Key Findings

Most aligning concepts can be measured with a high degree of reliability and validity.

Four distinct components of the county’s system-alignment capabilities supported organizational and community resilience during the pandemic.

• **An organizational culture of adaptability:** Demands for speed and flexibility in creating CommunityConnect prepared the organization to work quickly, at scale, and under uncertain circumstances, which the pandemic response required.

• **Management processes for population monitoring and outreach:** The county’s existing work to align systems provided pre-existing technical and management processes, including an integrated data warehouse and team that linked records for a substantial proportion of the county’s economically vulnerable population, which were repurposed and deployed for the COVID-19 response.

• **Front-line staff with flexible skills to support health and social care needs:** One hundred front-line case managers with training and experience to coordinate care across sectors for individual patients were immensely valuable resources for meeting the county residents’ increased needs during the pandemic.

• **Trusting relationships among organizations:** Efforts to align systems in the county over multiple years established a history of collaboration between health care, public health, and social services in the county. These positive experiences built up habits of cross-sector cooperation, which were supportive of the COVID-19 response. These trusted relationships allowed managers to streamline their work with common patients and clients during the pandemic.

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