



ALIGNING SYSTEMS FOR HEALTH

Health Care + Public Health + Social Services

Research and Practice Convening



Measuring effective community engagement in a cross-sector Chicago health collaborative

October 2021



Agenda



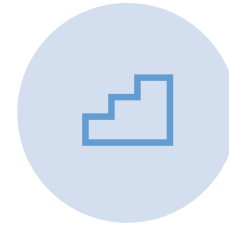
STUDY
CONTEXT



AIMS &
METHODS



SURVEY
FINDINGS



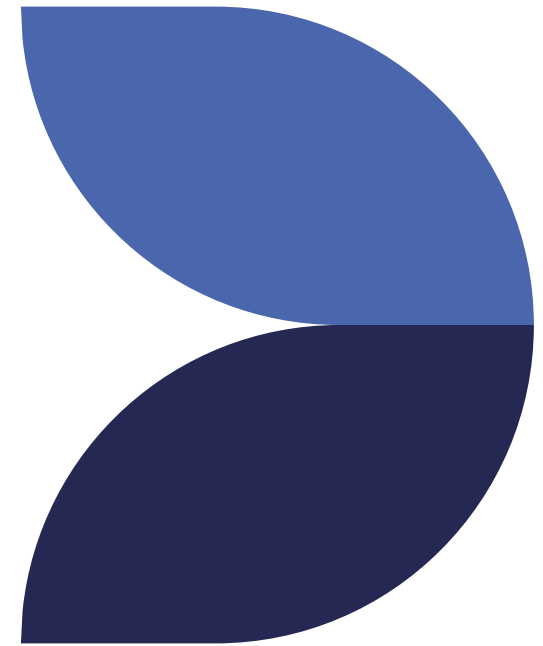
KII
FINDINGS



NEXT STEPS
Q&A



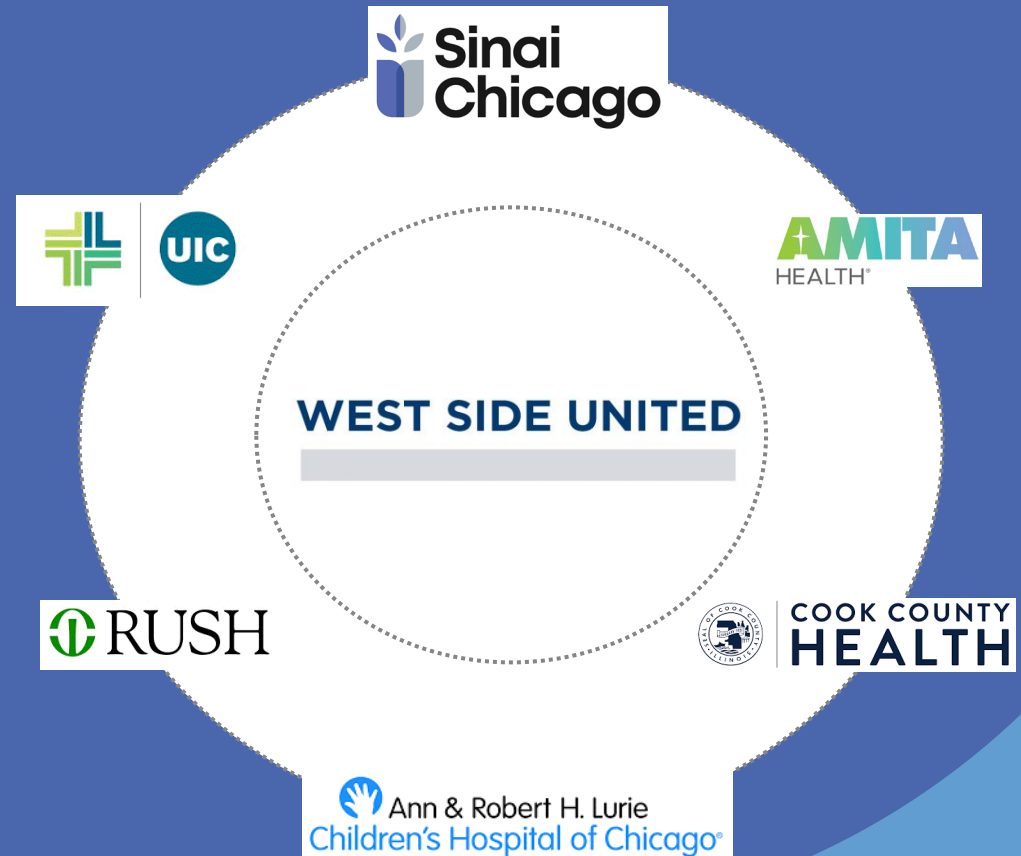
Study Context



West Side United

West Side United is a health collaborative composed of six anchor hospitals as well as dozens of public, private, and non-profit partners.

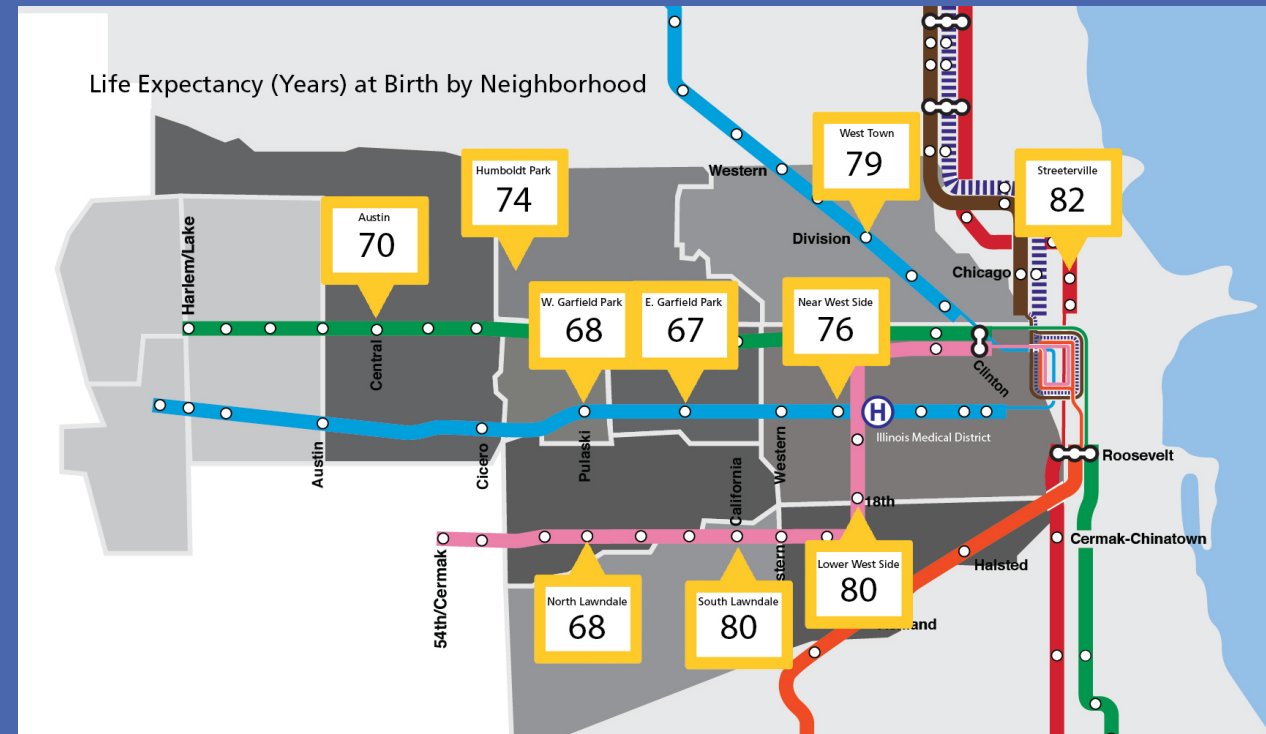
Our aim is to reduce the life expectancy gap between the Loop and the West Side of Chicago.



Context for the study

By the end of 2019, we had:

- Hired 8 staff
- Onboarded our 18-member Community Advisory Council (CAC)
- Invited CAC to apply for the Executive Leadership Council
- Stood up several initiatives



Aims & Methods



Primary goals

Aim: Understand how West Side community leaders and residents were effectively engaged in the development of each of the four Theory of Change components.

- How has WSU engaged the community in each component?
- Were those efforts effective?
- How were WSU activities shaped by community engagement across the collaborative?

Methods



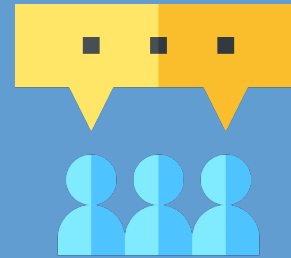
Community Survey

15 min engagement survey across the four components



Community KIIs

Interviews with 13 community members including CAC and organizational staff



Sensemaking

Discussions with 40 community members to interpret survey findings

Community Researchers

- A subset of WSU's Community Advisory Council were invited to participate on this project. Five elected to join and received a stipend for their work.
- The researchers reviewed our overarching approach as well as all methods including survey tools and interview protocols.
- They are currently supporting the planning of the upcoming sensemaking sessions.



Levi Moore, *Hektoen Institute of Medicine*



Heather Tarczan, *Urban Autism Solutions*



Esteban Rodriguez, *Northwest Center*



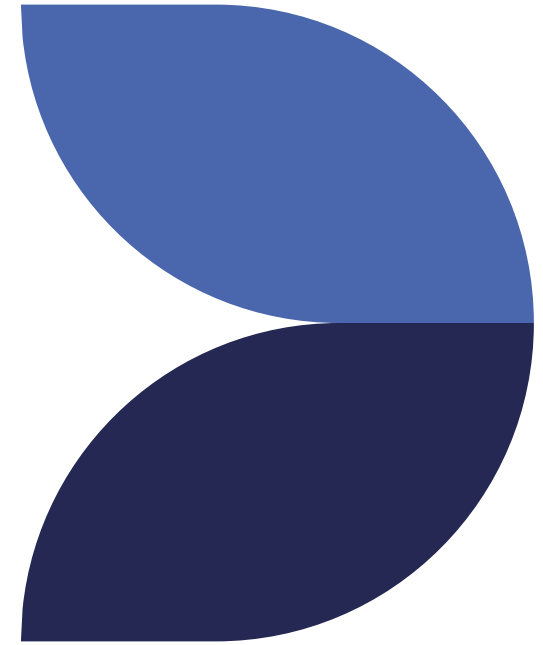
Greg Van Hyfte, *YogaCare*



Keith Freeman, *Chicago Coalition for the Homeless*

Key Findings

Community Survey

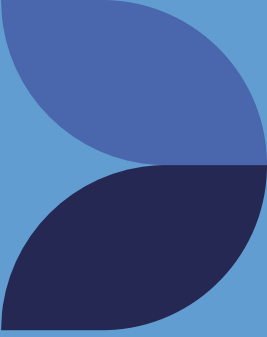


Survey Outcomes

N=135

	Freq.	Percent
Not Very Engaged	38	30%
Somewhat Engaged	48	38%
Engaged	31	24%
Very Engaged	11	9%

- Personal engagement
- Goodman et al Engagement tool
- Understanding of each component (e.g., WSU regularly shares data about its progress with multi-sector partners, including community members.)
- Community feedback (e.g., How well do you think WSU did at engaging community members in the oversight of activities and initiatives?)
- Demographics



Engagement Dimensions: Quantity

Total Responses Considered: 135	Mean	Min	Don't Knows
EP2: Acknowledge the community	4.26	2.5	
EP1: Focus on local relevance and determinants of health	4.22	1.0	
EP11: Plan for a long-term process and commitments	4.21	1.3	
EP9: Integrate and achieve a balance of all partners	4.12	1.3	High
EP7: Build on strengths and resources within the community	4.06	1.5	
EP3: Disseminate findings and knowledge gained to all partners	4.02	2.3	
EP8: Facilitate collaborative, equitable partnerships	3.97	1.6	High
EP5: Involve a cyclical and iterative process in pursuit of objectives	3.95	2.0	High
EP4: Seek and use the input of community partners	3.95	1.8	High
EP10: Involve all partners in the dissemination process	3.92	1.3	High
EP6: Foster co-learning, capacity building, and co-benefit for all partners	3.83	1.4	High

Engagement Dimensions: Quality

Total Responses Considered: 135	Mean	Min	Don't Knows
EP2: Acknowledge the community	3.81	1.3	
EP11: Plan for a long-term process and commitments	3.80	1.0	
EP9: Integrate and achieve a balance of all partners	3.73	1.0	High
EP1: Focus on local relevance and determinants of health	3.73	1.3	
EP7: Build on strengths and resources within the community	3.68	1.0	
EP8: Facilitate collaborative, equitable partnerships	3.67	1.0	High
EP4: Seek and use the input of community partners	3.64	1.6	High
EP10: Involve all partners in the dissemination process	3.62	1.0	High
EP5: Involve a cyclical and iterative process in pursuit of objectives	3.61	1.6	High
EP6: Foster co-learning, capacity building, and co-benefit for all partners	3.60	1.4	High
EP3: Disseminate findings and knowledge gained to all partners	3.57	1.4	

Component Knowledge & Engagement



Component Knowledge n=68	Mean	% Don't Know
Purpose	3.5	7%
Data	3.5	18%
Financial Sustainability	3.2	25%
Governance	3.5	31%

Component Engagement n=69	Mean	% Don't Know
Purpose	3.7	15%
Data	3.4	22%
Financial Sustainability	3.3	31%
Governance	3.4	24%

- **Purpose:** I can describe how WSU plans to achieve its vision.
 - **Data:** WSU tracks its progress on increasing health equity and reducing disparities
 - **Financing:** WSU has the funding it needs to sustain its work.
 - **Governance:** WSU has a board that effectively governs all activities.
-
- **Purpose:** Engages community members in the creation of its focus areas
 - **Data:** Includes community feedback in the interpretation and reporting of data about WSU's progress over time.
 - **Financing:** Includes community members in financial decisions.
 - **Governance:** Engages community members in the oversight of activities and initiatives.

Key Findings


Community Key Informant
Interviews (KIIs)



Community Engagement

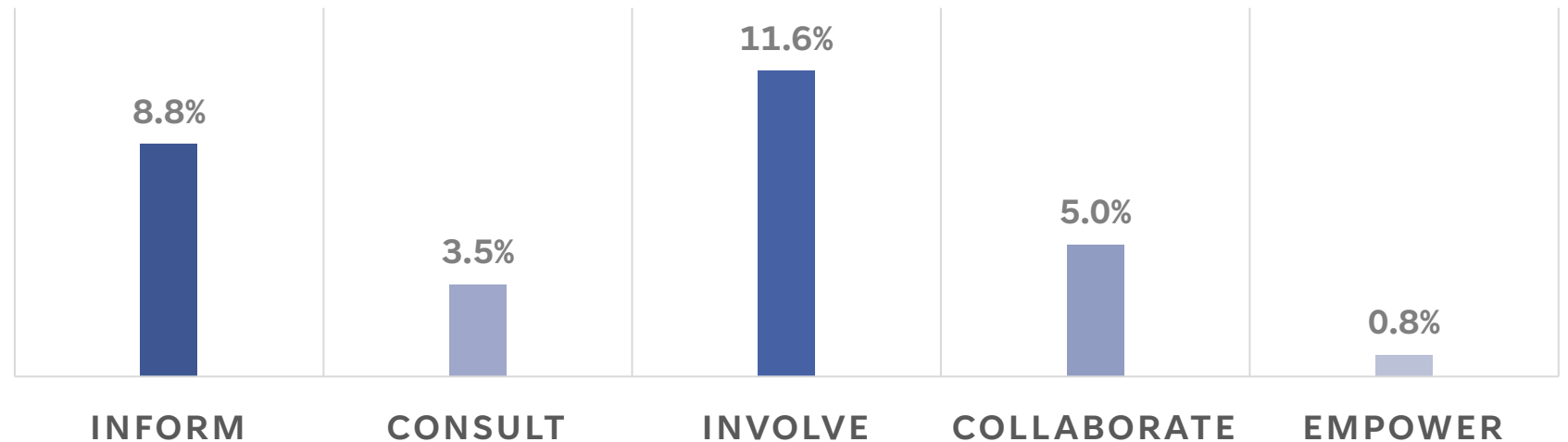
The coverage percentage indicates how much of the source content is coded at a specific node. The graph shows the **average** percentage of each code's coverage across 10 community key informant interviews.

* Data Source
Community Key Informant Interviews 1-10, 2021.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.

International Association for Public Participation (IAP2). Public Participation Pillars.
https://cdn.ymaws.com/www.iap2.org/resource/resmgr/Communications/A3_P2_Pillars_brochure.pdf

COMMUNITY ENGAGEMENT



“

It was really nice to be part of the focus groups ... because I felt like in the beginning whoever makes the decisions at the hospitals were all behind it and they felt that they really needed to get back to these communities and to understand what was going on there.

”

Community Engagement:

Purpose
Data
Finance
Governance

COMMUNITY ENGAGEMENT IN EACH TOC COMPONENT

	Inform	Consult	Involve	Collaborate	Empower
Purpose	4	1	4	3	0
Data	6	1	4	2	0
Finance	1	0	1	0	1
Governance	10	15	31	7	2

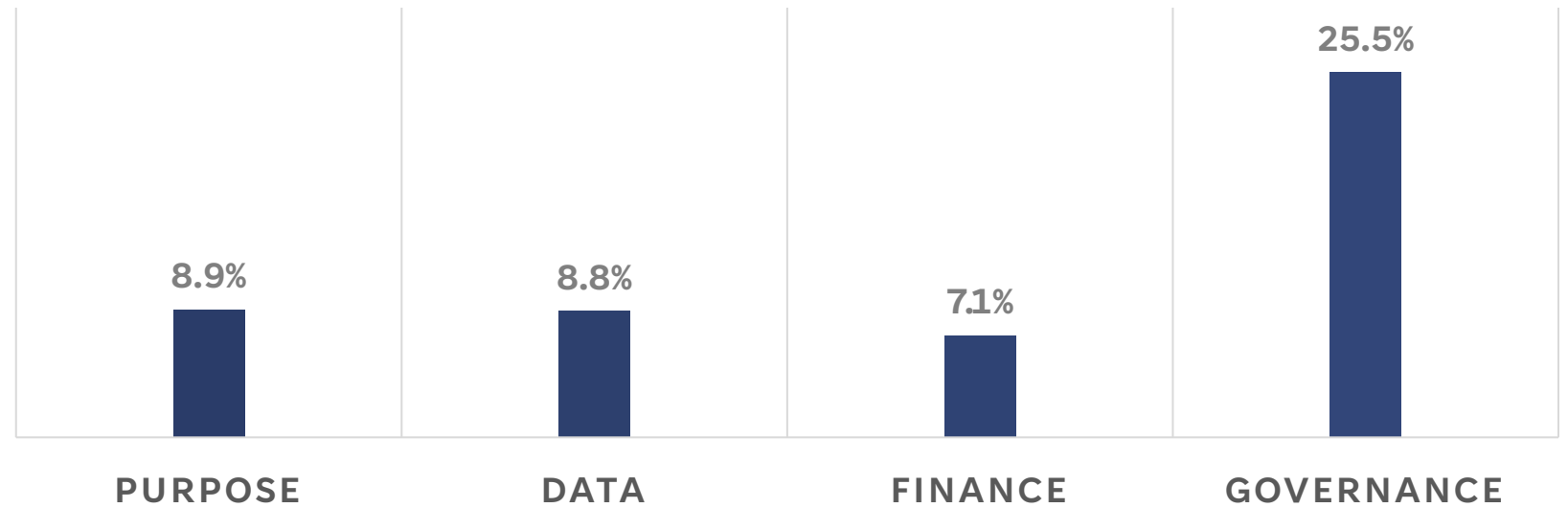
* Data Source

Community Key Informant Interviews 1-10, 2021.

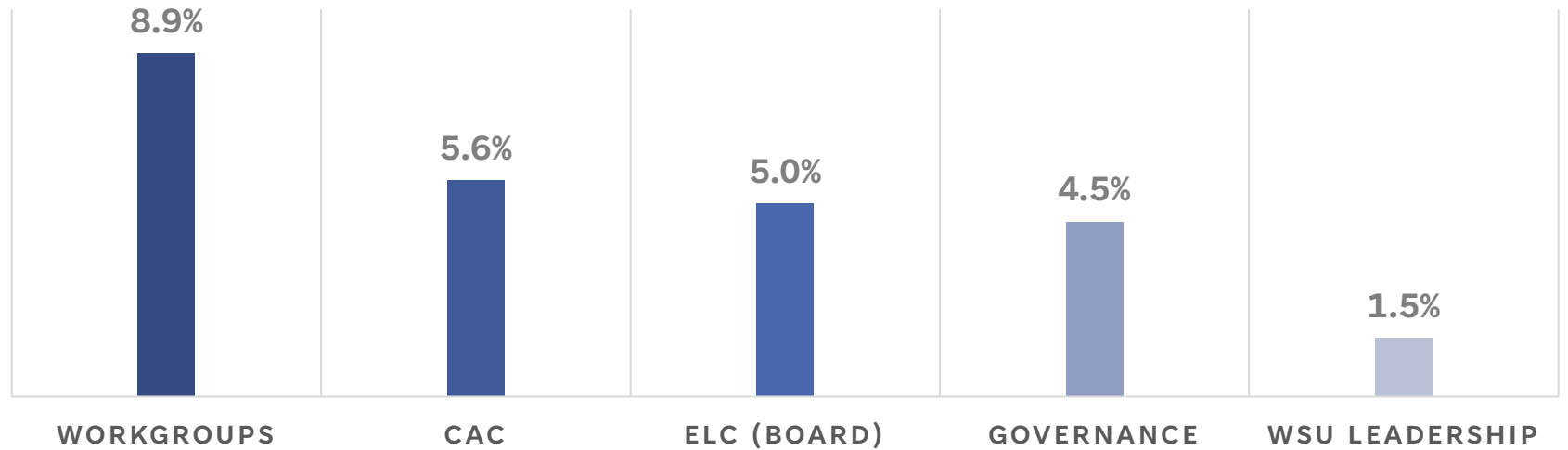
Code Coverage by Theory of Change Components

The coverage percentage indicates how much of the source content is coded at a specific node. The graph shows the **average** percentage of each code's coverage across 10 community key informant interviews.

THEORY OF CHANGE COMPONENTS



GOVERNANCE



* Data Source

Community Key Informant Interviews 1-10, 2021.

“

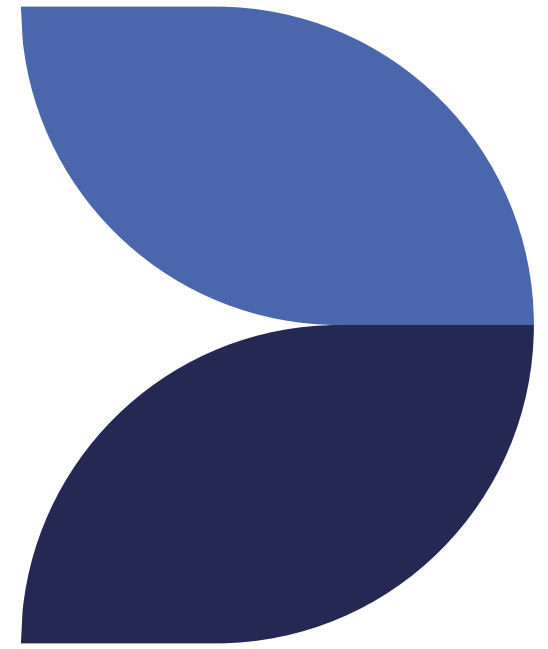
I remember and recall them talking to [the CAC] and wanting to recruit [CAC] members to join this sort of executive group ... And so I did think that was the right thing to do and I appreciated that they were very transparent in the recruitment process of adding those seats from the [CAC].

West Side United being intentional about having a community voice at the tables ...at all of these levels, West Side United is there with us ensuring that the community voice is brought to those tables.

-CAC Member

”

Next Steps



Summary and Deliverables

What we've learned:

- It was clear on how to engage community around purpose, less clear on how to engage around other components.
- Governance structures showed engagement.
- Orgs should think about actualizing engagement spectrum and name what they want.

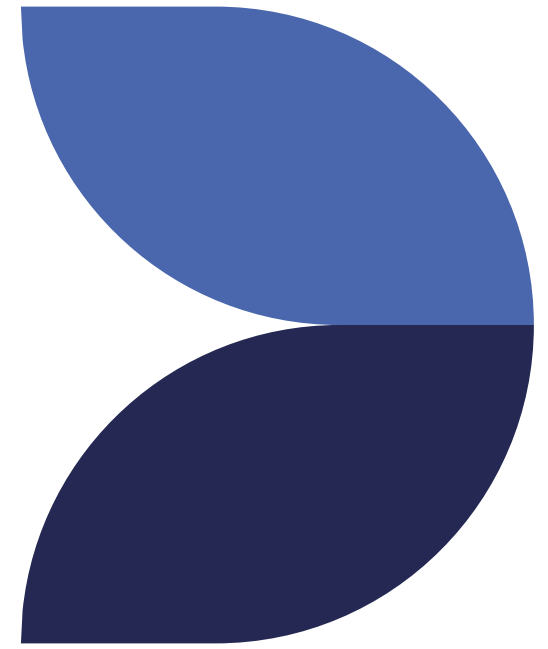
What was hard:

- Survey responses
- Identifying the right audience
- Virtual qualitative research

What we're building:

- Toolkit of materials
- Journal article
- Town Hall discussion

Questions?





Thank you

Eve Shapiro

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Appendix



Component Knowledge

Component Knowledge (Rate how much you agree with the following:)	N a	Mean	% Don't Know
Purpose		3.5	7%
I can describe WSU's vision.	67	3.2	9%
I can describe how WSU plans to achieve its vision.	68	3.1	7%
Improving health equity is an important goal of WSU.	68	3.7	7%
Improving economic wellbeing on the West Side is an important goal of WSU.	68	3.7	6%
Convening community members, residents, and different types of stakeholders is an important goal of WSU.	68	3.6	3%
Addressing the social factors that contribute to health (for example, food insecurity and safe housing) is an important goal of WSU.	68	3.7	9%
Data		3.5	18%
WSU tracks its progress on increasing health equity and reducing disparities.	68	3.6	19%
WSU regularly shares data about its progress with different types of partners, including community members.	68	3.5	16%
Financial Sustainability		3.2	25%
WSU has the funding it needs to sustain its work.	68	3.2	25%
Governance		3.5	31%
WSU has a board that effectively governs all activities.	68	3.5	32%
WSU has the organizational and administrative support needed to maintain operations and activities.	67	3.5	30%

Component Engagement

Community Engagement by Component (Rate how well WSU does each of the following:)	N	Mean	% Don't Know
Purpose		3.7	15%
Considers community feedback in the creation of its vision.	69	3.8	15%
Engages community members in the creation of its focus areas (e.g., economic wellbeing).	68	3.6	10%
Considers community feedback when creating its goals.	69	3.7	20%
Data		3.4	22%
Includes community members in decisions about what data would be used to measure WSU's progress over time.	69	3.5	22%
Engages community members in the tracking of data about WSU's progress over time.	69	3.4	22%
Includes community feedback in the interpretation and reporting of data about WSU's progress over time.	69	3.4	22%
Financial Sustainability		3.3	31%
Includes community members in financial decisions.	69	3.2	32%
Includes community members in identifying funding to support its work.	69	3.5	30%
Governance		3.4	24%
Engages community members in the creation of a WSU Executive Leadership Board.	69	3.4	26%
Considers community feedback when identifying WSU's governance structure.	69	3.4	29%
Engages community members in the oversight of activities and initiatives.	69	3.5	17%
Considers community feedback when defining its relationships between leaders and stakeholders.	65	3.4	23%

“

They brought their toolkits with them. That was the voices of their community...It was more like a conversation that led us in the direction to see where there were cross-sector goals and those are the things that kind of got elevated up to the top as we continue these conversations over a series of weeks.

”

“

... they have it [convening] at Malcolm X pretty regularly where they do kind of like a big community, like big report out ... I thought that the presentations that they've had at Malcolm X have been great because they're very well-designed, informational.

-CAC Member

I feel they're super transparent at the annual convenings on what's been given, who it's been given to, what money is coming in from funders, how it's being used.

-Small Business Grantee

”

“

They are the resource to ... have that broad reach to groups that meet down on my community level ... they know how to reach to the J.P. Morgan's to get the resource to funnel down to the community because this is what the community has indicated that they wanted.

”

“

... once I went to the convening and heard a little bit more about some of the different things they were examining and wanting to support and help with, and there was also an invitation at that time, an announcement regarding the forming of a community advisory council and, you know, sort of the solicitation for folks who were interested in the community around these issues to submit an application.

”

“

When we first developed the CAC, they would have these meetings with us ... to figure out why do we have some of the problems that we have and how can we break down some of the barriers that exist in the community ... those convenings really seem to pull in people ... It was always helping me to hear what they had to say.

”

“

My role is more to speak about my expertise ... And so, therefore, I speak into the program, as far as the community, who should they be connecting to, other people should be at this table ... And so we all really came together, had conversations ... So I think as a bigger team we identified all the areas that we, that would be ideal to collect, right. And then we narrowed that down and then there were subcommittee that were like okay, now let's really hone in to really get the questions that we want to ask.

”

Perception:

Purpose

Data

Finance

Governance

Community Engagement

CODING MATRIX: PERCEPTION

	Positive	Negative	Unfamiliar	Suggestion
Purpose	10	6	4	2
Data	9	7	16	14
Finance	4	1	15	4
ELC	3	4	6	1
CAC	4	6	3	3
Workgroups	6	9	7	7
WSU Leadership	2	3	2	2
Involve	13	7	3	9
Inform	9	7	4	13
Consult	4	4	1	1
Collaborate	5	0	0	6
Empower	2	0	0	1

* Data Source

Community Key Informant Interviews 1-10, 2021.

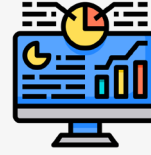
Identifying tools used to develop

Purpose
Data
Finance
Governance



Purpose

Learning Map
Listening Tours
Website
Newsletters
Focus Groups



Data

Metrics WG Meetings
Learning Map
Annual Convenings
Website
E-mails
Presentations
Community Meetings
External Support (Consulting)



Finance

Annual Convenings
Presentations
Contracts
Meetings/Briefings
External Support (Consulting)



Governance

Application Process
Meetings
External Support (Consulting)

HOW MANY TIMES DID THEY TALK ABOUT TOOLS RELATED TO THESE COMPONENTS?

	Purpose	Data	Finance	Governance
Material	9	14	10	47
Process	4	4	2	22
Tools	13	18	12	69

* Data Source

Community Key Informant Interviews 1-10, 2021.

Were these tools effective?

And do our participants find them useful?

Material includes an item, event, workgroup/working session used to develop alignment. Process refers to an ordered set of steps to reach a goal or build alignment.

CODING MATRIX: TOOLS

	Positive	Negative	Unfamiliar	Suggestion
Material	22	13	20	14
Process	5	6	5	2

Participants found the following materials to be useful for building alignment as well as facilitating community engagement:

- Robust data
- Monthly newsletters
- Community convenings and meetings
- Dashboards, presentation decks, and documents
- Website
- Well-organized activities (e.g. learning map, social media project ...)

And they also identified room for improvement for:

- Communication strategy: getting too many emails, tech issues related to COVID-19
- Community engagement tools: inconvenient event timing, not engaging “the right people”
- Lack of structure (purpose, roles, deliverables ...) in meetings and focus groups.

* Data Source

Community Key Informant Interviews 1-10, 2021.



School of Medicine

School of Public Health
& Information Sciences



The SHERO Study

ALIGNING SYSTEMS FOR HEALTH RESEARCH AND PRACTICE SYMPOSIUM

OCTOBER 19, 2021

Our Team

University of Louisville

- Deborah Davis
- Scott Duncan
- Yana Feygin
- Maddie Shipley

Volunteers of America Mid-States

- Chaly Downs
- Tiffany Cole Hall
- Stephanie Hoskins

UNIVERSITY OF
LOUISVILLE®

School of Medicine

School of Public Health
& Information Sciences



The SHERO Study: Purpose and Aims

SHERO: Strengthening Health Equity in Recovery Outcomes

- aka, *A Study of Freedom House's Collaborative Approach to Cross-Sector Alignment in Kentucky to Improve Outcomes for Pregnant and Parenting Women in Recovery*

Aims:

- Measure cross-sector alignment in two communities with Freedom House
- Assess implementation variations in each community (rural and urban)
- Explore associations between alignment and Freedom House client outcomes

Prioritizes community engagement



Why Freedom House and Why Study This?

Opioid epidemic hit Kentucky communities hard

Substance use affects individuals, families, and communities

Health and social effects

- Overdose
- Prenatal exposure and infant/child development
- Parenting and family disruptions
- Child welfare system impacts

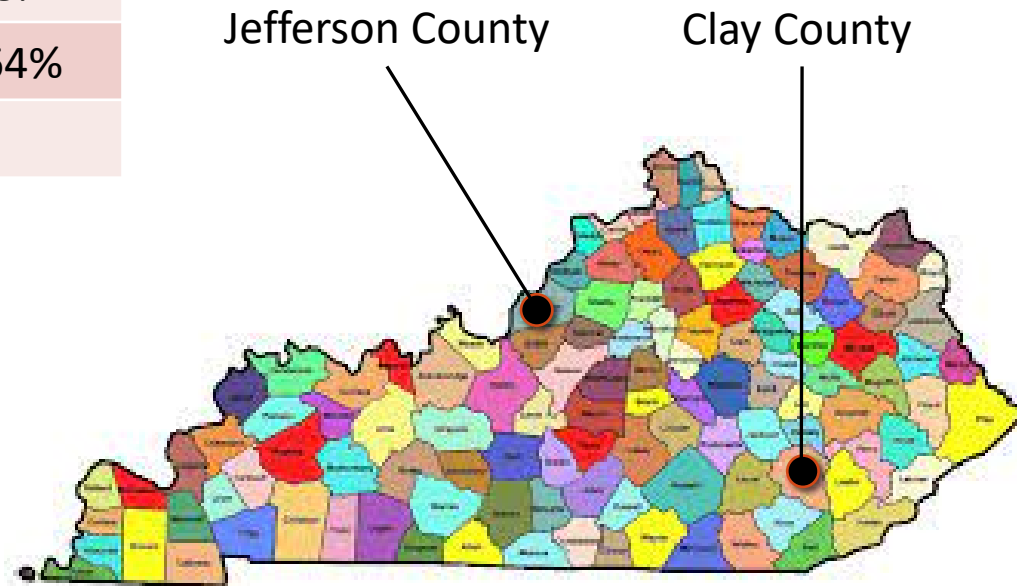
Outcomes moderated by social factors

- Housing
- Safety
- Nutrition



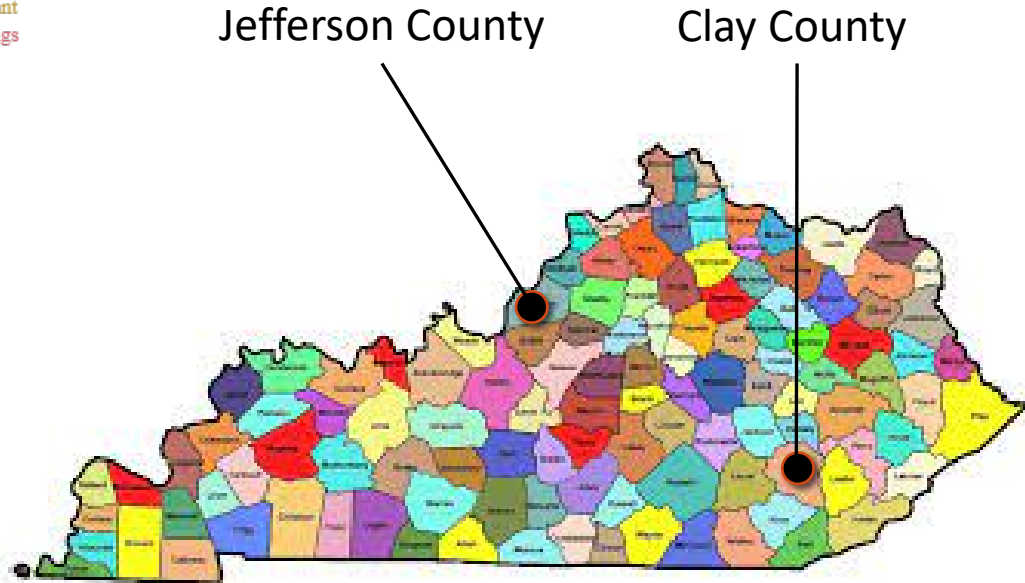
System Composition – By Sector


	#	%
Healthcare	7	28%
Public health	2	8%
Social services	16	64%
Total	25	



	#	%
Healthcare	5	18%
Public health	4	14%
Social services	19	68%
Total	28	

System Composition – By Mission





The SHERO Study – Community Engagement Approach

Three primary strategies:

1. Partner with VOAMID as a community research partner
 - Support and hire staff who serve as part of research team
 - Identify Freedom House’s community partners in all three sectors
 - Collaborate on outcome measurement and data
2. Community Advisory Board engagement in design, implementation, translation, and dissemination
3. Engage Freedom House clients and graduates

Community Engagement – Facilitators and Challenges

Facilitators

- Strong partnership during grant writing
- Team commitment
- Freedom House graduates wanting to help other moms and families

Challenges

- Time!
- Hiring and turnover
- Balancing lived experience with skill development for new roles
- Research training and IRB processing

A vibrant, abstract spin painting with a central bright yellow and white core, radiating outwards in a starburst pattern. The colors are a mix of red, orange, yellow, green, blue, and purple, creating a complex, textured effect. The lines are thick and expressive, giving it a sense of movement and energy.

Community Engagement, COVID-19, & Racial Justice

Meeting virtually – Not a perfect substitute!

CAB engagement

- Unable to visit each community
- Unable to meet CAB members
- Competing priorities for CAB members

Changes to community-based systems we are studying

Enhanced focus on inequities that have been exacerbated by COVID and prioritized within the racial justice movement

Revisited explicit measurement of inequities

- Feedback from VOAMID and the CAB

Our Lessons...



Questions and Discussion

Thank you!

Acknowledgements: Our team, especially Maddie Shipley (data collection and analysis) and Yana Feygin (data analysis). Volunteers of America Mid-States and Freedom House staff, especially Chaly Downs (study recruitment).

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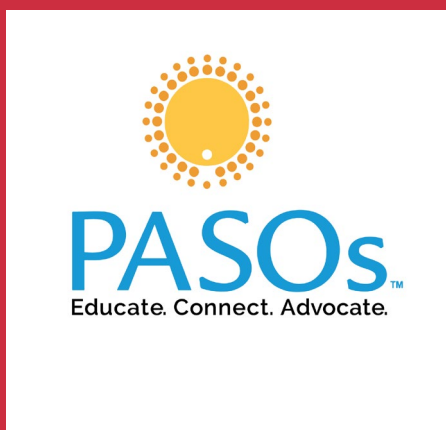
CENTER FOR
COMMUNITY HEALTH
ALIGNMENT

Enhancing Equity Through Community Engagement

Aligning Systems for Health Research and Practice Symposium
October 19, 2021



Center for Community Health Alignment

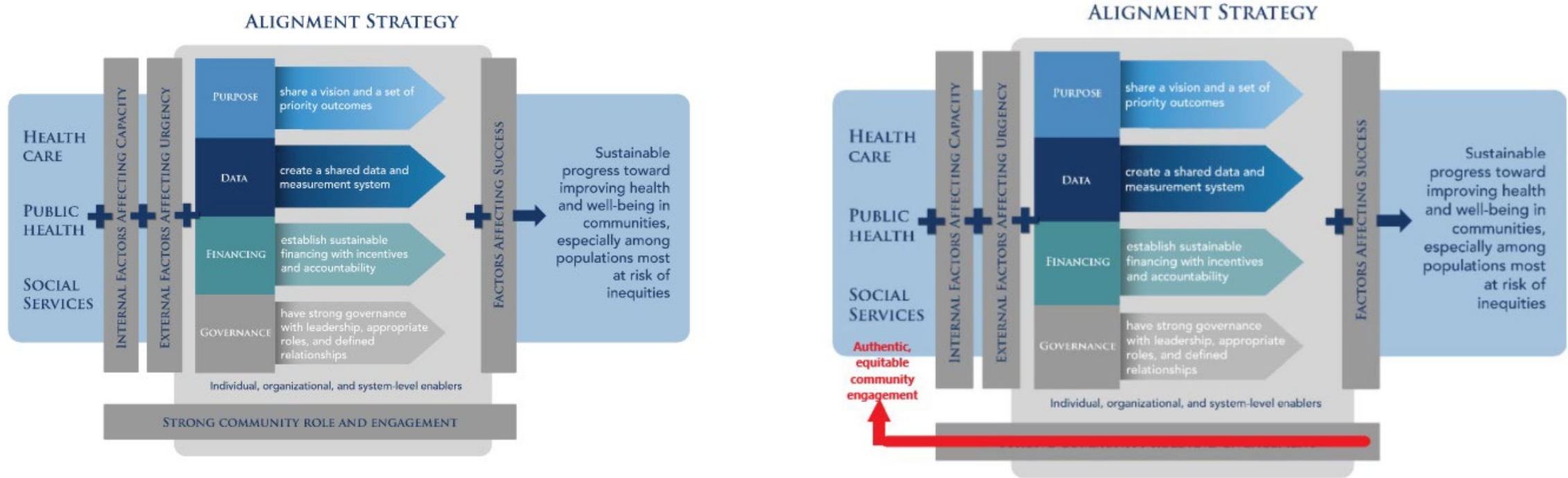


Community
Health
Worker
Institute

EMCE (Equity
through
Meaningful
Community
Engagement)

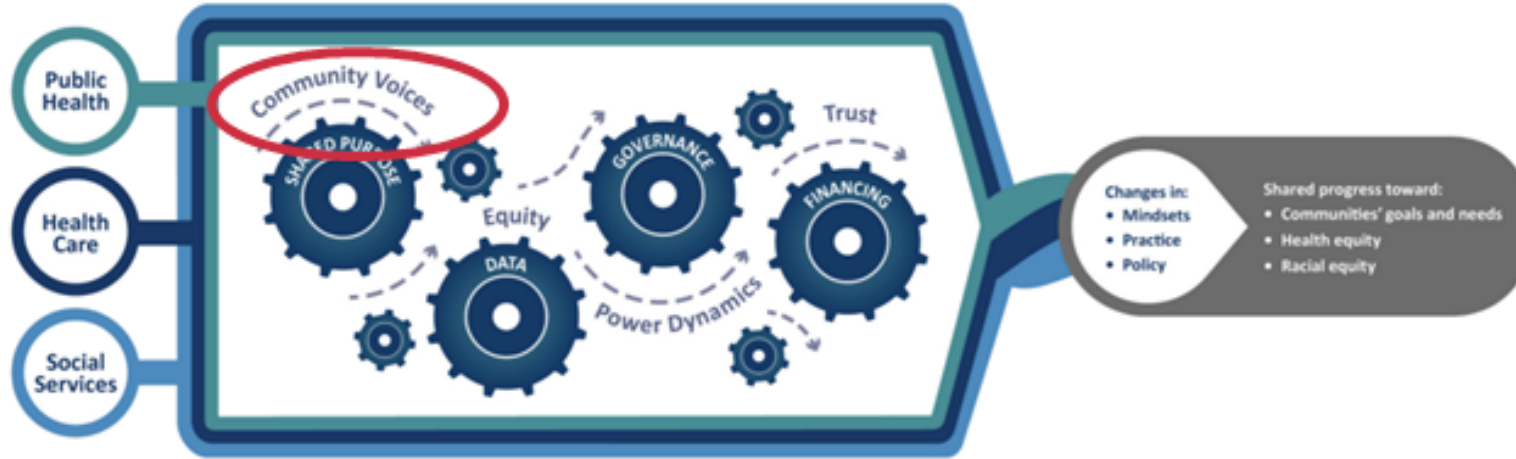
Mission: Partner with communities to co-create solutions to advance equity

Context of Our Work



Context of Our Work

Authentic
equitable
community
engagement



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Aligning Sectors Framework

Our Research Questions

- How can community residents be engaged in an equitable way with the other sectors beyond traditional structures and in a deeper way?
- Do the communities of focus have the capacity needed to effectively and equitably engage with other alignment sectors?
- How should “people with lived experience” be included as a collaborating sector in the framework?



What have we confirmed?

- Meaningful community engagement takes intentional time and effort
- Investment in building relationships and trust are essential
- Must address deep seated trust issues & have honest dialogue
- Power analyses are key to addressing systemic inequities and the day-to-day work of community engagement



Digging Deeper...

- The how...
- CHWs leading efforts
- How to engage all stakeholders equitably
- Capacity building needs



What does this mean for others?

- A lot...
- Levels of engagement
- Not having a pre-set agenda
- Co-learning and Co-developing
- Be prepared to give up some of the power and control



CENTER FOR
COMMUNITY HEALTH
ALIGNMENT

QUESTIONS?



For more information:

Center for Community Health Alignment
<https://communityhealthalignment.org/>



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UofSC Arnold School of Public Health

Thank you



Supporting Accountability with Measurement

Supporting Accountability with Measurement

Making change

What and how?

Measurement

Example reasons:

- To self-assess
- To help communicate
- To help sort effective practices and their contexts
- ...etc...
- Accountability

Supporting Accountability with Measurement

Making change

What and how?

Measurement

Example reasons:

- To self-assess
- To help communicate
- To help sort effective practices and their contexts
- ...etc
- **Accountability**

Supporting Accountability with Measurement

What does accountability have to do with measurement?

Practitioners – are our partners following through?

Funders – are we investing well?

Community members – are our institutional partners keeping their promises?

Supporting Accountability with Measurement

How do we create a measurement system that serves individuals, collaboratives in different contexts, and the field as a whole?

- Develop it with a range of partners, including community members
- Make it user friendly
- Highlight standards, but also give ‘pick-and-choose’ options

What is there to pick from?

Supporting Accountability with Measurement

Four main elements to pick from:

1. Compendium

Everything – browse, search, or add to it

2. Minimal measures

Are we aligning?

3. Featured measures

Are we aligning *well*?

Standard measures

4. Community reflection tool

How are we doing by our own standards?

Supporting Accountability with Measurement

Four main elements to pick from:

1. Compendium

Everything – browse, search, or add to it

2. Minimal measures

Are we aligning?

3. Featured measures

Are we aligning *well*?

Standard measures

4. Community reflection tool

How are we doing by our own standards?

Supporting Accountability with Measurement

Summary

Something for everybody

- Different roles
- Standard or customized approaches

Community partnerships and community leadership

- Start now