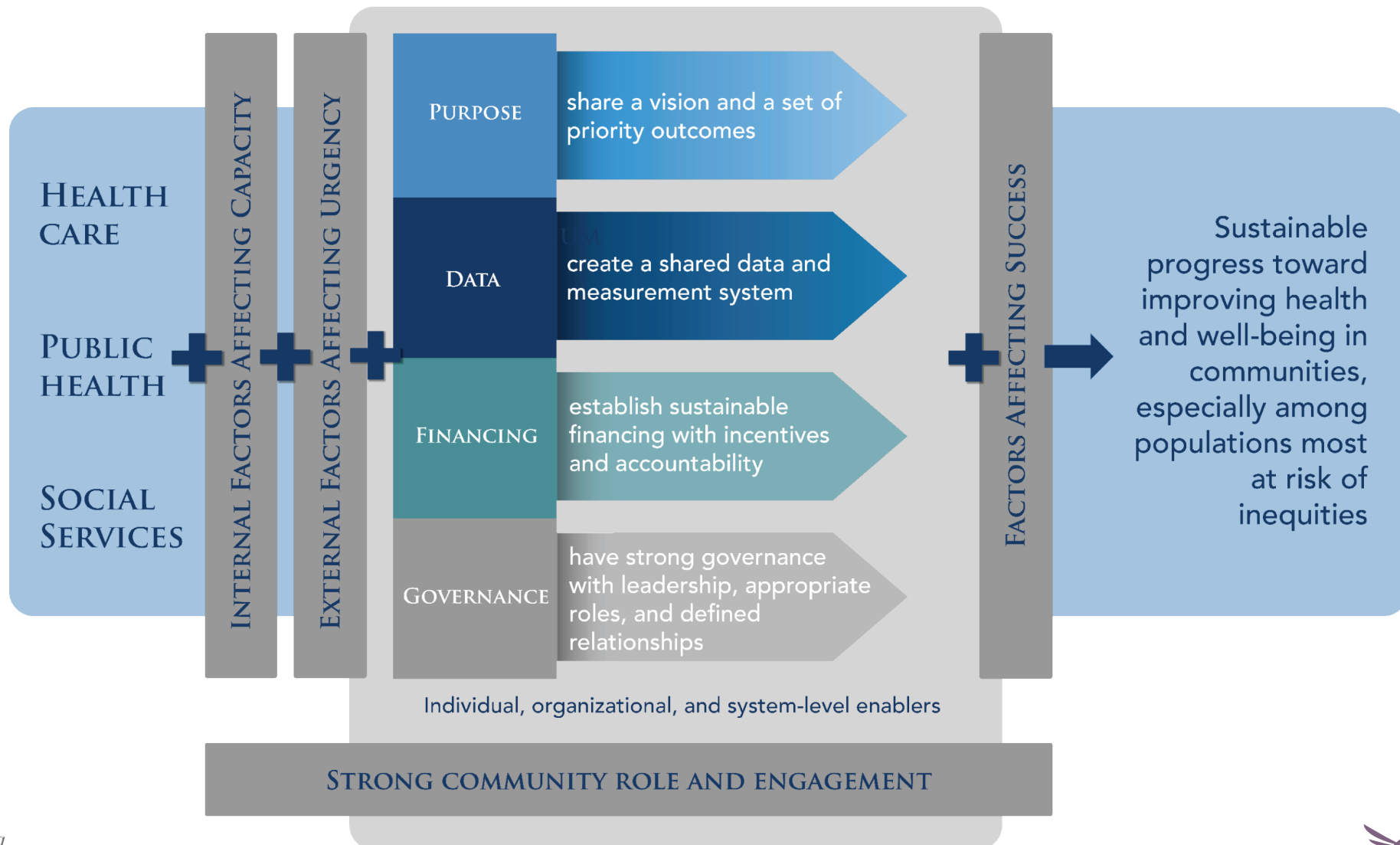


CROSS-SECTOR ALIGNMENT THEORY OF CHANGE



ALIGNING SYSTEMS FOR HEALTH GLOSSARY

Terms in italics are defined elsewhere in this glossary.

Aligned systems: According to the Robert Wood Johnson Foundation, systems and leaders that share a set of priorities for *outcomes* that are valued by the people they serve; create a shared data, metrics, and measurement system; establish stable *financing* with incentives and shared accountability; and have strong *governance* with leadership and structured relationships.

Cocreation: A form of *community engagement* in which the input of community members is valued and meaningfully incorporated from the beginning of the design process.

Community engagement: Process of working collaboratively with groups of people who are affiliated by geography or interests.

Cross-sector alignment: Coordination that extends beyond working together on a single project. *Aligned systems* require that sectors think and work together in fundamentally new ways to improve the health and well-being of the people and communities they serve.

Data: A core component of *aligned systems* that enables sectors to effectively coordinate activities and measure shared progress.

External factors affecting urgency: Outside influences and pressures that spur a sense of urgency for sectors to align (e.g., state or federal pilot initiatives or policies, public health crises).

Factors affecting success of aligning: Softer elements impacting the success of developing *aligned systems*, including interpersonal dynamics, trust, *community engagement* and accountability, stakeholders' mindset, and backbone support.

Financing: A core component of *aligned systems* characterized by sustainable methods with appropriate incentives and shared accountability.

Governance: A core component of *aligned systems* in which infrastructure has leadership, appropriate roles, and defined relationships.

Health care sector: The health sector includes the organizations, programs, and services that help individuals obtain access to personal health services to prevent, treat, or manage diseases and injuries, including services for physical health conditions, mental health conditions, substance abuse, and developmental disabilities. This sector includes the providers, purchasers, and payers of these services, as well as the suppliers of associated products and technologies, such as pharmaceutical products and health information technologies.

Individual, organizational, and system-level enablers: Recognition that when building *aligned systems*, core components are being impacted at multiple levels simultaneously — individual, organizational, and system.

Internal factors affecting capacity: Factors within organizations that enable change, including leadership, workforce, information infrastructure, workflow, communication, quality improvement, incentives, financial management, backbone capabilities, accountability, and the ability to manage progress.

Outcomes: Results including both intended and unintended consequences. Can be measured for short-term and long-term impact.

Population health: The health *outcomes* of a group of individuals, including the distribution of such outcomes within the group. Population health recognizes that outcomes include factors outside of traditional *health care* delivery, including *social determinants of health*.

Public health sector: The public health sector includes the organizations, programs, and activities that work to create the conditions in which people can live healthy lives, including activities to prevent disease and injury and promote health for the population at large. This sector includes governmental public health agencies working at local, state, and federal levels. A defining feature of the public health sector is its focus on actions designed to protect and improve health at a population level, rather than purely at an individual level through delivery of personal health services. Actions implemented within the public health sector have characteristics associated with public goods — meaning that they produce benefits that accrue broadly in society and that cannot easily be restricted to the entities who help to produce or pay for these actions. Similarly, the public health sector focuses on activities that generate positive or negative externalities for society at large — such as the social harms created by secondhand smoke and industrial pollution, or the social benefits of herd immunity created by vaccinations. For these reasons, governments play important roles within the public health sector because their taxing, spending, and regulatory powers are often needed to restrict activities with negative externalities, while promoting activities with positive externalities.

Purpose: A core component of *aligned systems* in which sectors share a mutual understanding and commitment to a vision and priority *outcomes*.

Social determinants of health: The conditions in which people are born, grow, live, work, and age that influence health.

Social services sector: The social services sector includes the organizations, programs, and services that work to address fundamental human needs and promote social well-being. This sector includes organizations and programs that provide education, housing, income support, employment assistance, diversity and inclusion initiatives, food assistance, transportation, legal assistance, disability support services, and criminal justice or juvenile justice services.

Sustainable progress: Designing systems change to ensure solutions are built to last, rather than temporary due to funding constraints, lack of incentives, or structures that do not produce permanent connections.