

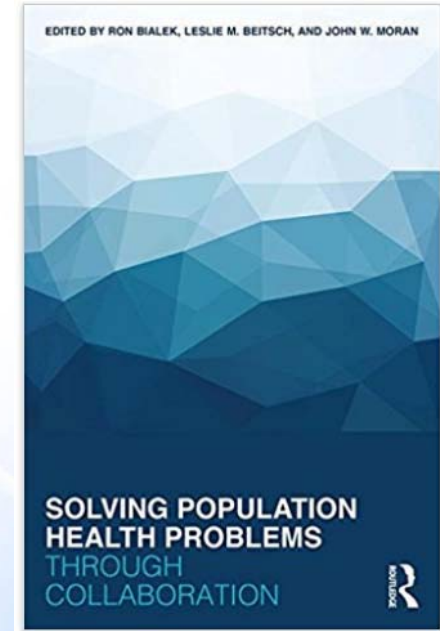
# Six Practical Steps to Implementing Population Health Strategies

*Bill Barberg, President  
Insightformation, Inc.*

# Background on the Book (2017)

Ron Bialek, Public Health Foundation:

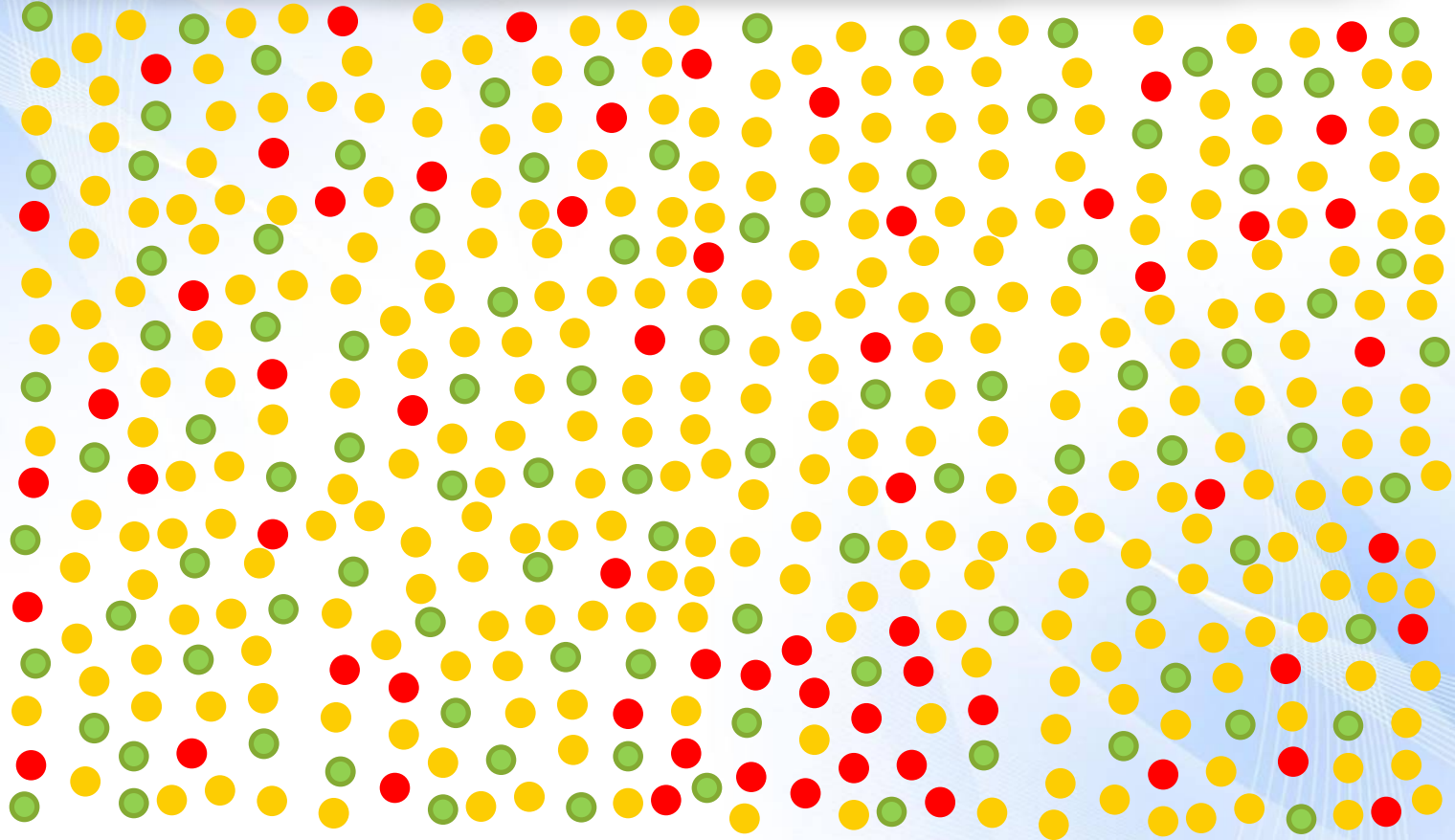
- PHF served as a convener to bring together over 50 population health experts
- A guide book for developing & implementing population health strategies
- A graduate school textbook



Ch. 22 Implementing  
Population Health Strategies

# Population Health vs. Population Healthcare

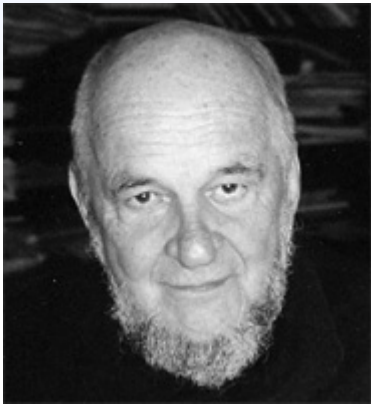
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# A Community-Focused Approach

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“No epidemic has ever been resolved by paying attention to the treatment of the affected individual.”

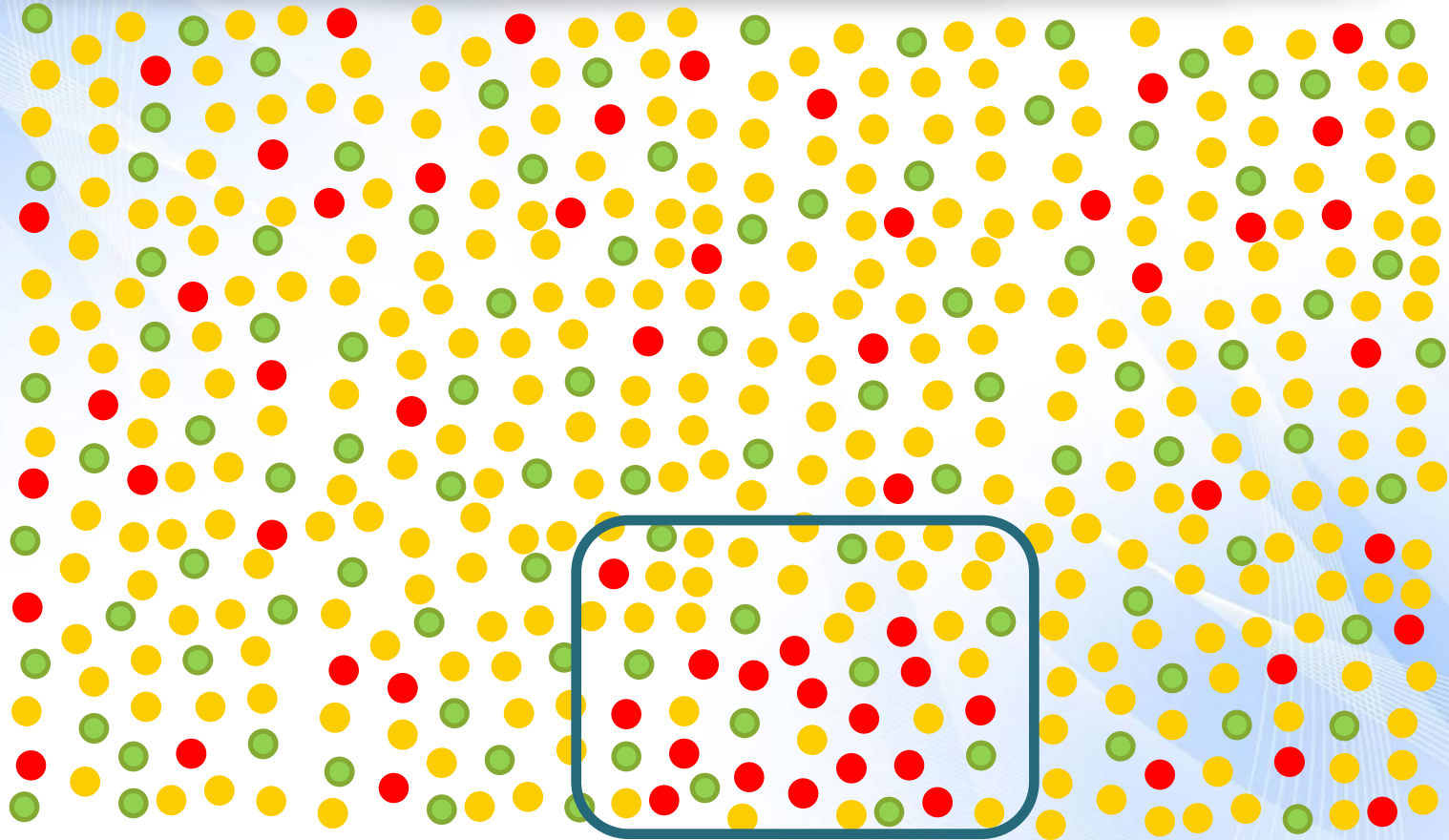


Dr. George Albee

Clinical Psychologist

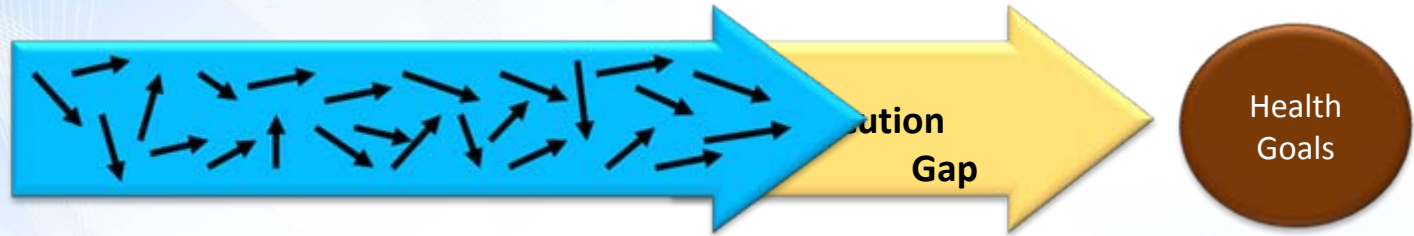
# Population Health vs. Population Healthcare

---



**People get sick as individuals but they get healthier TOGETHER**

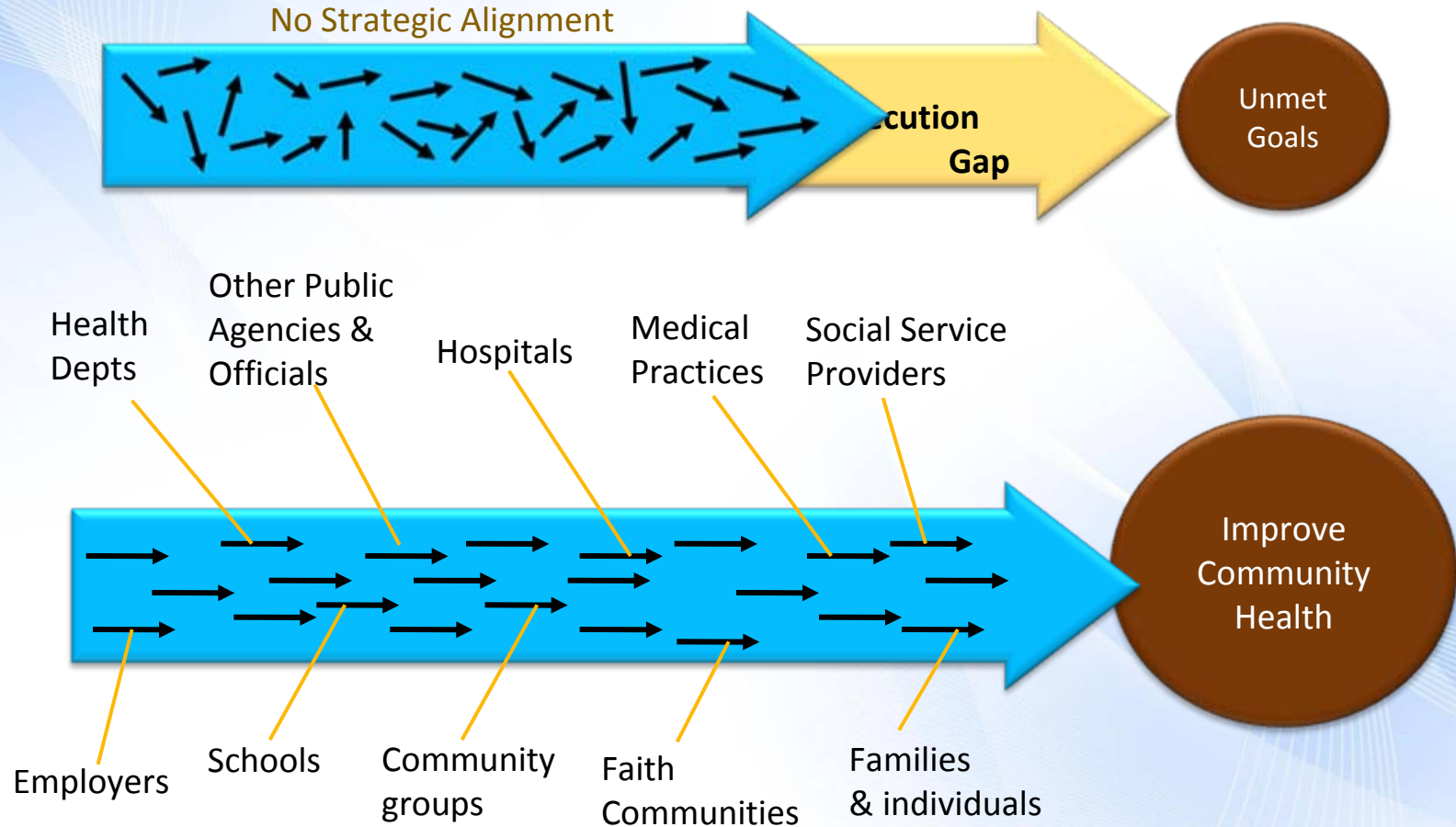
# Fragmentation Hinders Achieving Population Health Goals



- Wasteful redundancy
- Little sharing of information, ideas and resources
- Frequent ramp-up and ramp-down of programs based on funding
- Few shared strategies for working together



# The Power of Strategic Alignment and Teamwork



## Step #1: Establishing Urgency & Commitment

---

# #1. Establish Urgency and Commitment to Collaborate on Select Health Issues.

- Change involves effort, learning and time
- Everyone is busy
- Resources tend to be very tight





# Establishing the “Burning Platform” for Change

---

- Clarify & Communicate the Cost of Inaction
  - Go beyond the health statistics and survey data in the CHNA/CHA
  - What are the cost in dollars and other ways (quality of life)
- Connect the Impact Specifically to Different Groups
  - Example: Obesity and Military Readiness
  - How might their organization or job be impacted if funds are pulled to address a crisis that was preventable?
- Help People See that This is THEIR Problem, so THEY Should Help with Solving It
- Prevention Strategies Require Greater Effort to Build Urgency & Commitment

# Building a Powerful Coalition

---

- Break Down Silos in Hospitals, Clinics & Healthcare Systems
  - *Community Benefit, Population Health, Readmissions, Foundations, Clinical Care, and more.*
- City and County Health Departments
- Other Government Departments (state & local)
- FQHCs and Community Clinics
- Banks, CDFIs and Community Development Corporations
- United Way Organizations
- Employers
- Philanthropic Funders
- Health Plans



# Emphasize the “WIIFM”

---

- Develop (and borrow) Key Points for Different Stakeholders
  - Money savings
  - Fewer meetings
  - Easier to win large grants
  - Greater focus for your organization
- Emphasize Teamwork rather than Accountability
  - These are voluntary coalitions in most cases
  - Grant-centered coalitions usually fade when the funding ends
- Clarify, Craft and Communicate the Mutual Benefits of Collaboration

Request the 15-minute video on Communities of Hope in Detroit

# Early Opportunities for Collaboration

---

- Needs Assessments
  - CHNAs and CHAs
  - FQHC assessments, Bank CRA assessments, Housing assessments
  - Coordinate data collection and surveys
  - Gather data in ways that allow flexible geographic clustering (e.g. zip code or neighborhoods)
  - Focus on on-going assessment with periodic snapshots rather than just reports
- Developing and Managing Strategies
- Seeking Funding
- Sharing In-Kind Resources

# Solidify the Commitment to be Team Players

---

- Secure buy-in from organizational leaders (LWSD)
- Engage and recognize the value for organizational staff
- Secure extra funding for the incremental cost of good teamwork (StratEx Budgeting)
- Establish high-visibility communication about the teamwork (NCHA)



# Key Point of Emphasis

---

We Can't Solve  
this by Ourselves!



- **From:** Prove that your organization gets credit
- **To:** We must get better at teamwork


# Journal of the Grant Managers Network

Request a link to  
the article in the  
Survey

## GMN**sight**

ADVANCING GRANTMAKING

You are here: [Home](#) > [Issue 5: Grantmaking Matters](#) > [Who Gets the Credit for Collective Impact?](#)



### Who Gets the Credit for Collective Impact?

Issue 5: Grantmaking Matters | January 28, 2015 | 0 | Bill Barberg

**How Do Grantmakers Balance Accountability with True Collaboration?**

#### CONNECT

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#### ISSUES

- Issue 1: Brave New World
- Issue 2: Ideas About Big Data
- Issue 3: Social Media
- Issue 4: Philanthropy on the Fringe
- Issue 5: Grantmaking Matters
- Issue 6: Collaboration
- Issue 7: Learning and Evaluation
- Issue 8: Streamlining and Beyond
- Issue 9: Storytelling

## Step #2: Introducing New Techniques & Tools

# #2. Introduce New Concepts, Techniques, and Tools for Managing Community Strategy.

- Collective Impact
- Shared Strategy Map Framework
- New Technologies



# The Right Tools are Key to Success!

---

- Different Tools for Different Purposes
  - Carpenter
  - Surgeon
  - Dentist
  - Auto Mechanic
- Coalitions Often Use Inappropriate Tools for Collective Impact
  - Academic Research Tools (RCTs, statistical models)
  - Clinical Tools (Electronic Medical Records, Health Information Exchanges)
  - Program Evaluation Tools (Logic Models, SMART Goals, Work plans, Annual Reports)
  - Process Improvement Tools (Six Sigma, PDSA, Run Charts, etc.)

# *Growing Case for “Collective Impact”*

---

## StanfordSOCIAL INNOVATIONREVIEW

---

### **Channeling Change: Making Collective Impact Work** By Fay Hanleybrown, John Kania, & Mark Kramer

Stanford Social Innovation Review  
2012

Copyright © 2012 by Leland Stanford Jr. University  
All Rights Reserved

**Request my favorite articles on Collective Impact**



# How Can We Get Better at Each Condition?

## The Five Conditions of Collective Impact

<b>Common Agenda</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>Shared Measurement</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>Mutually Reinforcing Activities</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>Continuous Communication</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>Backbone Support</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Request  
Keynote  
Presentation

Source: Channeling Change:  
Making Collective Impact Work  
By Fay Hanleybrown, John Kania, & Mark Kramer

# The Concept Keeps Improving

## StanfordSOCIAL INNOVATIONReview

*Informing and inspiring leaders of social change*

BUSINESS

GLOBAL ISSUES

GOVERNMENT

NONPROFITS

PHILANTHROPY

SOCIAL

MAGAZINE

BLOG

WEBINARS

BOOKS

SUPPLEMENTS

PODCASTS

EVENTS

NONPROFIT MANAGEMENT

## Embracing Emergence: How Collective Impact Addresses Complexity

Collective impact is upending conventional wisdom on how we achieve social progress.

SHARE

PRINT

COMMENT

RELATED STORIES

By John Kania & Mark Kramer | 6 | Jan. 21, 2013

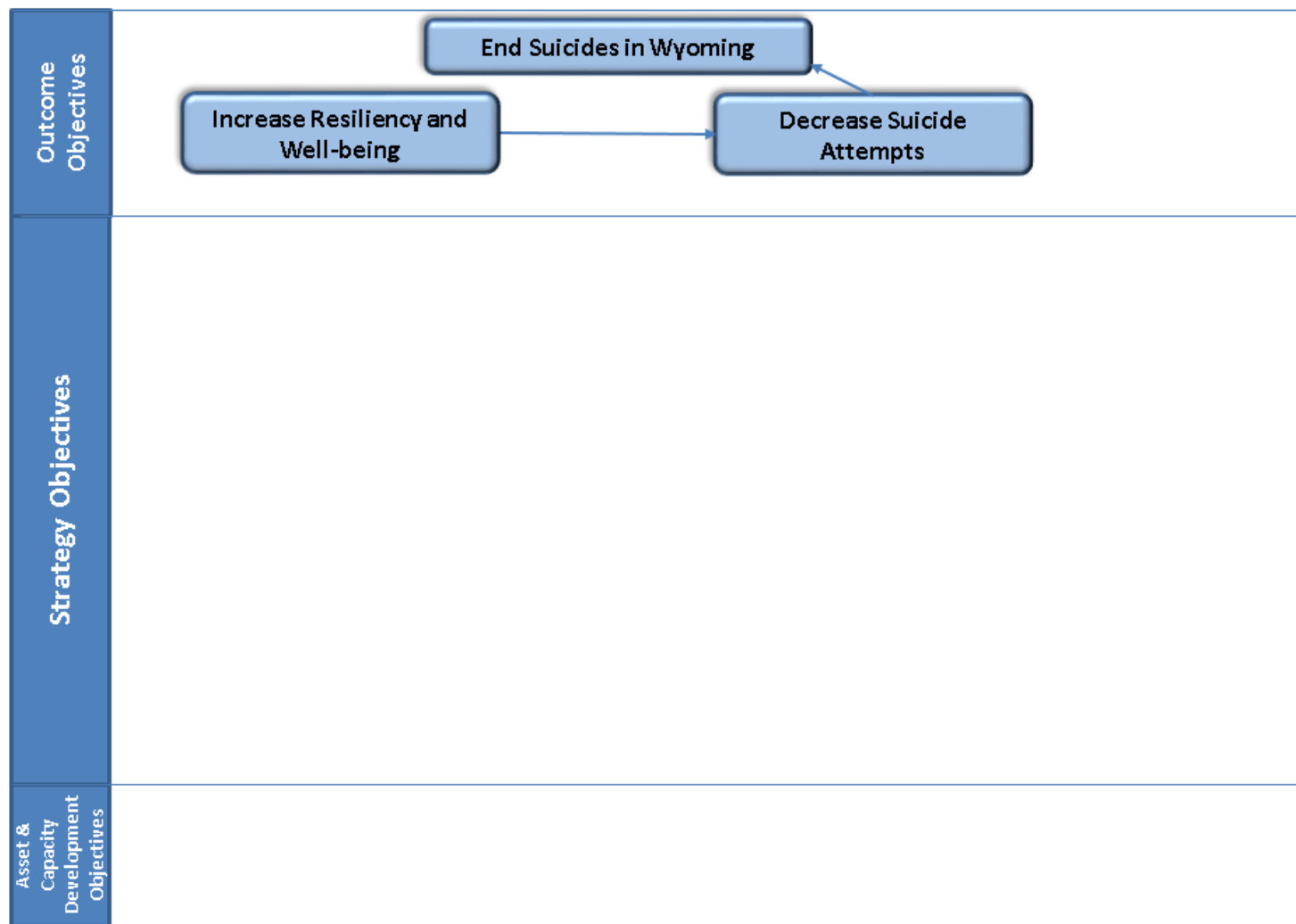
# New Tools for Emergent Strategy

---

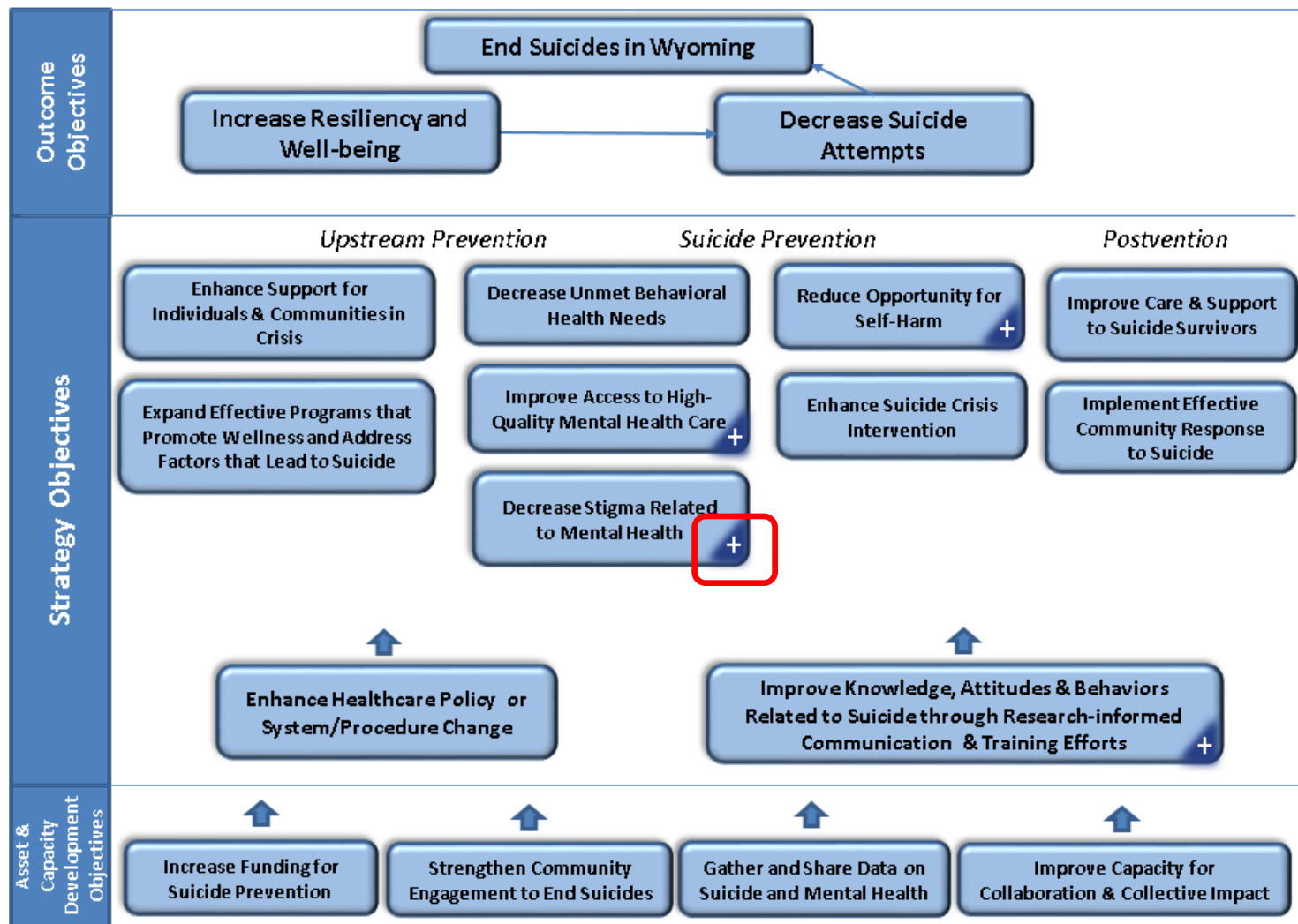
“Foundations that seek to address complex problems directly, however, need a **new set of tools.**”

“...Emergent strategic philanthropists will continually strive to react to changing circumstances, so flexible and textured frameworks such as system maps **must replace the linear and one-dimensional logic models...**”

# End Suicides Strategy Map

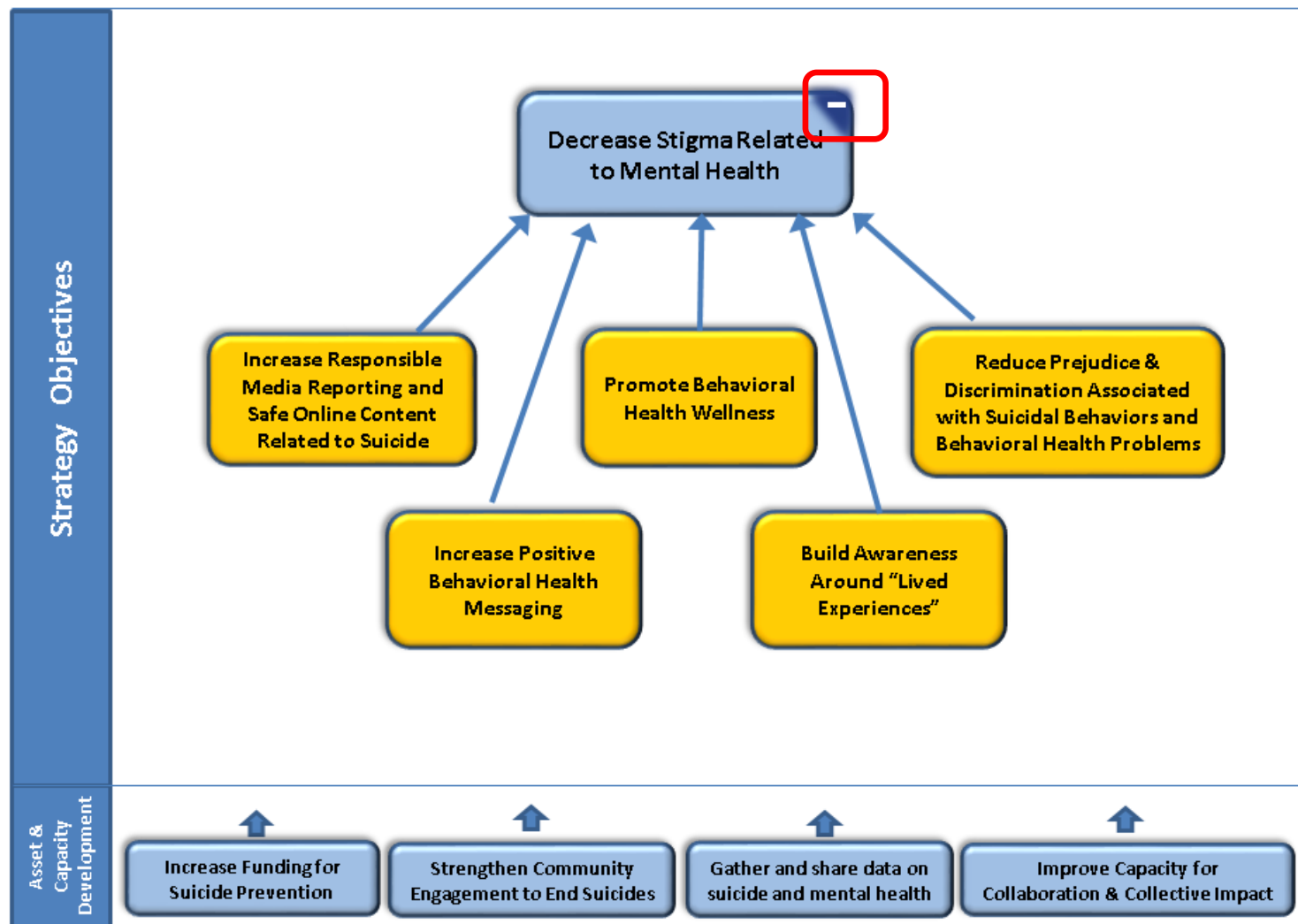


# End Suicides Strategy Map





# Zoom: Decrease Stigma Related to Mental Health



# New Technologies

---

- **Strategy Management & Measurement System**
  - For **Community-Level** Strategy Information, Plans, Measures & Actions
  - Tames the Complexity & Improves Alignment
- **Community Care Coordination & Individual Success Plans**
  - **Individual-level** Data from Multiple Sources (HIPAA Compliant)
  - Resources & Referrals
  - Care Pathway Templates and Individual Success Plan Monitoring
- **Shared Knowledge Platform**
  - Make it much easier to share information and digital tools
  - Example: **O**pioid **C**oalition **R**esource **H**ub <http://bit.ly/opioidcrh>

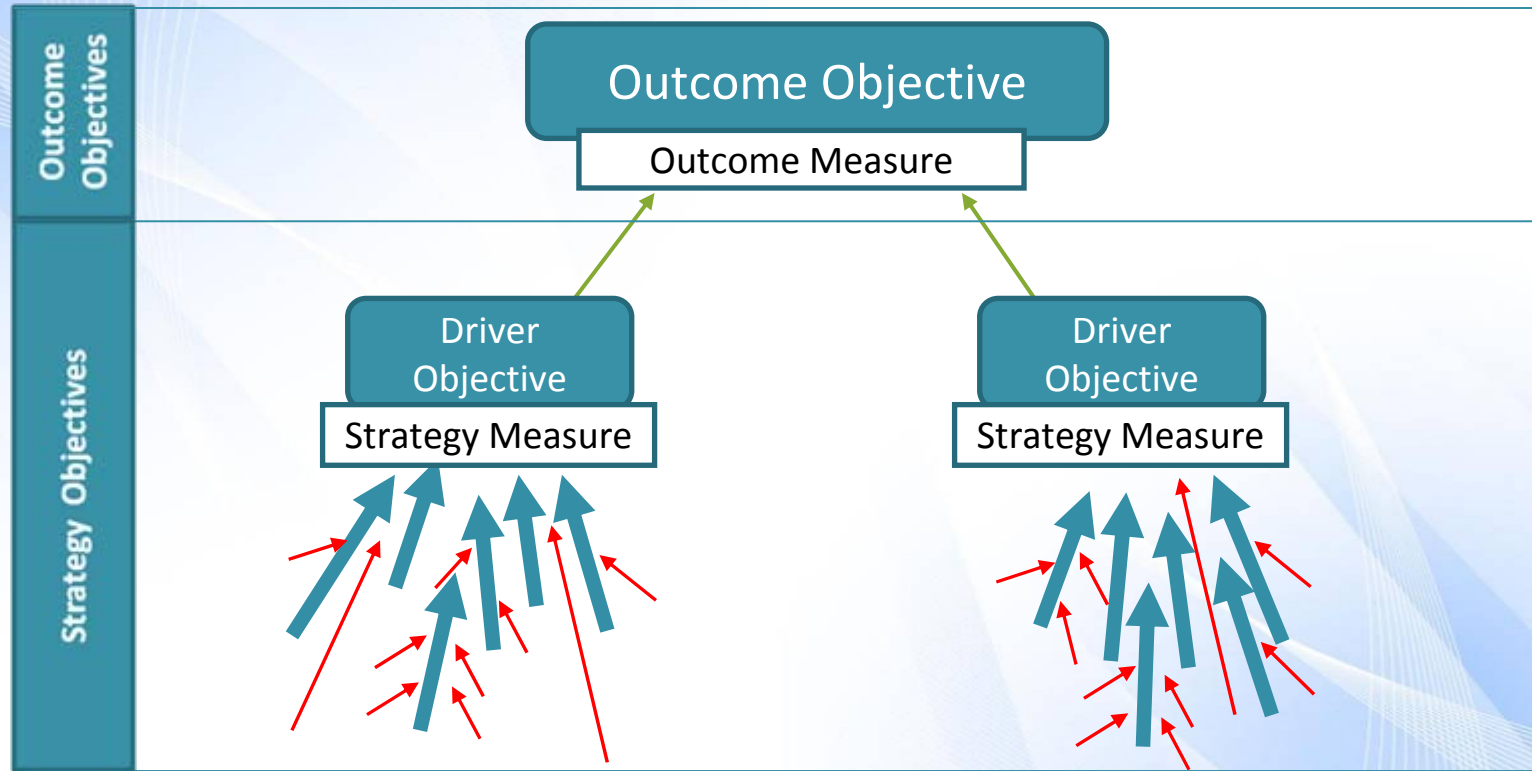
### **#3. Engage the Coalition in Co-Creating a Strategy Map**

- Powerful Tool from the Balanced Scorecard methodology
- Simplified and Optimized for Communities
- Multiple Options for Creating the Strategy Map

## Alignment Challenges without Strategy Measures



# The Power of Community Strategy Measures





# Established Definitions of Strategy Management Terms: OMTA

---

- **Objective** (The building block of the strategy maps)
  - Describes a CHANGE you desire to accomplish
    - 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
- **Actions** (or 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

# OMTA: A SMARTer Structure

---

- 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
- Identify, Document and Monitor the Mutually-Reinforcing **Actions** of different partnering organizations

# Use Strategy Maps to Clarify and Communicate



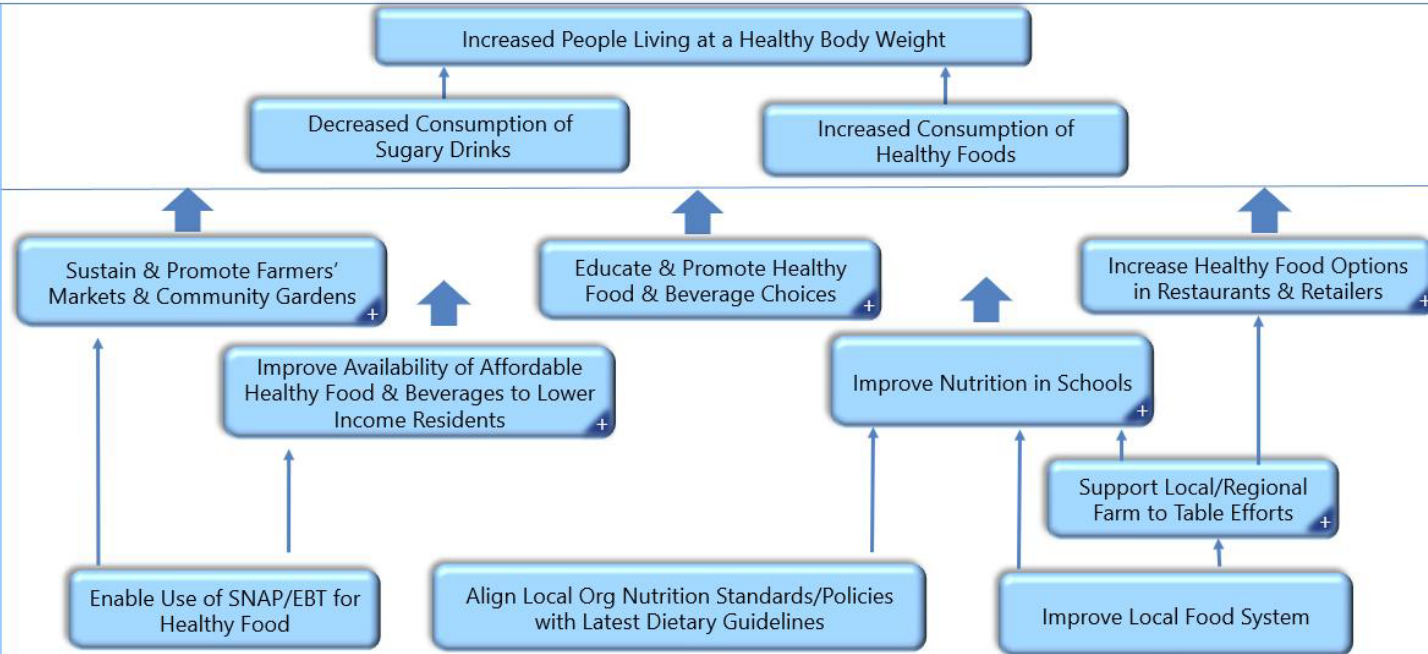
Healthy Eating Map

Healthy Eating Map

## Thriving Weld County: Healthy Eating Strategy Map

Outcomes

Strategies



# Use Strategy Maps to Clarify and Communicate

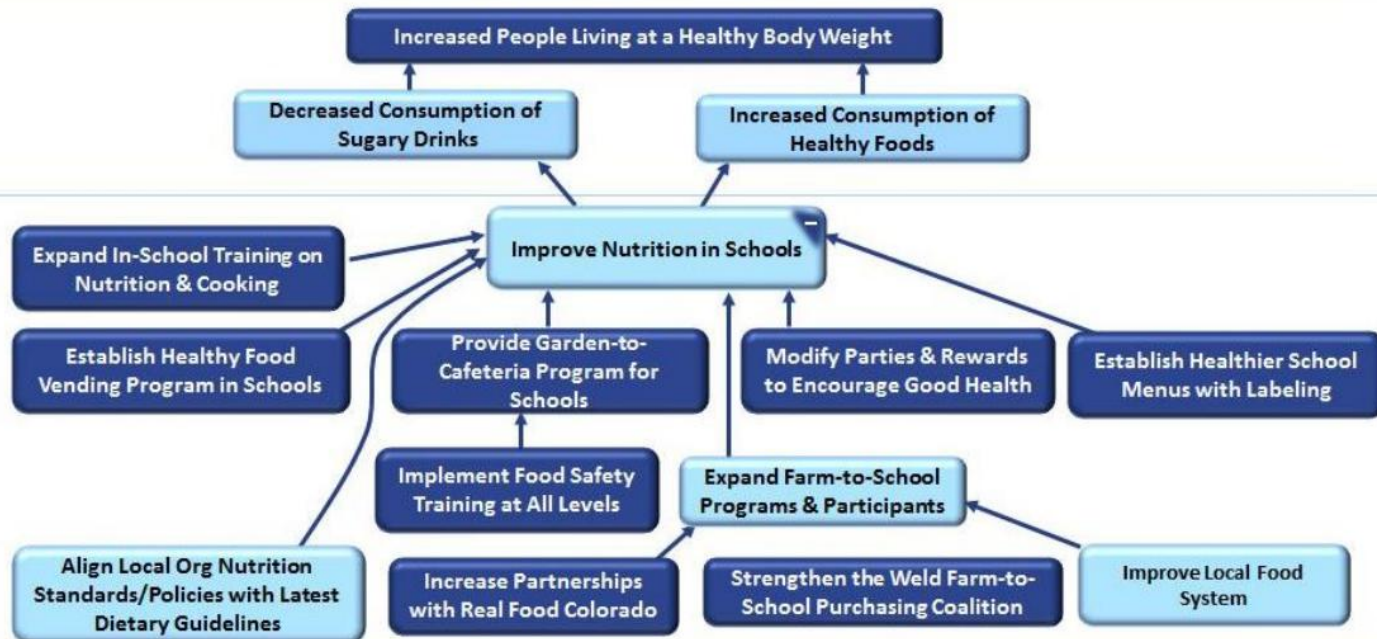
**INSIGHTVISION** Welcome, IFI (CEO) Bill Barberg | Help | Logout | Change Password

Home Scorecards Reports Strategy Maps Scorecard Builder Administration

Nutrition in Schools

Nutrition in Schools

## Zoom: Nutrition in Schools





# Use Strategy Maps to Clarify and Communicate



**Steering Committee  
Leaders**

**Staff and Community  
Partners**



# Strategy Maps and Scorecards Promote Communication

*At operating level across  
partner organizations,  
not just executive level*

**Staff and Community  
Partners**



**Steering Committee  
Leaders**





# Use Strategy Maps to Clarify and Communicate



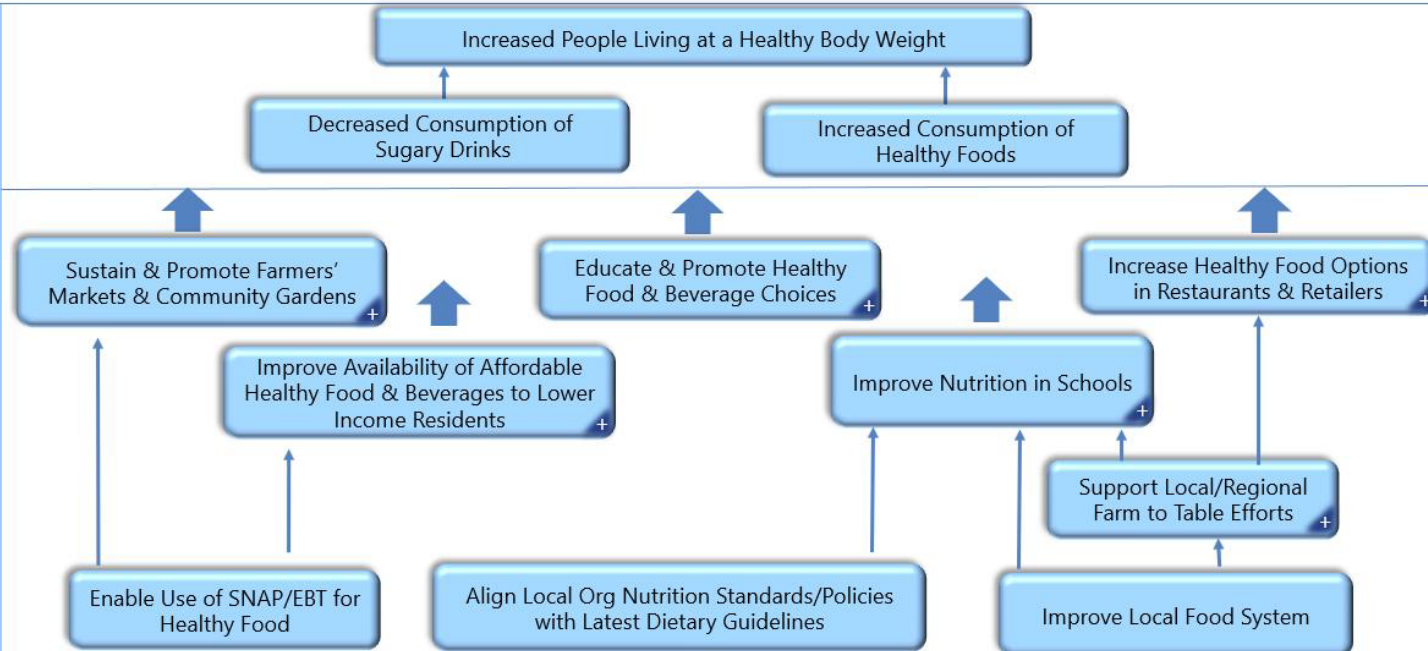
Healthy Eating Map

Healthy Eating Map

## Thriving Weld County: Healthy Eating Strategy Map

Outcomes

Strategies



# Use Strategy Maps to Clarify and Communicate



PI-HE: Sustain and Promote Farmers' Markets and Community Gardens



Edit



Print to PDF



Embed

Description

Activities & Ideas

Evidence

From-To Gap

Obstacles

Organizations



Edit

## Sustain & Promote Farmers' Markets and Community Gardens

A farmers' market is a multiple vendor market, where producers sell goods directly to consumers at a specific location. Farmers' markets most often sell fresh fruit and vegetables; meat, dairy, grains, prepared foods, and other items may also be available. A community garden is any piece of land that is gardened or cultivated by a group of people. Community gardens are typically owned by local governments, not-for-profit groups, or faith-based organizations. Communities may support gardens through tax incentives, land banking, zoning regulation changes, or ongoing assistance through free services such as water or waste disposal. Creating a strong local food system, including markets and gardens is key to improving the health of our community. Our community is collaborating to not only have farmers' markets and community gardens, but also to collaborate to ensure the continued success of the county's five farmers' markets and 10 (28 in Weld?) community gardens.

**Farmers' Markets Lead Advocate:** Deb Deboutez, (City of Greeley, Deborah.Deboutez@greeleygov.com, 970-336-4167)

### Action Team:

Carlee Rosen, (North Colorado Health Alliance, crosen.alliance@nocoha.org, 970-346-2505)

Katie Castillo (Healthy Kids Club, katherine.castillo@uchealth.org)

Sue Schmidt (High Plains Library District, SSchmidt@highplains.us)

Leslie Beckstrom (Weld County Dept. of Public Health & Environment, lbeckstrom@weldgov.com)

**Community Gardens Lead Advocate:** Deb Deboutez, (City of Greeley, Deborah.Deboutez@greeleygov.com , 970-336-4167)

### Action Team:

Carlee Rosen, (North Colorado Health Alliance, crosen.alliance@nocoha.org, 970-346-2505)

Karen Scopel, (City of Greeley, Karen.Scopel@greeleygov.com, 970-350-9783 )

[Return to InsightVision Healthy Eating Strategy Map here \(Thriving Weld Healthy Eating Strategy Map\)](#)

[Return to InsightVision Sustain & Promote Farmers' Markets & Community Gardens Strategy Map Here](#)



Measures

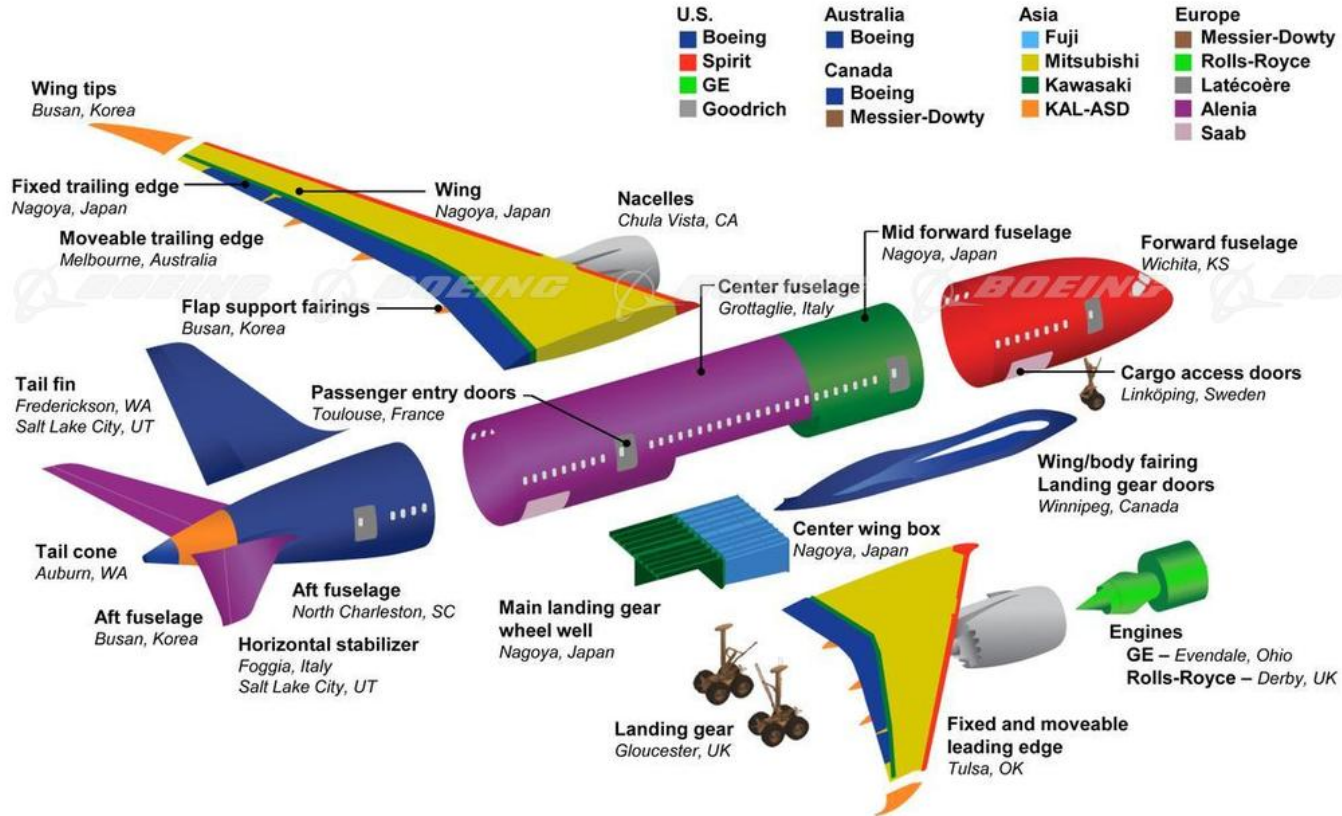
Tablet

# **#4. Distribute the Workload of Strategy Execution**

- Don't try to have everyone be involved with everything
- Don't Micro-Manage & become a Bottleneck

# Address Complexity with Aligned Subsystems

## Global Partners Bring the 787 Together





# Practical Ways to Distribute & Align Efforts

---

- Encourage other organizations & coalitions to align their strategies around the shared framework.  
(Request White Paper on Funder Alignment)
- Establish a “Lead Advocate” for each Objective
  - Different from an “owner” responsible for performance
- Develop a “From-To Gap” for each Objective
  - Describe the current state and the desired state
  - Identify “drivers” of closing the gap
- Identify Existing Efforts for Each Objective
- Look for opportunities to provide “assists”

# Who Scored More Career Points than This Guy?

**32,292 Points**



Michael Jordan



# Who Is This Guy?

---

**36,928 Points**



Karl Malone

# What made the Difference for Karl Malone?

---

**36,928 Points**



Karl Malone

# The Power of Teamwork!

**36,928 Points**



Karl Malone

John Stockton

**15,806 Assists**

(3,000 more than #2)

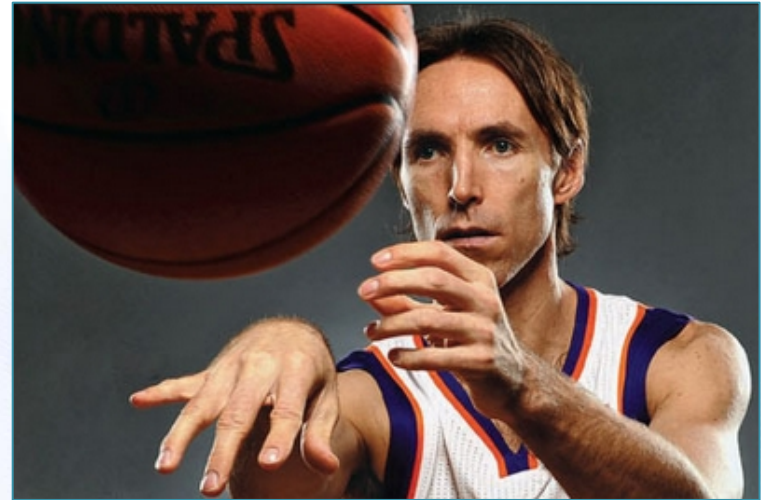
9x NBA Assists Leader



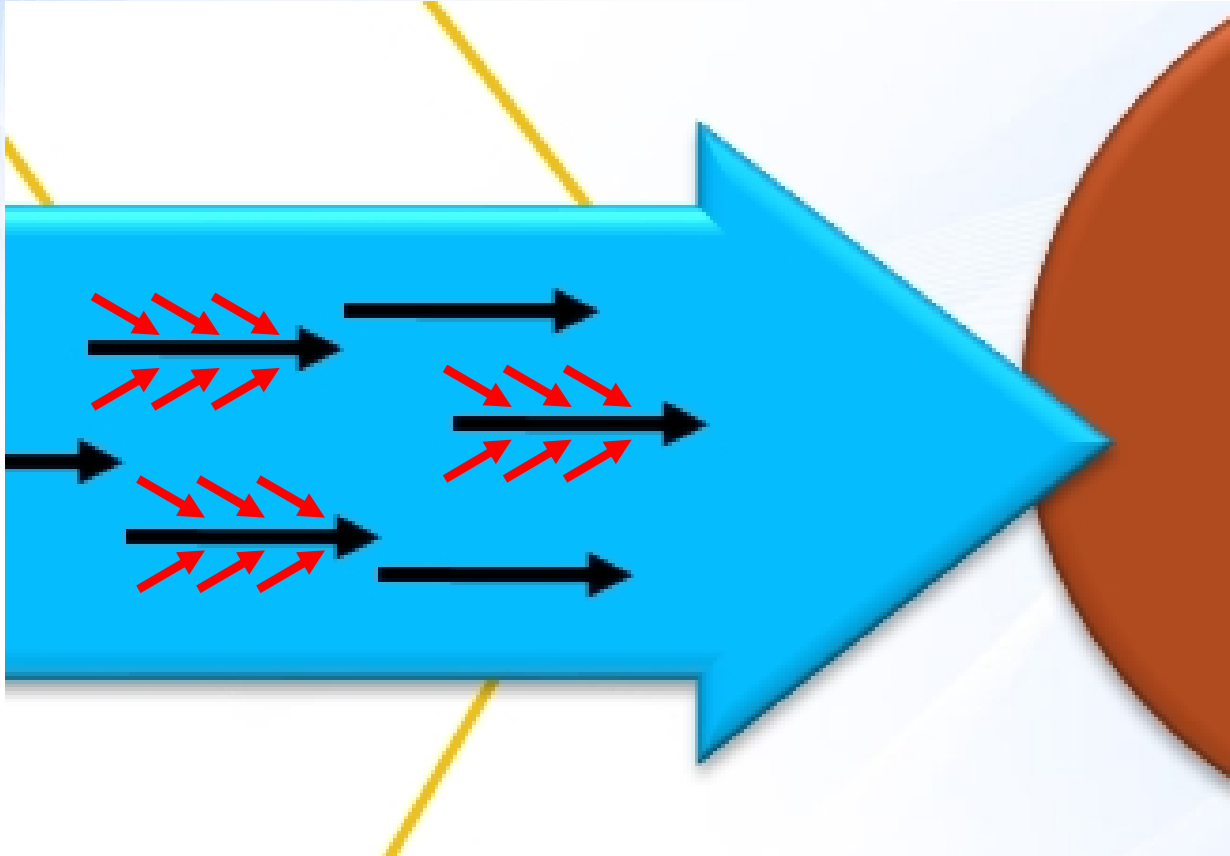
# Recommendations for Recruiting Partners

---

- Focus on engaging the **people you're trying to help**—not just as voices, but as Co-Producers of the solution.
- Public Libraries
- Faith Communities
- Universities and Colleges
- Social Entrepreneurs



# Improve Each Program with “Assists”



# **#5. Adopt Shared Strategy Measures and a Shared Measurement System**

- Shift from Measuring Actions to Measuring Progress on Strategic Drivers
- Move beyond Operational Measures to Strategic Measures
- Move beyond Evaluation and Accountability to Teamwork and Strategy Management



# Shifting to Community Strategy Measures

## Organizations Helping Achieve Healthy Eating Throughout Weld County

Name	Trend & Duration	Target Value	Current Value	Prior Value	Most Recent Period
PI-HE: Strategy: Sustain and Promote Farmers' Markets and Community Gardens					
COG: City of Greeley: \$ of vendor sales at Greeley farmers' market	+ 3	\$150,000.00	\$225,141.86	\$196,431.02	Year 2016
PI-HE: Discover Weld: # of farmers' markets in Weld County	+ 1	6	11	5	Year 2016

# The Power of Teamwork!

## Measure at a Glance



PI-HE: Sustain and Promote Farmers' Markets and Community Gardens

Display Settings

Apply



COG: City of Greeley: \$ of vendor sales at Greeley farmers' market



Edit



Print



Embed



Time Period	Target Value	Actual Value
Year 2016	\$150,000.00	\$225,141.86
Year 2015	\$150,000.00	\$196,431.02
Year 2014	\$150,000.00	\$175,905.54
Year 2013	\$150,000.00	\$144,323.95
Year 2012	\$150,000.00	\$165,981.20
Year 2011	\$150,000.00	\$186,725.44
Year 2010	\$150,000.00	\$201,216.21
Year 2009	\$150,000.00	\$221,021.29

## About Actual Values



Add New

Time Period	Target Value	Actual Value	Notes	Created By	Created On	Edit
Year 2016	\$150,000.00	\$225,141.86	Great to see the trend keep going up! That speaks well of the collaboration.	IFI (CEO) Bill Barbera	08/30/2017	

# Adopt a Shared Measurement **System**

---

- Typical Approaches to Measurement
  - Fragmented and Redundant
  - Inconsistent Definitions
  - Tied to grants (and abandoned afterwards)
  - Fail to leverage technology
- Benefits of a Shared Platform
  - Consistent information over many years; easy to find
  - Information is updated in one place and accessed in many ways
  - Easy access to strategy and measure information along with the actions, trends, linked reports, etc.

*Request a link to a 23-minute case study & demo video*

## Step #6: Harness, Align, and Monitor the Actions

---

### **#6. Harness, Align, and Monitor the Actions**

- Define Actions that Can Be Completed in a Relatively Short Time
- Blending Emergence with Intentionality
- Recruit Others in the Community to Provide “Assists”



# Nurture Mutually-Beneficial Teamwork

## Condition Three: **Mutually Reinforcing Activities**

Upgrade to  
**Mutually-  
Reinforcing and  
Mutually-  
Beneficial  
Activities**

The Real Source  
of Power for  
Collective  
Impact



mutually

# Managing Actions

---

- Define things that can have a % Complete
  - Creates clarity of what needs to be done
  - Creates urgency
- Streamlines tracking of progress
  - On-track / On-time?
  - On-budget?
  - Is help needed?
- If something is stuck, create Tasks that can be assigned



# Valuable Practices for Managing Actions

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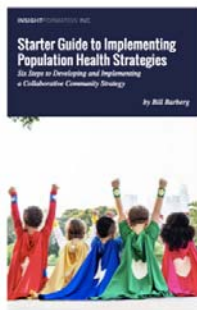
- Don't clutter up your scorecards with measures for all your actions!
  - The actions were already selected based on how they support the strategy
  - Focus your time and energy on getting stuff done & overcoming obstacles
- Establish a “Cadence of Action” that keeps people moving
  - What are the most important things to accomplish in the next 90 days?

# Learning More

Free, 1-hour Webinar Recording at [www.insightformation.com](http://www.insightformation.com)

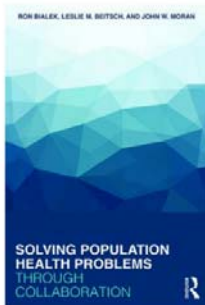
LEARN A BETTER WAY  
TO IMPLEMENT  
POPULATION HEALTH STRATEGIES

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Free!

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\$54.65

## PopHealth Impact Training

*Changing the way we tackle  
the world's most challenging problems*

Low-Cost E-Learning Course (Summer 2018)

Contact [Bill.Barberg@Insightformation.com](mailto:Bill.Barberg@Insightformation.com)

# Contact

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Liz.Gallagher@Insightformation.com

Web Address - [www.insightformation.com](http://www.insightformation.com)

# QUESTIONS?