple organizations for improved input and ownership

a Flexible, and Zoomable

Stable, but allow
for “emergent”
adjustments

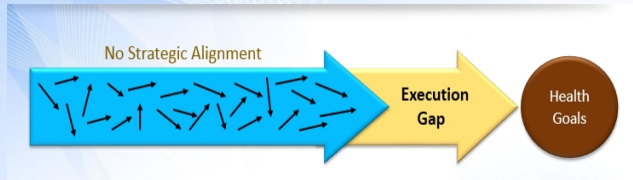
Show various levels of detail,
like Google Maps

Strategy Map

Visual display of the strategy
framework

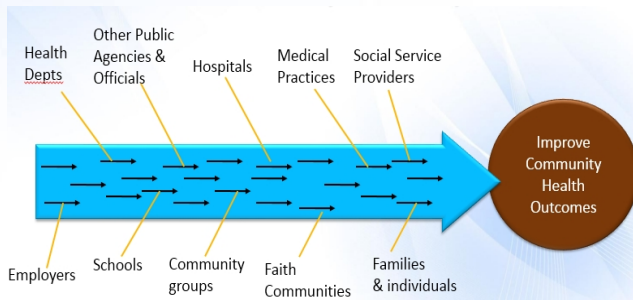
Re-Defining the Term “Strategy”

Organization-Focused



- **FOCUS:** “The few things we will pick to do with our limited resources”

Community-Focused



- **FRAMEWORK:** “A *zoomable* framework that will organize efforts and enable success—which we will work with the community to figure out how to do.”

Different Tools and Techniques

Instead of the typical document and table-based approaches...

Priority Area 2: Healthy Eating
Goal: Increase healthy eating in East County.



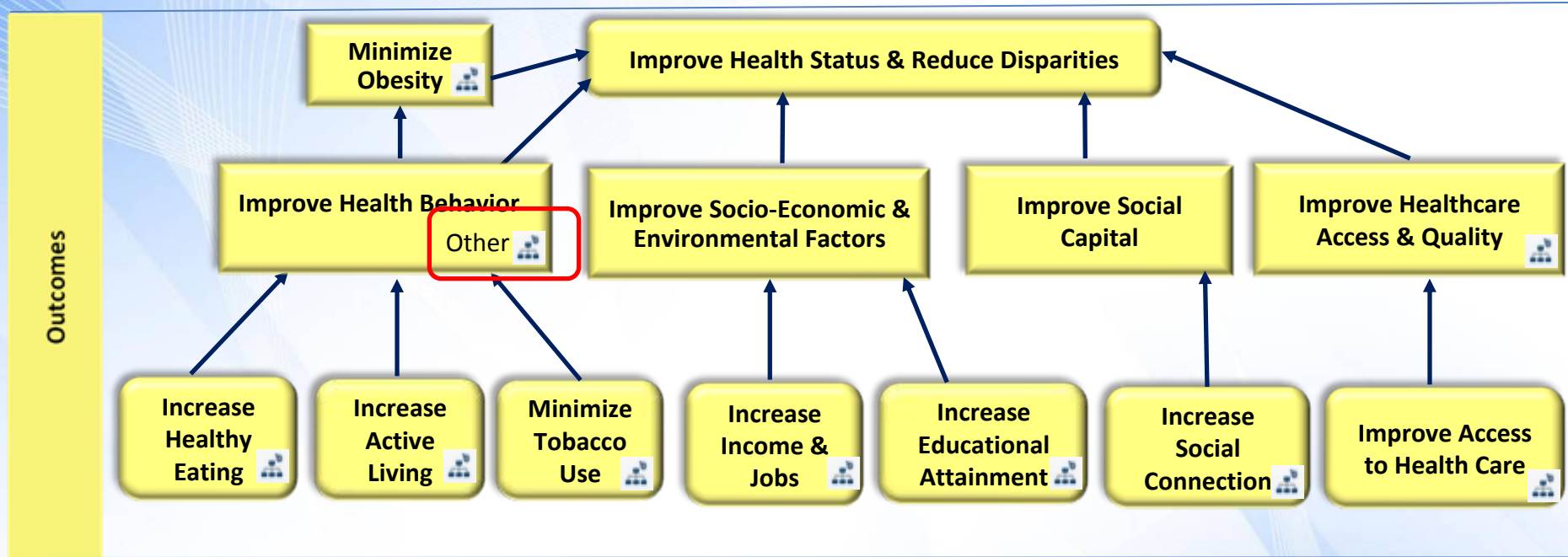
Strategies

2.1 Implement educational resources to promote awareness about healthy eating in East County.

2.2 Pursue environmental changes that result in increased healthy eating opportunities.

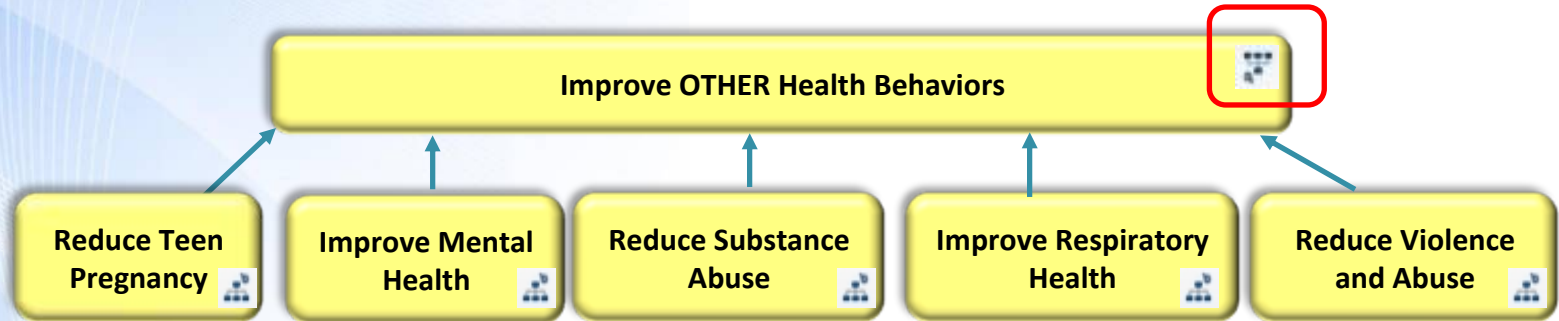
Objective(s)	Performance Measures	Source	Baseline	Frequency
2.1.1 Increase community awareness of the importance of eating healthy by connecting 20 partners to the East Region Food Resource Guide, by 2014.	Number of resource guides distributed in the community	East Region	0	Annually
2.2.1 Secure 3 new corner stores offering fresh produce, by 2016.	Number of corner stores offering fresh produce	East Region	0	Annually
2.2.2 Establish baseline of schools participating in farm to school programs and increase by two, by 2016.	Number of schools participating in farm to school programs	East Region	2	Annually
	Percent of children ages 5-11 eating 5 or more fruits and veggies per day	2011-2012 California Health Interview Survey	53.9%	Every 2 years
	Percent of teens ages 12-17 eating 5 or more fruits and veggies per day	2011-2012 California Health Interview Survey	21.5%	

St. Louis and St. Clair County Health Strategy

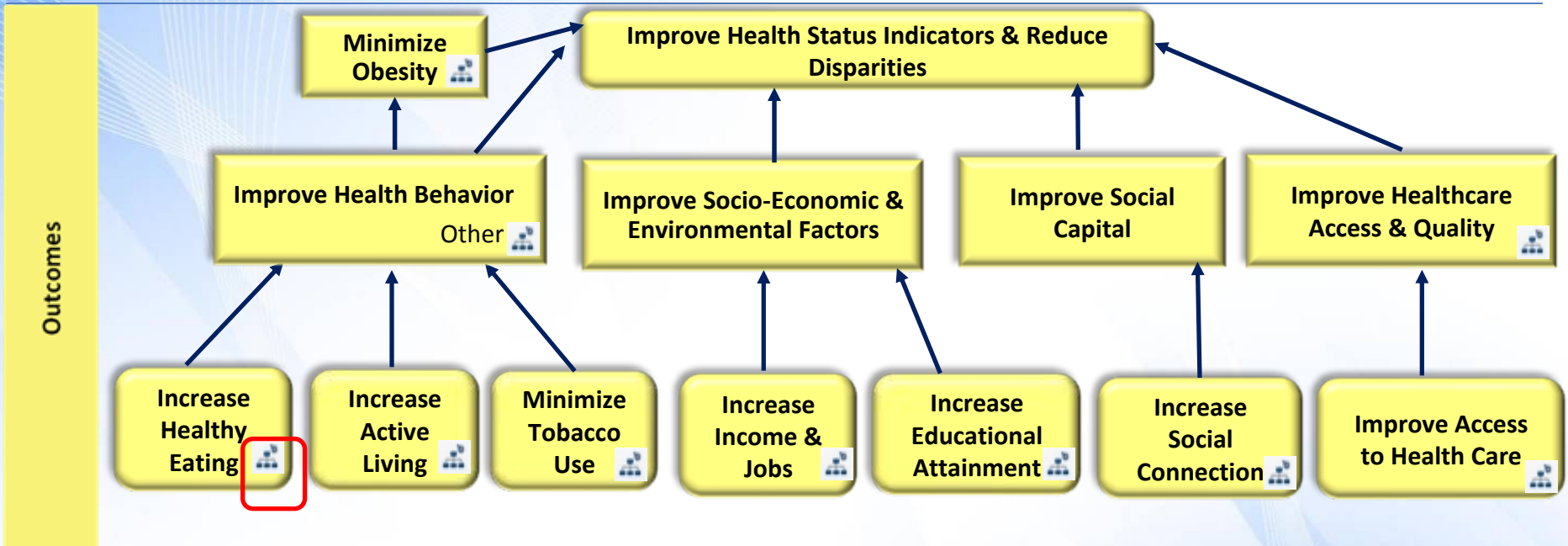


Improving **Other** Health Behavior Indicators

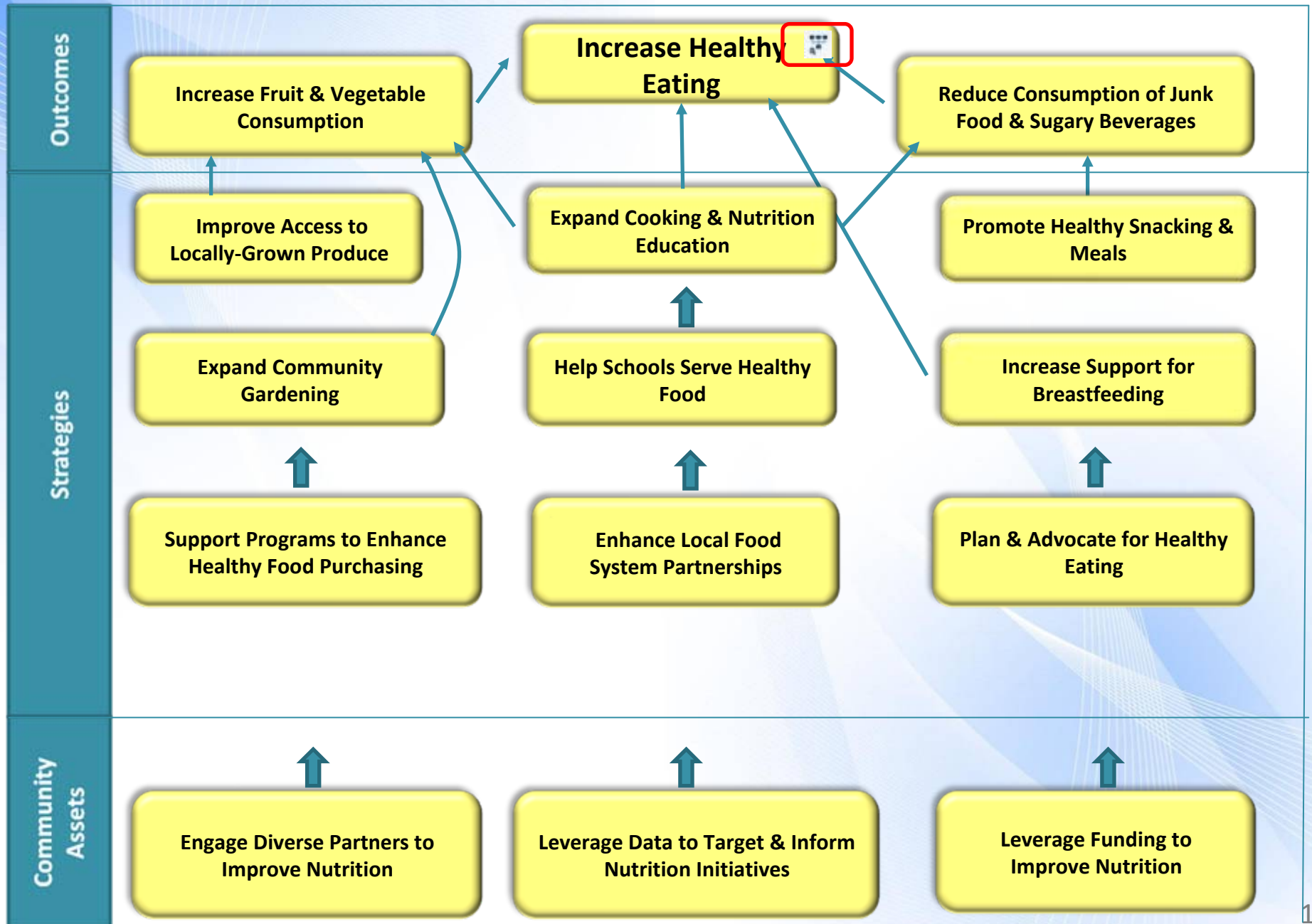
Outcomes



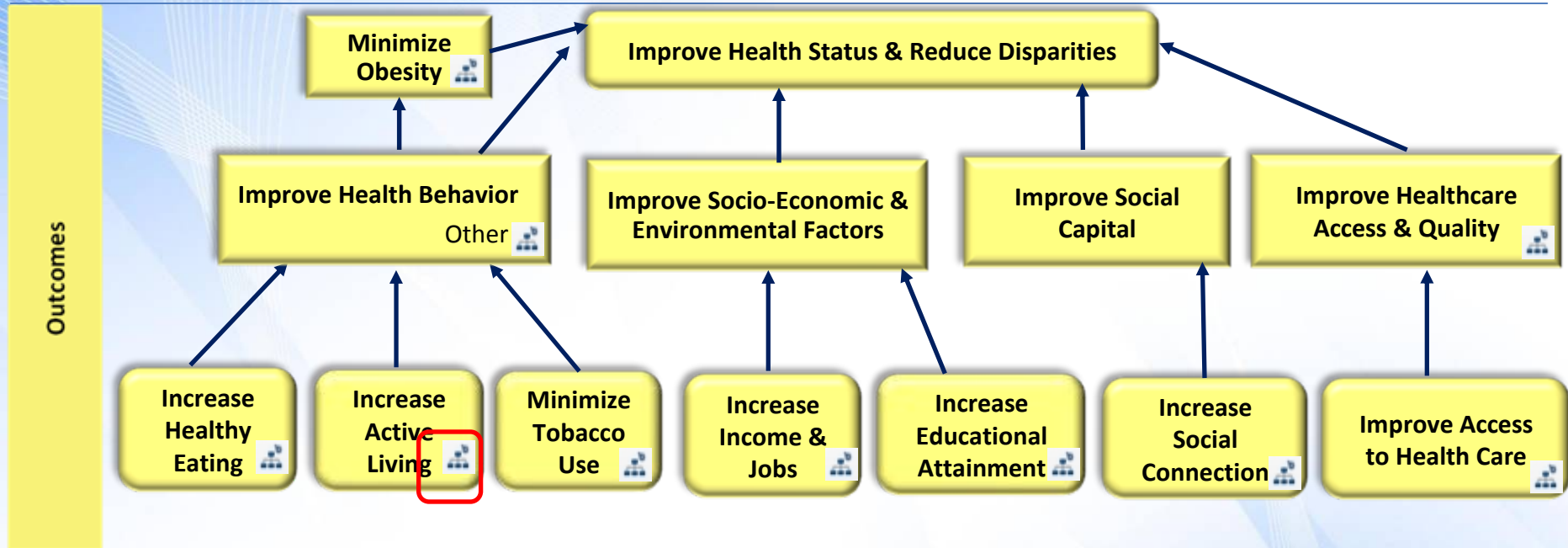
St. Louis and St. Clair County Health Strategy



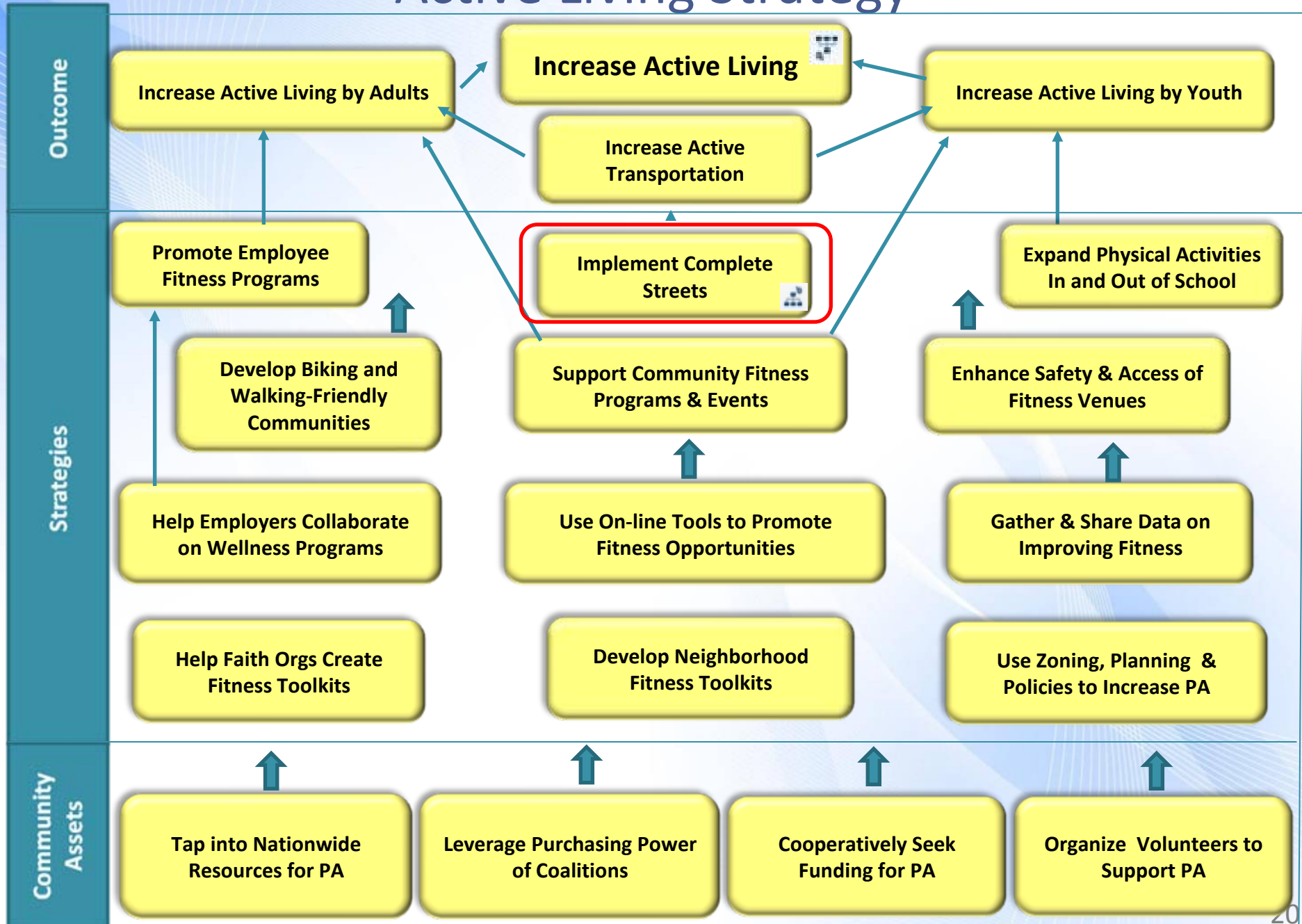
Healthy Eating Strategy



St. Louis and St. Clair County Health Strategy



Active Living Strategy



Recommendation #2

Proactively Recruit Partners that Can Help to Improve your Success

Where do you need help to make progress in your strategy map?

Who Scored More Career Points than This Guy?

32,292 Points



Who Scored More Points than Michael Jordan?

36,928 Points



What made the Difference for Karl Malone?

36,928 Points



The Power of Teamwork!

36,928 Points



Karl Malone

John Stockton

15,806 Assists

(3,000 more than #2)

9x NBA Assists Leader

Recommendations for Recruiting Partners

- **Focus on engaging the people you're trying to help— not just as voices, but as key parts of the solution.**
- **Strategy Ambassadors**
- **Faith Communities**
- **Universities and Colleges**
- **Social Entrepreneurs**



Recommendation #3

Embrace Key Lessons from **Strategy Management**

There is a well-established
body of knowledge of how to
implement complex strategies

Practical Steps for Co-Creating a Community Strategy

- **The Most Valuable Lesson I've Learned in Strategy Management**



Dr. Robert Kaplan
Harvard Business School



Practical Steps for Co-Creating a Community Strategy



Focus on **describing** your strategy before you try to Measure it.

Established Definitions of Strategy Management Terms

- **Objective** (The building block of the strategy maps)
 - Typically describes a desired CHANGE
 - Increase biking and walking to work
 - Often has a “from-to gap” description of the change
- **Measure**
 - Monitors progress towards achieving the Objective
 - % of employees who frequently bike/walk to work
 - Has a trend of data points, **Targets**, and color bands
- **Initiatives** (or Activities or Projects)
 - Work being done. Start & End Date. Budget.
 - Conduct biking & walking audit to prioritize upgrades
 - Distribute promotional materials to employers
 - Measured by % complete

Keys to Success with Strategy Definition

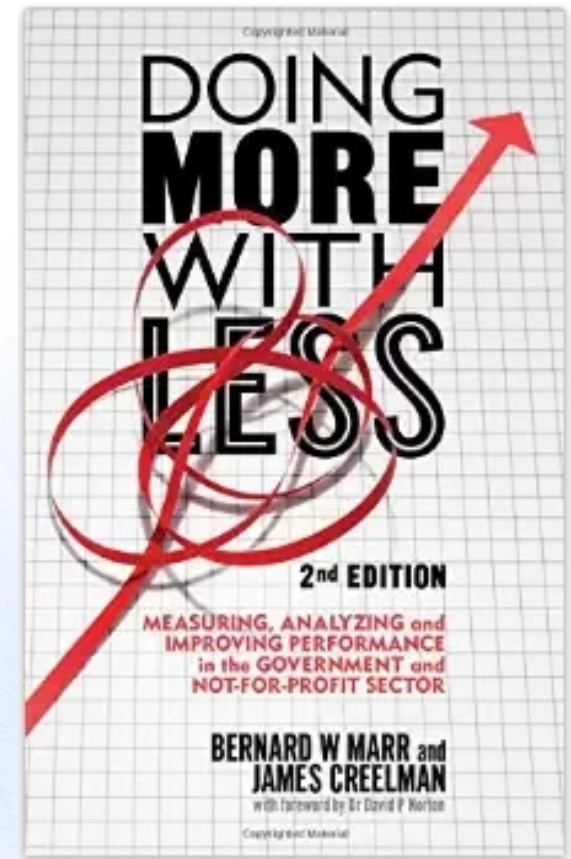
- Define the Framework of **Objectives** BEFORE you worry about measures and actions (who does what)
- Define your **Measures** BEFORE wrestling with Targets
- Recruit and Engage additional **Partners** to provide Assists (Value the “John Stocktons”)
- Identify, Document and Monitor the **Mutually-Reinforcing Activities** of different partnering organizations

Excellent Book on Strategic Performance

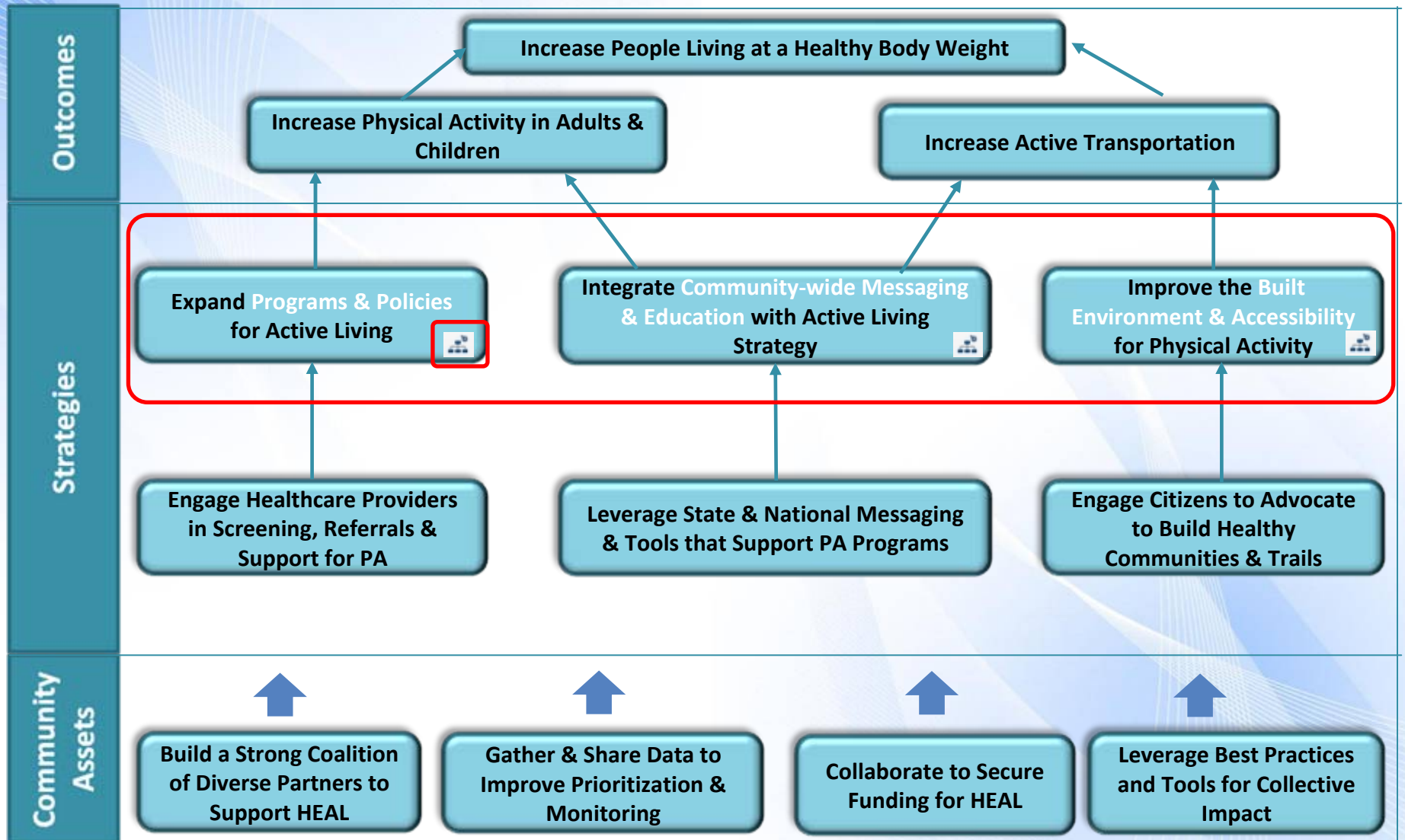
DOING MORE WITH LESS

Measuring, Analyzing, and
Improving Performance in
the Government and
Not-For-Profit Sector

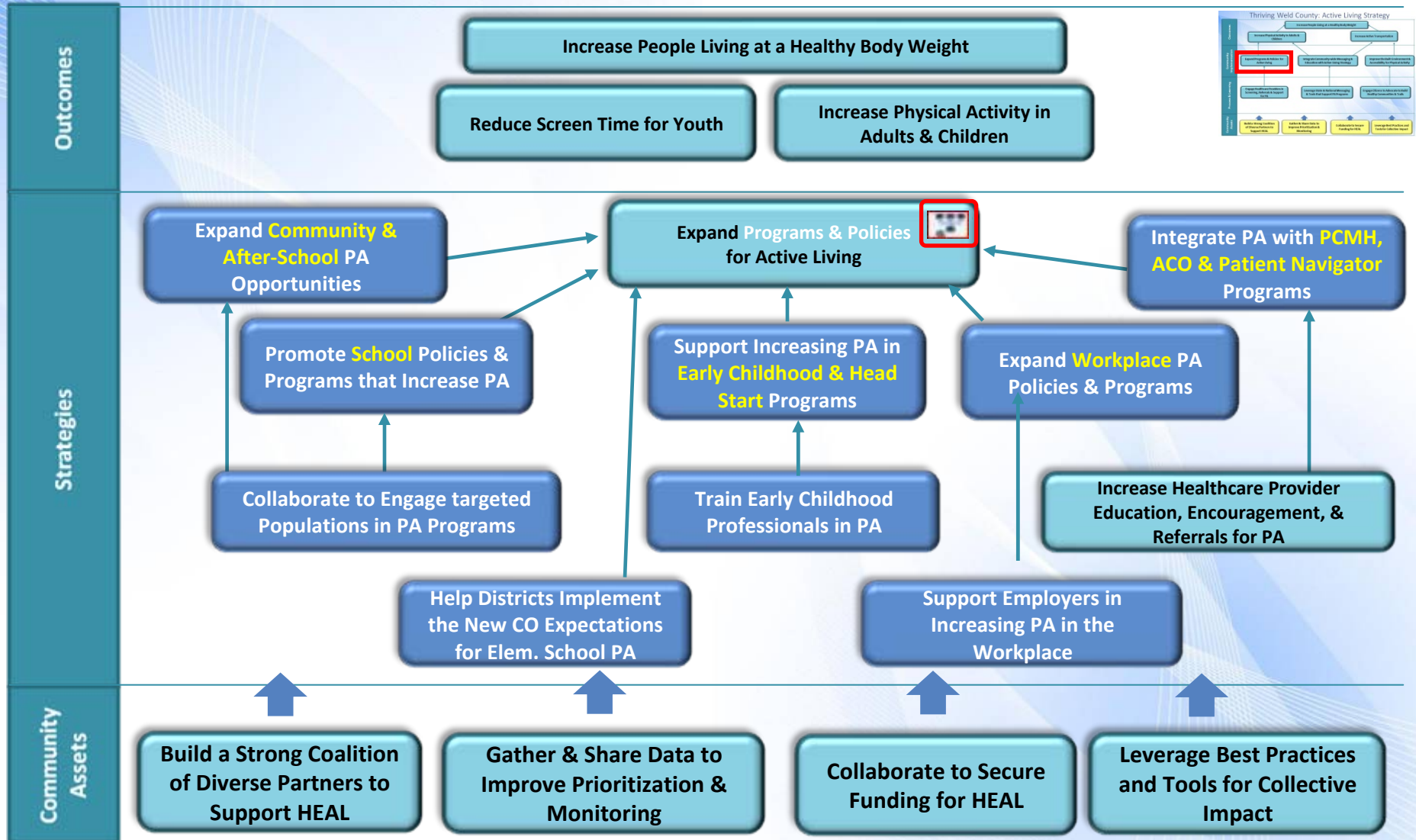
Bernard Marr &
James Creelman



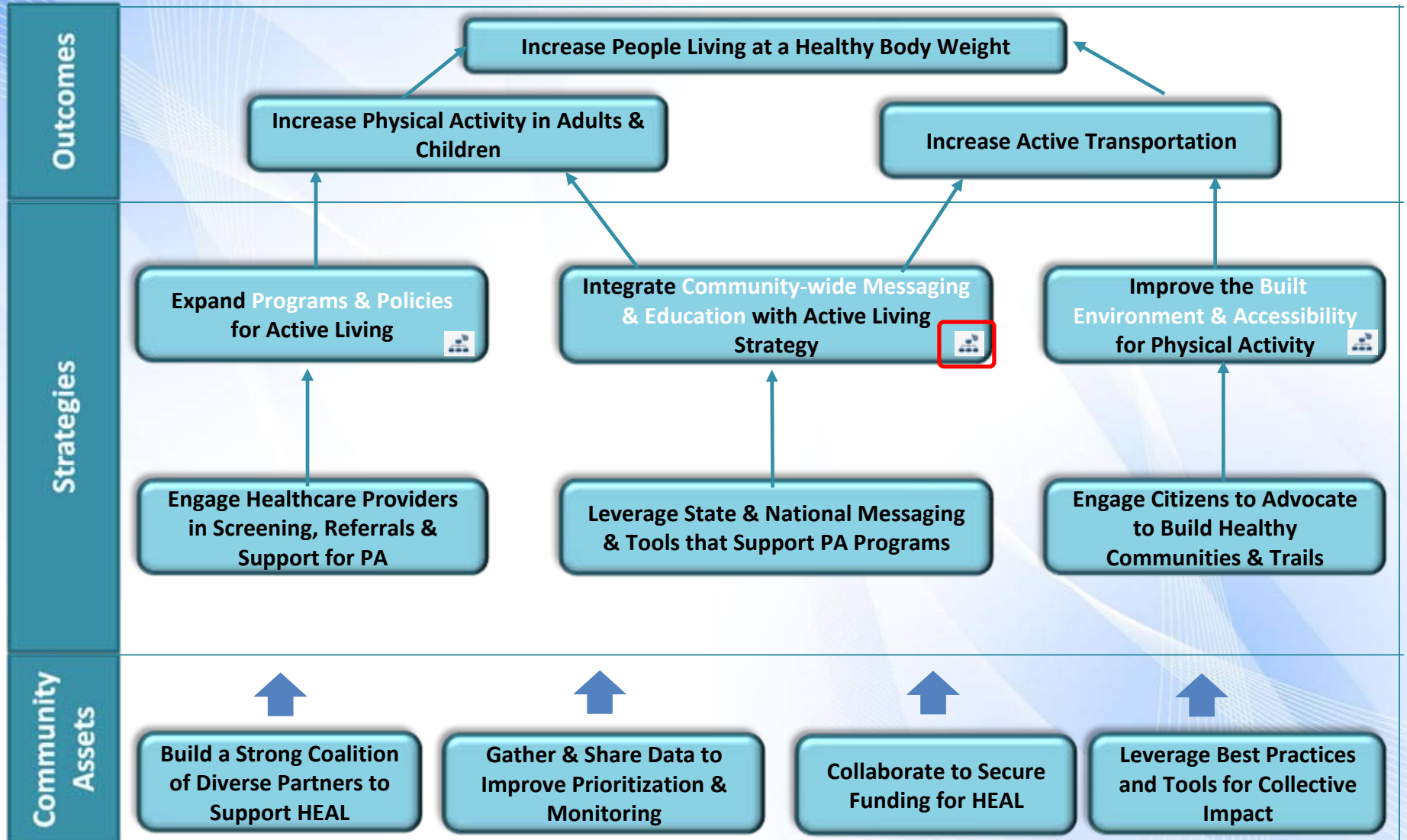
Thriving Weld County: Active Living Strategy



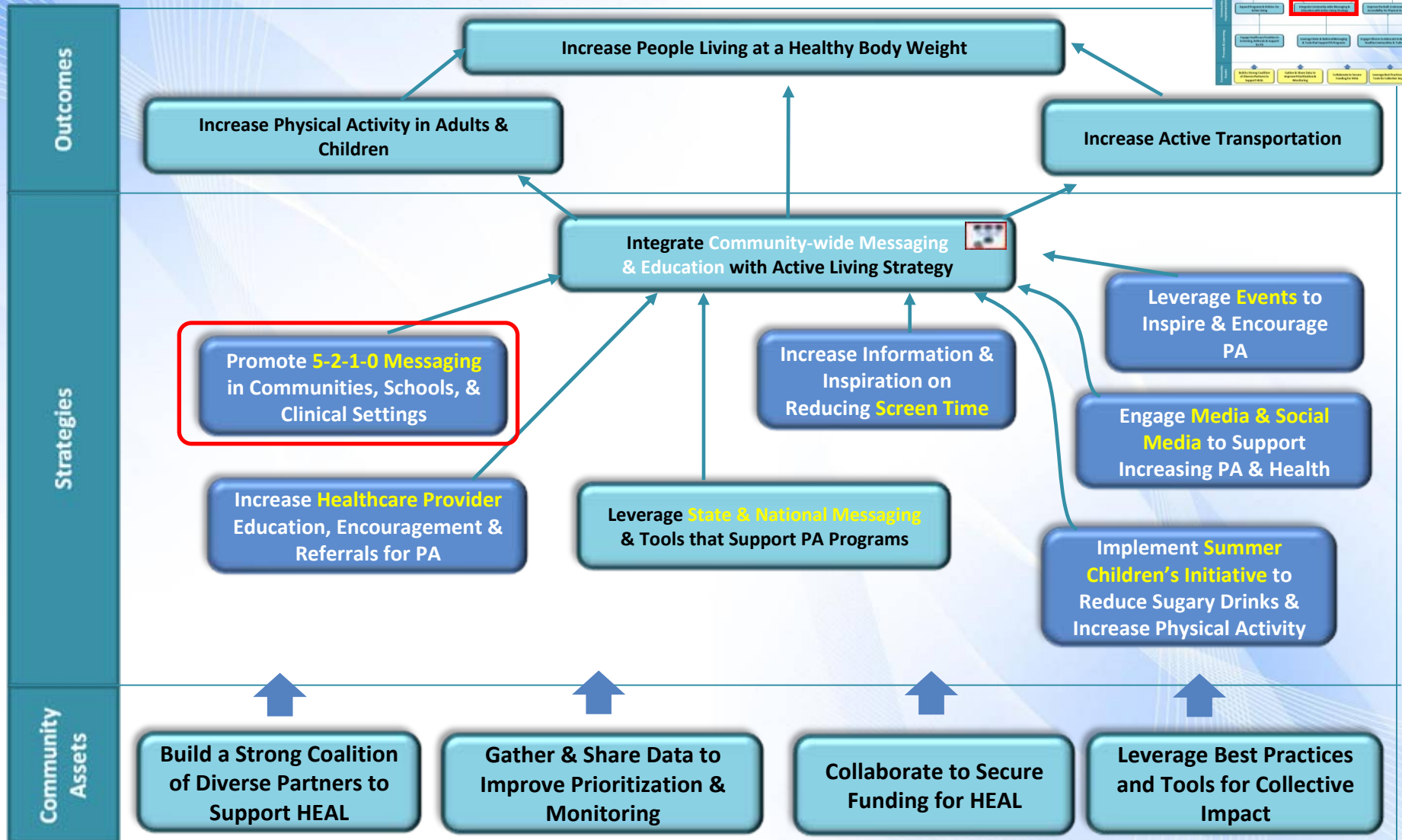
Zoom: Programs & Policies for Active Living



Thriving Weld County: Active Living Strategy



Zoom: Messaging & Education for Active Living



Supporting Information in InsightVision



PI-AL: Promote 5-2-1-0 Messaging in Communities & Schools



Description Evidence From-To Gap Assists Activities & Ideas



Promote 5-2-1-0 Messaging in Communities & Schools

The 5-2-1-0 healthy eating program seeks to encourage kids and families to incorporate healthier eating habits into their daily lives. In addition, it is essential that there is a consistent message of these healthy habits to families from various sources so that families have a clear understanding of the importance of eating well and being physically active. As a result, we seek to encourage teachers, doctors, child care providers, and community organizations to encourage families to use the 5-2-1-0 ratio when discussing ways to encourage a healthier lifestyle.

This program specifically encourages people to incorporate the following guidelines into their lives daily, which will help to encourage families to eat well and be more active: consume at least five servings of fruits or vegetables each day (5), limit screen time (TV, computer, and video games) to two hours or less per day (2), engage in at least one hour of physical activity per day (1), and consume no sugary beverages each day (0).

Lead Advocate - Mike Schwan 970-304-6420 ex. 2343, mschwan@weldgov.com

Action Team - Name 1, Name 2, Name 3

Return to Healthy Eating Strategy Map [here](#)

Return to Integrate Community-wide Messaging & Education with Active Living Strategy Map [here](#)

Return to Educate & Promote Healthy Food & Beverage Choice Strategy Map [here](#)

5 FRUITS & VEGGIES
2 HOURS OR LESS
OF SCREEN TIME
1 HOUR OF VIGOROUS
ACTIVITY
0 SUGARED
BEVERAGES

Evidence, Guides & Toolkits



PI-AL: Promote 5-2-1-0 Messaging in Communities & Schools



Description Evidence From-To Gap Assists Activities & Ideas



Describe the Evidence that Supports this Objective

Recently, the American Medical Association, Department of Health and Human Services' Health Resources and Service Administration, the CDC and other professional organizations found consistent evidence to support targeting four specific behaviors that are easily actionable and can directly contribute to better management of the caloric energy intake versus energy expended relationship that is essential to preventing obesity. The key target behaviors consist of consuming at least five servings of fruits or vegetables each day (5), limiting screen time (TV, computer, and video games) to two hours or less per day (2), engaging in at least one hour of physical activity per day (1), and consuming no sugary beverages each day (0). The 5-2-1-0 messaging campaign has been adopted widely, either directly or in a slightly modified form (e.g., 5-2-1-Almost None [5-2-1-AN]) in numerous communities including Weld County (Davis MM, Gance-Cleveland B, Hassink S, Johnson R, Paradis G, Resnicow K.) (2007). Recommendations for prevention of childhood obesity. Pediatrics. 120(Suppl 4):S229-53).



Recommended (Colorado HEAL LPHA Collaborative,2014) strategic options specifically for healthy beverage consumption include:
INCREASING WATER CONSUMPTION
CREATING HEALTHIER BEVERAGE ENVIRONMENTS FOR CHILDREN AND ADOLESCENTS
LOCAL GOVERNMENT & LPHAS WORKING ON POLICIES, REGS, AND STANDARDS
STRATEGIES THAT SUPPORT BREASTFEEDING

Guides/Toolkits

Yale Rudd Center for Food Policy & Obesity (Yale Rudd) ChangeLab Solutions "Sugar-Sweetened Beverages Playbook" available at http://changelabsolutions.org/sites/default/files/SSB_Playbook_FINAL-20131004.pdf (May 15, 2014).
Centers for Disease Control and Prevention. Strategies to Prevent Obesity and Other Chronic Diseases: The CDC Guide to Strategies to Support Breastfeeding Mothers and Babies, 2013

5 FRUITS & VEGGIES
2 HOURS OR LESS
OF SCREEN TIME
1 HOUR OF VIGOROUS
ACTIVITY
0 SUGARED
BEVERAGES

Template for a From-To Gap

 **PI-AL: Promote 5-2-1-0 Messaging in Communities & Schools**  **Print**


Description Evidence **From-To Gap** Assists Activities & Ideas

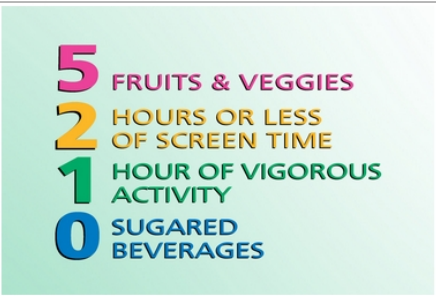
From (Current State):

1. Point 1
2. Point 2
3. Point 3


To (Desired State):

1. Point 1
2. Point 2
3. Point 3

 **Edit**



5 FRUITS & VEGGIES
2 HOURS OR LESS OF SCREEN TIME
1 HOUR OF VIGOROUS ACTIVITY
0 SUGARED BEVERAGES

Measures Tablet 

Select

Documenting Assists



PI-AL: Promote 5-2-1-0 Messaging in Communities & Schools



Description Evidence From-To Gap Assists Activities & Ideas



Assists (Where Other Organizations Enhance the Success of This Objective) Assists We are Seeking that Would Be Helpful

- Desired Assist 1
- Desired Assist 2
- Desired Assist 3

Assists Received in 2014

- Boys and Girls Club
- Chippers Lanes
- City of Greeley **
- City of Greeley Rec Dept.
- Greeley Transitional House
- Healthy Kids Club
- HPLD
- Knock out Fitness
- LaSalle Rec Dept
- Monfort Children's Clinic
- NRBH
- Platteville Library
- Rodarte Center
- School District 6 Wellness
- Sunrise Community Health
- Thompson Rivers Park & Rec Dept.
- United Way
- United Way Paso
- Weld Food Bank
- Work Out West

5 FRUITS & VEGGIES
2 HOURS OR LESS
OF SCREEN TIME
1 HOUR OF VIGOROUS
ACTIVITY
0 SUGARED
BEVERAGES

Capturing Current Activities & Ideas



PI-AL: Promote 5-2-1-0 Messaging in Communities & Schools



Print

Description Evidence From-To Gap Assists **Activities & Ideas**



List of Current Initiatives to Address this Issue

- Summer 2014 Children's Programs Collaborative Around Sugary Beverages and physical activity (Advocate Name: Carlee Rosen crosen.alliance@nocoha.org)
- WCDPHE Early Childhood Obesity Prevention Program (ongoing) (Advocate Name: Mike Schwan, mschwan@weldgov.com)
- NCHA Community Care Core Project (ongoing) (Advocate Name: Kim Jerome, kjerome@nocoha.org)

Promising Practices / Innovations / Ideas to Address this Issue

- Item 1 (Advocate Name: First Last Contact info)
- Item 2 (Advocate Name: First Last Contact info)
- Item 3 (Advocate Name: First Last Contact info)

5 FRUITS & VEGGIES
2 HOURS OR LESS OF SCREEN TIME
1 HOUR OF VIGOROUS ACTIVITY
0 SUGARED BEVERAGES

Recommendation #4

Use Multiple Types of Measures

Lagging = Outcome Measures

Leading = Driver Measures

Monitoring Activities

Understanding Lagging & Leading Indicators

- **“Lagging Indicators” are outcomes from the past**
 - **Diabetes, Heart Disease (even obesities or behavior)**
 - **Data is often 2+ Years Old**
- **“Leading Indicators” that:**
 - **Change more rapidly,**
 - **Align with strategy, and**
 - **Drive the long-term outcomes**

Teamwork to Reduce Suicides

Welcome, Bill Barber | Help | Logout | Change Password

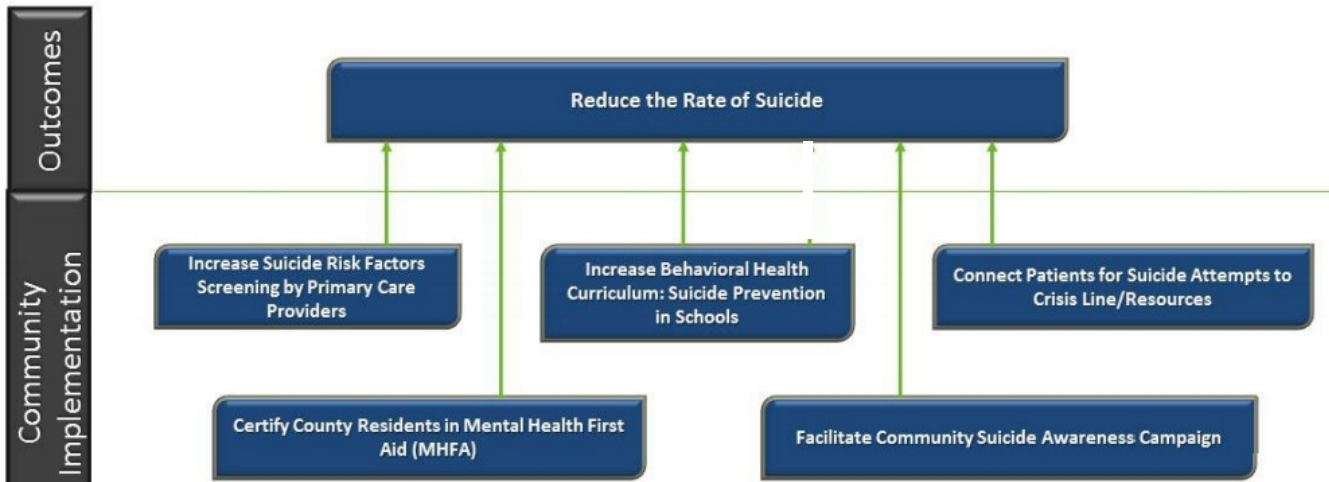


- Home (Start Again)
- Scoreboard (Data Driven Decisions)
- Reports (Data & Projects)
- Strategy Maps (Cause & Effect Logic)
- Scorecard Builder (Organize Data)
- Administration (Users, Data Import, Set up)

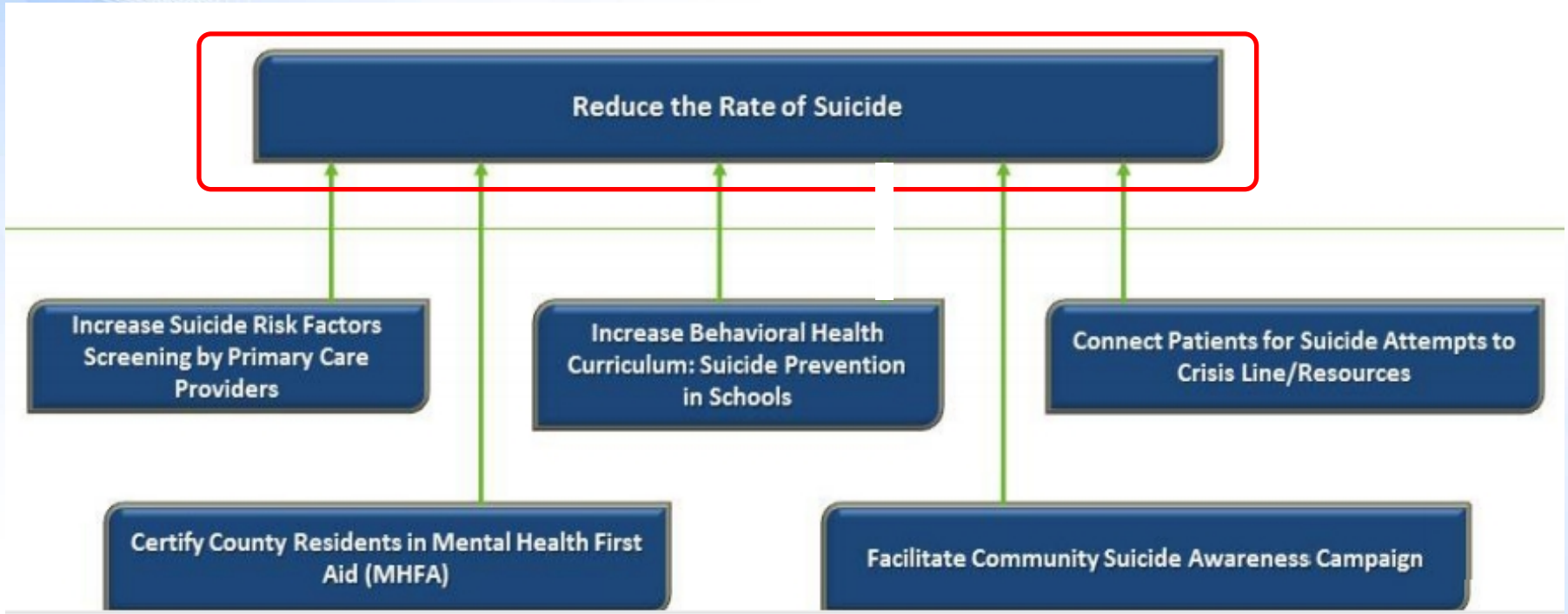
Suicide Strategy Map

Suicide Strategy Map Actions

Snohomish County Suicide Strategy



Outcomes Are Important, but...



Scorecard for Suicide Prevention

Welcome, Bill Barberg | Help | Logout | C

Home Start Again | Scoreboard Data Driven Decisions | Reports Data & Projects | Strategy Maps Cause & Effect Logic | Scorecard Builder Organize Data | Administration Users, Data Import, Set up

CHIP Scorecard for Suicide

Edit Mode | Make Default | Print to PDF | Print to PPT

Expand All | Collapse All | Scorecards: CHIP Scorecard for Suicide

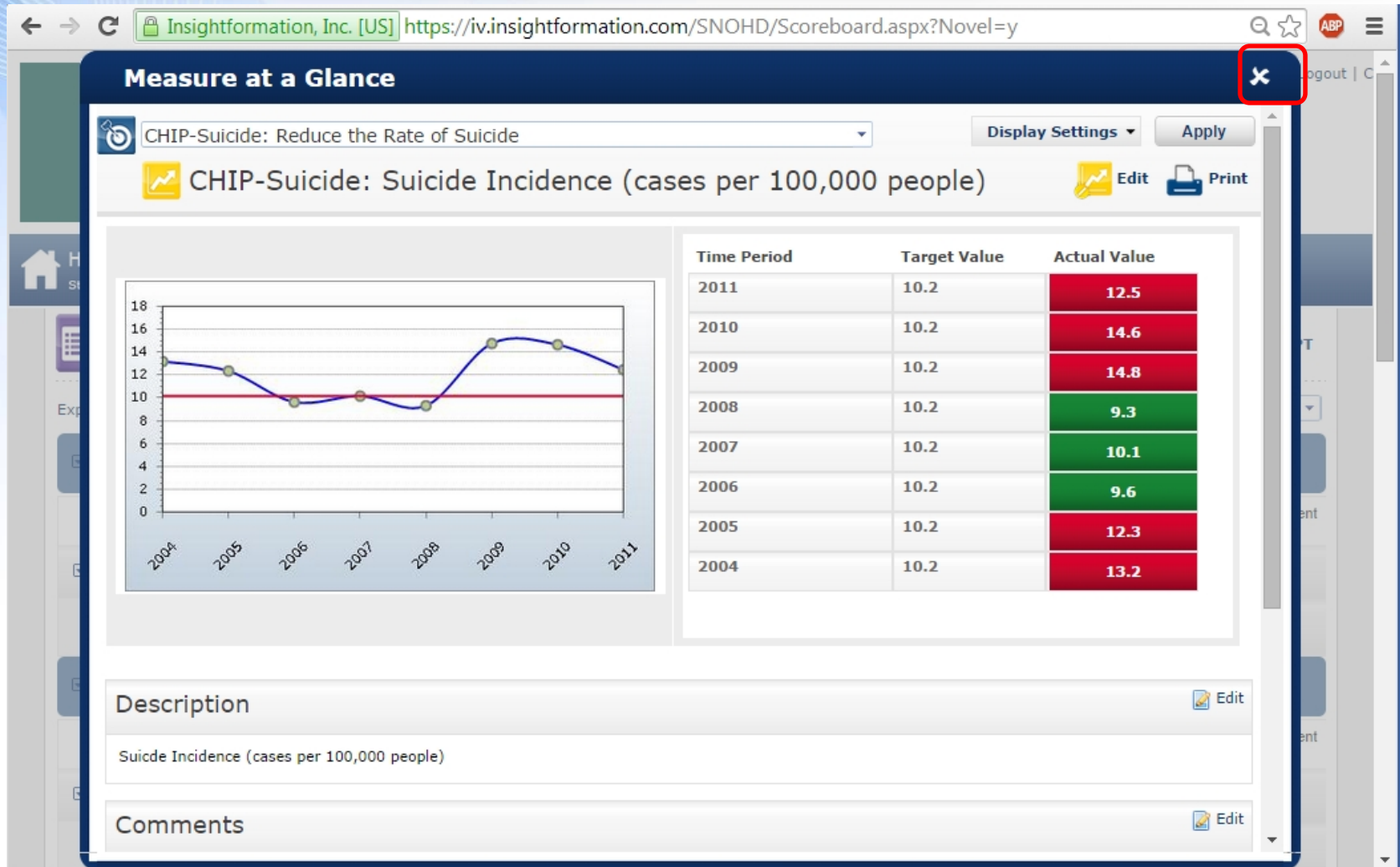
Outcomes

Name	Current Value	Change	Target Value	Most Recent Period
CHIP-Suicide: Reduce the Rate of Suicide				
CHIP-Suicide: Suicide Incidence (cases per 100,000 people)	12.5	2	10.2	2011

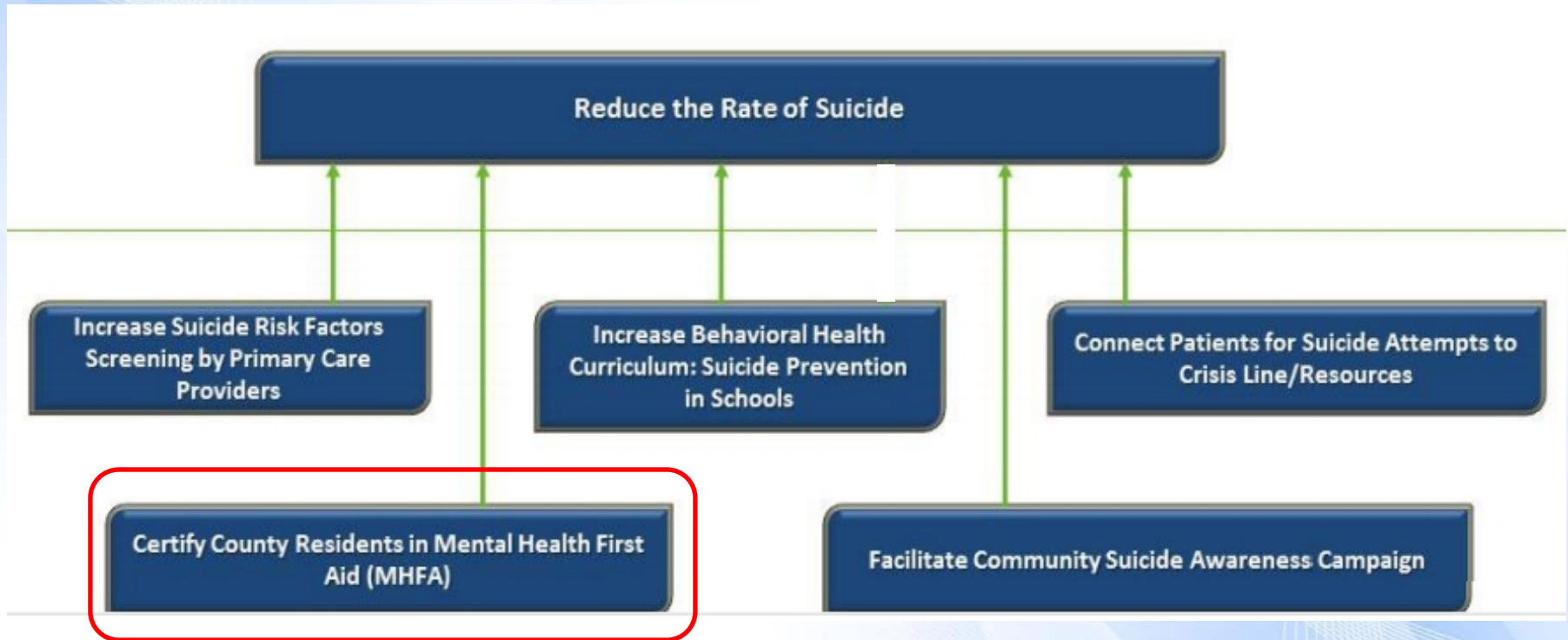
Community Implementation

Name	Current Value	Change	Target Value	Most Recent Period
CHIP-Suicide: Increase Suicide Risk Factors Screening by Primary Care Providers				
CHIP-Suicide: # of Hospitals that include screening questions on patient health questionnaire	0	0	4	2013

Presentation-Ready “Measure at a Glance”



Details for Every Objective



Valuable Information and Measures



CHIP-Suicide: Certify County Residents in Mental Health First Aid (MHFA).



Print

Description Activity Evidence From-To Gap Resources

Certify County Residents in Mental Health First Aid



Replace with Description

Lead Advocate:

Action Team:

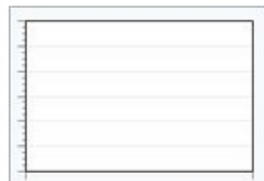
[Return to Strategy Map Here](#)



Measures Tablet

Select

CHIP-Suicide: # of county residents trained in MHFA



2013

170

Description

of county residents trained in MHFA

0



CHIP-Suicide: # of certified trainers



2014

10

Description

of MHFA certified trainers List of certified trainers in MHFA: Suicide Documents/SnoCoMHFATrainersList7-

0



CHIP-Suicide: # of MHFA classes/quarter



N/A

N/A

Description

of MHFA classes/quarter

N/A



Scorecard for Suicide Prevention

Welcome, Bill Barberg | Help | Logout | C

Home Start Again | Scoreboard Data Driven Decisions | Reports Data & Projects | Strategy Maps Cause & Effect Logic | Scorecard Builder Organize Data | Administration Users, Data Import, Set up

CHIP Scorecard for Suicide Edit Mode Make Default Print to PDF Print to PPT

Expand All | Collapse All Scorecards: CHIP Scorecard for Suicide

Outcomes

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CHIP-Suicide: # of Hospitals that include screening questions on patient health questionnaire	0	0	4	2013

<https://v.insightformation.com/SNOHD/Portal.aspx>



Measures of “Drivers” Change More Quickly

<input checked="" type="checkbox"/> CHIP-Suicide: Increase Suicide Risk Factors Screening by Primary Care Providers					
	CHIP-Suicide: # of Hospitals that include screening questions on patient health questionnaire	0	● 0	4	2013
	CHIP-Suicide: % of providers and support staff who screen patients for depression	43.0%	● 0	90.0%	2013
<input checked="" type="checkbox"/> CHIP-Suicide: Increase Behavioral Health Curriculum: Suicide Prevention in Schools					
	CHIP-Suicide: # of Districts implementing BH/suicide prevention curriculum	8	● 0	15	2013
	CHIP-Suicide: # of District leaders / Board members educated on BH/suicide	N/A	N/A	N/A	N/A
<input checked="" type="checkbox"/> CHIP-Suicide: Certify County Residents in Mental Health First Aid (MHFA).					
	CHIP-Suicide: # of county residents trained in MHFA	170	● 0	1,000	2013
	CHIP-Suicide: # of certified trainers	10	● 0	14	2014
	CHIP-Suicide: # of MHFA classes/quarter	N/A	N/A	N/A	N/A
<input checked="" type="checkbox"/> CHIP-Suicide: Facilitate Community Suicide Awareness Campaign					
	CHIP-Suicide: # of community partners engaged in campaign	N/A	N/A	N/A	N/A
	CHIP-Suicide: # of Tools in suicide awareness toolkit used by partners	N/A	N/A	N/A	N/A
<input checked="" type="checkbox"/> CHIP-Suicide: Connect Patients for Suicide Attempts to Crisis Line/Resources					
	CHIP-Suicide: # of Hospitals giving crisis line & support info at discharge	0	● 0	4	2013

Getting SMARTer: M = Measurable

Different Types of Measurement are Needed

1. “Lagging” Outcome Measures

- Change Slowly. Impacted by many things
- **Suicide Rate / 100,000 pop.**

2. “Leading” Measures (Drivers)

- Change more rapidly.
- Related to strategy execution
- **# of Citizens Trained in Mental Health First Aid**

3. Initiative (Project) Monitoring

- Accountability for getting stuff done (Quarterly cadence)
- **% Complete** of “Recruit Sponsors for Suicide Prevention Campaign”

Agenda Re-Cap

- **Community Strategies are Different from Organizational Strategies**
- **Co-Creating a Zoomable Strategy Map Framework**
- **Proactively Recruiting Partners to Provide Assists**
- **Embracing Key Lessons from Strategy Management**
- **Three Important Types of Measurement**

Next Steps

Call us about how
we can work together.



Elizabeth Gallagher 763-331-8291

Elizabeth.Gallagher@insightformation.com

Bill Barberg 763-331-8361

Bill.Barberg@insightformation.com

Visit www.insightformation.com to learn more.