

## Health and Community Development Sectors: Working Together to Improve the Health of Our Communities

Central Wisconsin Health and Economic Development Summit  
August 11, 2015

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### Overview

- WHY it is important for the “health people” and the “community and economic development people” to work together?
- What do we know about HOW to do this work?
- What do we know about WHAT WORKS to address the challenges you are facing?
- What are some concrete EXAMPLES of others moving ahead as you are?

University of Wisconsin  
Population Health Institute  
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HOME ABOUT US PROGRAMS PUBLICATIONS EVENTS

### 2015 County Health Rankings Released!

2015 Health Outcomes - Wisconsin

ANNOUNCEMENTS

- What Works? Strategies to Improve Rural Health Released!
- Wisconsin's Uninsured Declines 19-38%, with Large Geographic Variation
- 2015 County Health Rankings Released!
- Medicaid Provider Payments: Hospitals, Cost-Shifting, and Primary Care Services
- 2014 WI Health Trends: Progress Report Available
- New website available with hospitals and health departments' priorities for improving WI's health
- WI State Forum to Advance Healthy Communities: Bridging Health Care and Public Health

#### EVALUATION RESEARCH

- Adolescent Alcohol and Drug Involvement Scale (AADIS) / Adolescent Drug Involvement Scale (ADIS) Scale
- Behavioral Health--Prevention and Treatment
- Health Disparity-Related Programs Infrastructure/Services
- Health Promotion

#### HEALTH POLICY

- Evidence-Based Health Policy Project
- Cost, Coverage, & Access
- Health Reform
- Health Impact Assessment (HIA)
- E-Health
- Health System Performance & Transformation
- Selected Sources of Data and Policy

#### MOBILIZING ACTION TOWARD COMMUNITY HEALTH (MATCH)

- County Health Rankings & Roadmaps
- Healthy Wisconsin Leadership Institute
- Making Wisconsin the Healthiest State
- Population Health Service Fellowship
- Recent Projects
- What Works for Health
- Wisconsin County Health Rankings

<https://uwphi.pophealth.wisc.edu/>

WHY it is important for the “health people” and the “community and economic development people” to work together?

## What Is Health?

According to the World Health Organization (1946),

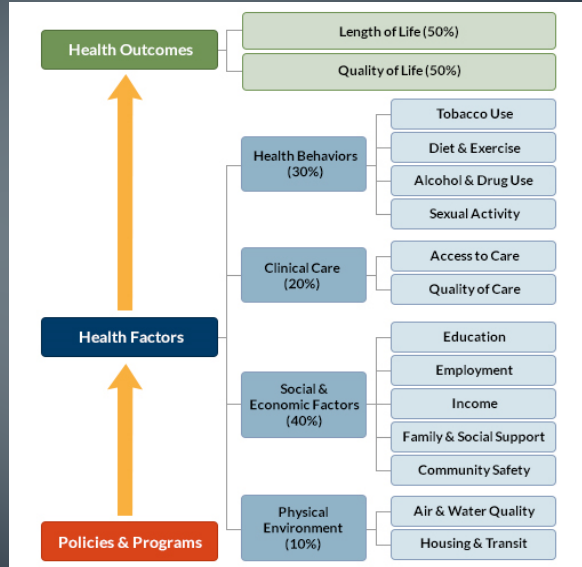
Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

## What is a Healthy Rural Community?

- (1) Stable or increasing population with high levels of social capital;
- (2) Growth in young adults and families with higher education and skill sets;
- (3) Business starts (or low losses) with quality jobs, adequate wages, and sustainable financing;
- (4) Employment opportunities that match population skills and capacity;
- (5) Access to basic health care, education, housing, transportation and social services; and
- (6) Informed public and private decision-makers.

Source: Norm Walzer, Center for Governmental Studies, Northern Illinois University, 7/1/2015

## Health Is About More than Health Care



## Higher Income, Better Health

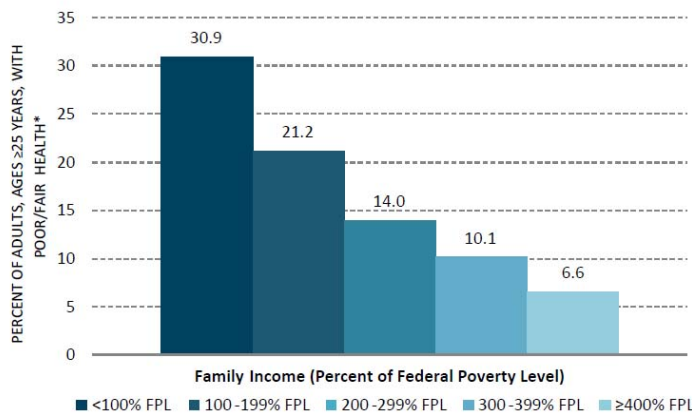
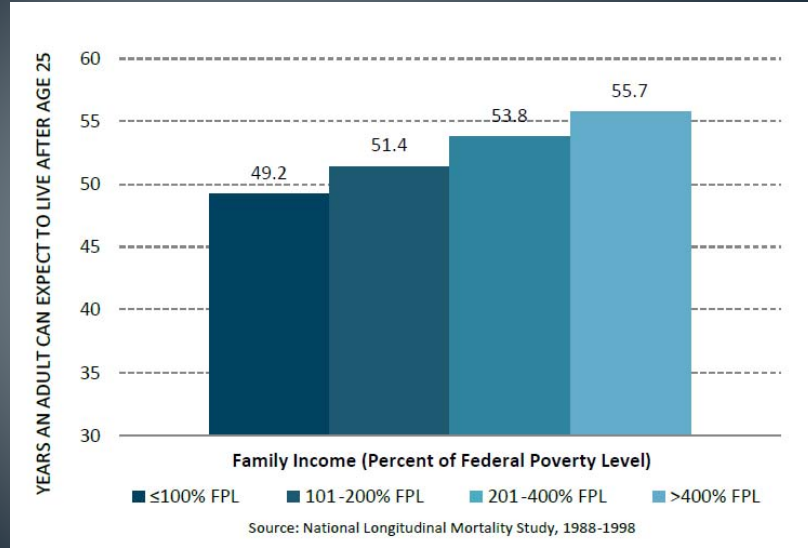


Figure 2. Higher income, healthier adults. Even adults with middle-class incomes are less healthy than those with higher incomes.

Source: National Health Interview Survey, 2001 -2005 \*Age-adjusted

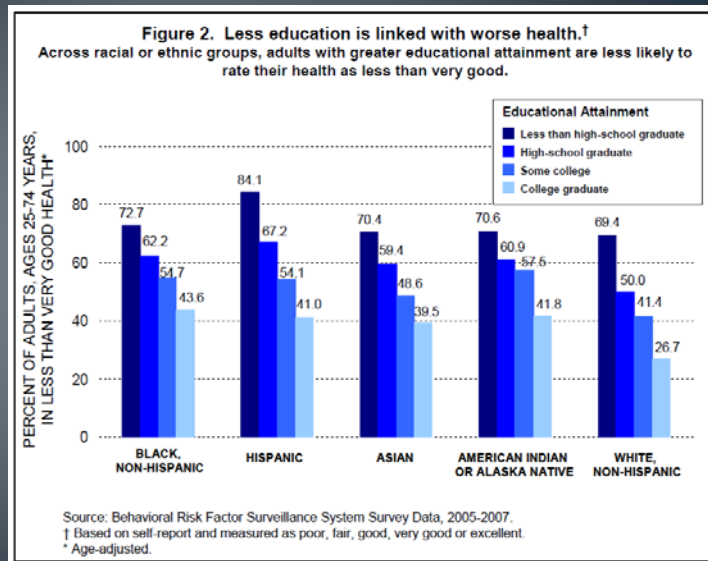
Braveman et al., Income, Wealth and Health, RWJF April 2011

## Higher Income, Longer Life



Braveman et al., Income, Wealth and Health, RWJF April 2011

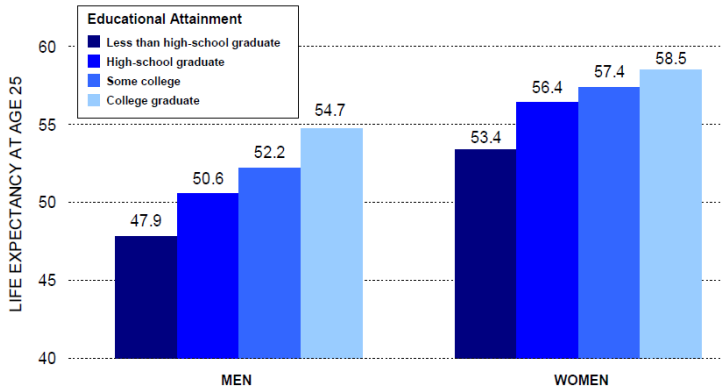
## More Education, Better\* Health



Egertter et al., Education and Health, RWJF 2009

# More Education, Longer Life

**Figure 1. For both men and women, more education typically means longer life.†**  
 College graduates can expect to live at least 5 years longer than individuals who have not finished high school.

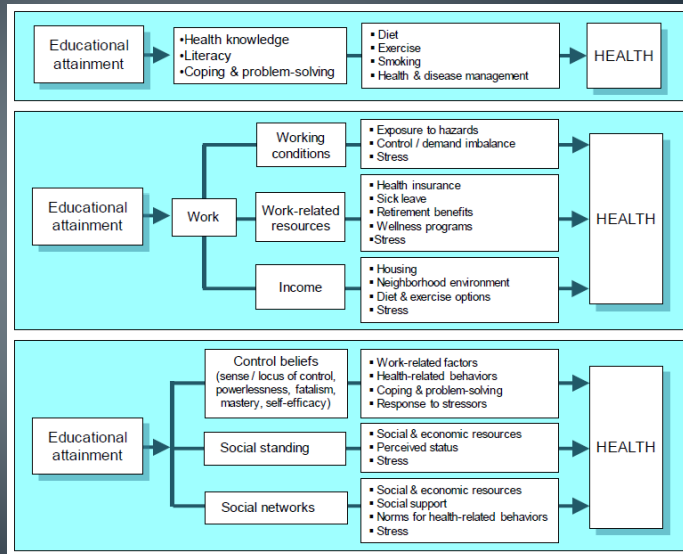


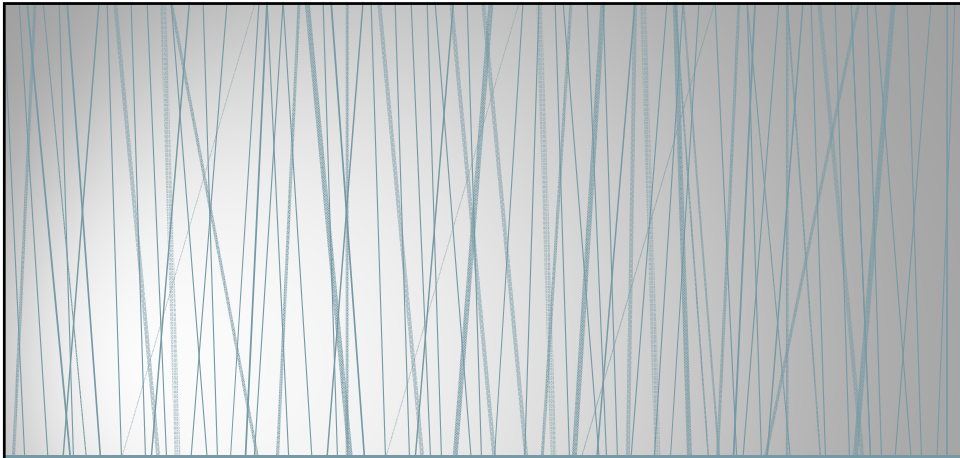
Source: National Longitudinal Mortality Study, 1988-1998.

† This chart describes the number of years that adults in different education groups can expect to live beyond age 25. For example, a 25-year-old man with only a high-school diploma can expect to live 50.6 more years and reach an age of 75.6 years.

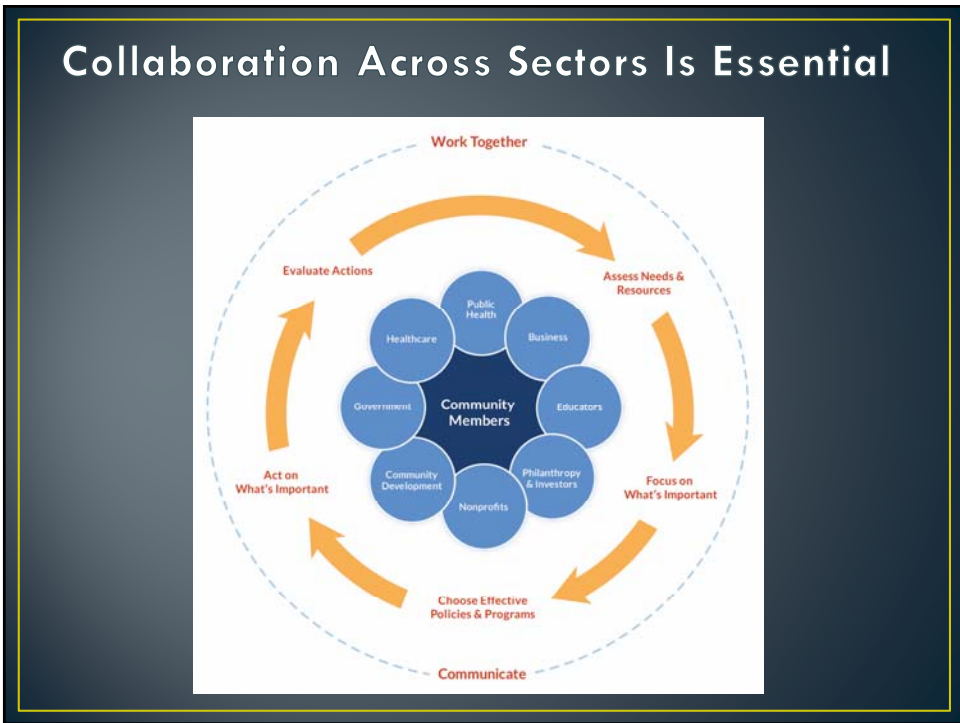
Egertner et al., Education and Health, RWJF-2009

# Conditions that Favor Health Also Favor Community and Economic Development





What do we know about HOW to do this work?



## 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.

Channeling Change: Making Collective Impact Work, By Fay Hanleybrown, John Kania, & Mark Kramer. *Stanford Social Innovation Review*, 2012, [http://www.ssiireview.org/pdf/Channeling\\_Change\\_PDE.pdf](http://www.ssiireview.org/pdf/Channeling_Change_PDE.pdf)

## Ask the Key Questions

- **What** is the problem you are trying to solve?
- **Who** must be engaged?
  - Do you have **all** the right eyes on the problem?
- **How** should individuals and organizations work together?
  - Change happens at the “speed of trust” [Covey]
  - **Build** alignment around the agenda, competency in using data, committing to continuous learning, **before** picking solutions
- **How** will change happen?
  - Complex problems require adaptive solutions – focus attention, create the space for hard conversations, build engagement and alignment of effort



Phases of Collective Impact			
Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
<b>Governance and Infrastructure</b>	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b>Strategic Planning</b>	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
<b>Community Involvement</b>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b>Evaluation and Improvement</b>	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Channeling Change: Making Collective Impact Work, By Fay Hanleybrown, John Kania, & Mark Kramer. *Stanford Social Innovation Review*, 2012, [http://www.ssiireview.org/pdf/Channeling\\_Change\\_PDE.pdf](http://www.ssiireview.org/pdf/Channeling_Change_PDE.pdf)

## When Collective Impact Works, What Is Possible?

- Local individuals or organizations begin to **work together differently**, and find and adopt new solutions as a result
- A successful strategy that is **already working** locally, but is not systematically or broadly practiced, is **identified and spread** more widely
- An evidence-based policy, practice, movement, or resource from **outside** the community is identified and applied

Kania & Kramer. Embracing Emergence: How Collective Impact Addresses Complexity. SSIR January 2013

# What's the Role of the Backbone Organization?


- Provide overall strategic direction
- Facilitate dialogue between partners
- Manage data collection and analysis
- Handle communications
- Coordinate community outreach
- Mobilize funding

Channeling Change: Making Collective Impact Work, By Fay Hanleybrown, John Kania, & Mark Kramer *Stanford Social Innovation Review*, 2012, [http://www.ssireview.org/pdf/Channeling\\_Change\\_PDF.pdf](http://www.ssireview.org/pdf/Channeling_Change_PDF.pdf)

## Backbone Organizations

Types of Backbones	Description	Examples	Pros	Cons
<b>Funder-Based</b>	One funder initiates CI strategy as planner, financier, and convener	Calgary Homeless Foundation	<ul style="list-style-type: none"> <li>♦ Ability to secure start-up funding and recurring resources</li> <li>♦ Ability to bring others to the table and leverage other funders</li> </ul>	<ul style="list-style-type: none"> <li>♦ Lack of broad buy-in if CI effort seen as driven by one funder</li> <li>♦ Lack of perceived neutrality</li> </ul>
<b>New Nonprofit</b>	New entity is created, often by private funding, to serve as backbone	Community Center for Education Results	<ul style="list-style-type: none"> <li>♦ Perceived neutrality as facilitator and convener</li> <li>♦ Potential lack of baggage</li> <li>♦ Clarity of focus</li> </ul>	<ul style="list-style-type: none"> <li>♦ Lack of sustainable funding stream and potential questions about funding priorities</li> <li>♦ Potential competition with local nonprofits</li> </ul>
<b>Existing Nonprofit</b>	Established nonprofit takes the lead in coordinating CI strategy	Opportunity Chicago	<ul style="list-style-type: none"> <li>♦ Credibility, clear ownership, and strong understanding of issue</li> <li>♦ Existing infrastructure in place if properly resourced</li> </ul>	<ul style="list-style-type: none"> <li>♦ Potential "baggage" and lack of perceived neutrality</li> <li>♦ Lack of attention if poorly funded</li> </ul>
<b>Government</b>	Government entity, either at local or state level, drives CI effort	Shape Up Somerville	<ul style="list-style-type: none"> <li>♦ Public sector "seal of approval"</li> <li>♦ Existing infrastructure in place if properly resourced</li> </ul>	<ul style="list-style-type: none"> <li>♦ Bureaucracy may slow progress</li> <li>♦ Public funding may not be dependable</li> </ul>
<b>Shared Across Multiple Organizations</b>	Numerous organizations take ownership of CI wins	Magnolia Place	<ul style="list-style-type: none"> <li>♦ Lower resource requirements if shared across multiple organizations</li> <li>♦ Broad buy-in, expertise</li> </ul>	<ul style="list-style-type: none"> <li>♦ Lack of clear accountability with multiple voices at the table</li> <li>♦ Coordination challenges, leading to potential inefficiencies</li> </ul>
<b>Steering Committee Driven</b>	Senior-level committee with ultimate decision-making power	Memphis Fast Forward	<ul style="list-style-type: none"> <li>♦ Broad buy-in from senior leaders across public, private, and nonprofit sectors</li> </ul>	<ul style="list-style-type: none"> <li>♦ Lack of clear accountability with multiple voices</li> </ul>

Channeling Change: Making Collective Impact Work, By Fay Hanleybrown, John Kania, & Mark Kramer *Stanford Social Innovation Review*, 2012, [http://www.ssireview.org/pdf/Channeling\\_Change\\_PDF.pdf](http://www.ssireview.org/pdf/Channeling_Change_PDF.pdf)



**Menominee Nation Community Collaboration:**  
*Interconnected Causes, Resources, Responses*

- Precipitating event: school performance
- Goal: increase community engagement to improve school performance and health; have chosen to focus on childhood obesity
- Collaboration across governments, healthcare, education

**Menominee Nation Community Collaboration**

- **Common Agenda:** Shared root causes – all our children
- **Backbone:** Schools, health clinic
- **Aligned Activities:** Community Engagement Grid; 90-day Implementation Plans; based in part on Bridges out of Poverty
- **Communication:** Community Collaboration meetings
- **Shared Measurement:** Support from UW SMPH
- **Read more:** <https://uwphi.pophealth.wisc.edu/programs/match/healthiest-state/find-the-bright-spots/menominee-nation-community-collaboration.pdf>

# Move From Planning to Doing

**County Health Rankings & Roadmaps**  
Building a Culture of Health, County by County

A Robert Wood Johnson Foundation program

HEALTH RANKINGS ▾
ROADMAPS TO HEALTH ▾
RWJF CULTURE OF HEALTH PRIZE ▾
MORE ▾

Home » Roadmaps to Health » Action Center

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## Take action to improve your community's health

Ready to take action, but not sure what to do next?

GET HELP

### Action Center

Each step on the Action Cycle is a critical piece of making comm guide for each step that describes key activities within each step tools, resources, and additional reading. You can start at Assess

**Action Steps**

- Work Together
- Assess Needs & Resources
- Focus On What's Important
- Choose Effective Policies & Programs
- Act on What's Important
- Evaluate Actions

# Move From Planning to Doing

**HEALTHY WISCONSIN LEADERSHIP INSTITUTE**

STRENGTHENING COLLABORATIVE LEADERSHIP CAPACITY TO ADVANCE HEALTH AND HEALTH EQUITY IN WISCONSIN

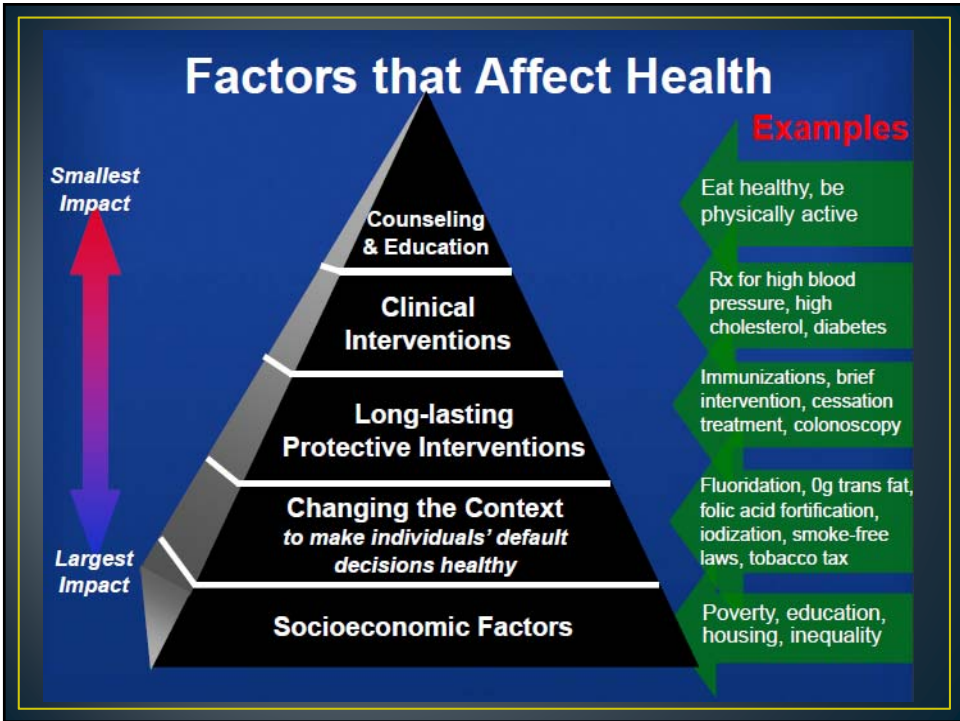
**Teams build skills in:**

- Partnership building
- Leveraging resources
- Cultural humility and health equity
- Policy advocacy
- Community organizing
- Collective impact
- Action, evaluation and sustainability planning



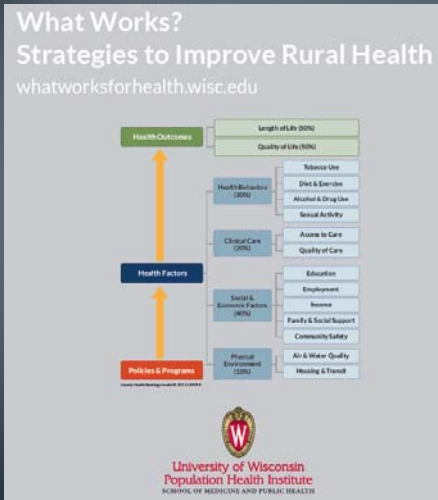
Learn More: <http://www.hwli.org/>

What do we know about **WHAT WORKS** to address the challenges you are facing?



# What Works?

<http://whatworksforhealth.wisc.edu>



- Evidence matters
- So does:
  - Innovation
  - Feasibility
  - Resources
  - Community Readiness

What are some concrete EXAMPLES of others moving ahead as you are?

# What's In Progress? Collaborative Community Health Improvement

University of Wisconsin  
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HOME ABOUT US PROGRAMS PUBLICATIONS EVENTS

Home » Programs » MATCH » Assessing and Improving Community Health in WI »

**Assessing and Improving Community Health in Wisconsin**

About the Project Shared Priorities Tools and Resources

**Mental Health Needs/Issues (Mental Health)**

**Hospitals**  
 Amery Regional Medical Center  
 Appleton Medical Center  
 Aurora Medical Center in Graton  
 Aurora Psychiatric Hospital  
 Aurora Sheboygan Memorial Medical Center  
 Aurora Sinai Medical Center  
 Aurora St Luke's Medical Center  
 Aurora St Luke's South Shore  
 Beaver Dam Community Hospitals  
 Belin Health Oconto Hospital  
 Beloit Memorial Hospital  
 Burnett Medical Center  
 Calumet Medical Center  
 Children's Hospital of Wisconsin Fox Valley  
 Columbia St. Mary's Hospital Ozaukee  
 Columbus Community Hospital  
 Community Memorial Hospital-Oconto Falls

**Local Health Departments**  
 Barron County Health and Human Services Department  
 Burnett County Department of Health & Human Services  
 Calumet County Health Department  
 City of Watertown Department of Public Health  
 Columbia County Division of Health  
 Dodge County Human Services & Health Department  
 Door County Health Department  
 Dunn County Health Department  
 Eau Claire City / County Health Department  
 Florence County Health Department  
 Fond du Lac Health Department  
 Green County Health Department  
 Green Lake County Department of Health & Human Services  
 Greenfield Health Department

<http://www.improvingwihealth.org/index.php>

# What's In Progress? Collaborative Community Health Improvement

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HOME ABOUT US PROGRAMS PUBLICATIONS EVENTS

Home » Programs » MATCH » Assessing and Improving Community Health in WI »

**Assessing and Improving Community Health in Wisconsin**

About the Project Shared Priorities Tools and Resources

**Drug Abuse (Prescription and Illicit Drug Abuse)**

**Hospitals**  
 Appleton Medical Center  
 Aurora BayCare Medical Center  
 Aurora Lakeland Medical Center  
 Aurora Medical Center in Oshkosh  
 Aurora Memorial Hospital of Burlington  
 Aurora Psychiatric Hospital  
 Aurora Sheboygan Memorial Medical Center  
 Aurora St Luke's Medical Center  
 Aurora St Luke's South Shore  
 Baldwin Area Medical Center  
 Bay Area Medical Center  
 Beaver Dam Community Hospitals  
 Belin Health Oconto Hospital  
 Belin Memorial Hospital  
 Black River Memorial Hospital  
 Columbia St. Mary's Hospital Ozaukee  
 Columbus Community Hospital  
 Community Memorial Hospital-Menomonee Falls

**Local Health Departments**  
 Appleton City Health Department  
 Ashland County Health and Human Services Department  
 Barron County Health and Human Services Department  
 Bayfield County Health Department  
 Brown County Health Department  
 Calumet County Health Department  
 Chippewa County Department of Public Health and Home Care  
 Columbia County Division of Health  
 Crawford County Public Health  
 DePere Department of Public Health  
 Douglas County Department of Health and Human Services  
 Dunn County Health Department  
 Florence County Health Department  
 Forest County Health Department  
 Grant County Health Department  
 Green Lake County Department of Health & Human Services

<http://www.improvingwihealth.org/index.php>

## What's In Progress?



Watch This Space for Conference Proceedings!

<http://www.cvent.com/events/investing-in-healthy-rural-communities-harvesting-the-power-of-people-place-and-partnerships/event-summary-b885992215e24ccaabcaad978c2c32c.aspx>

## Key Takeaways from July 1

- Healthy rural community development/investment takes many forms and has many potential sponsors
  - Bricks and mortar, human service and business development programs, worker training
    - E.g. – child care, main street revitalization, grocery stores, financial literacy, food distribution hubs
- **Every** community has significant assets as well as needs and opportunities
  - “Anchor institutions” are key – banks, educational institutions, health care facilities, churches, local government, etc.
  - Coalitions, conveners, backbones are key
- Healthy rural community development requires collaboration, prioritization, and consensus building



## Key Takeaways from July 1



- Support entrepreneurs
- Bank and procure and source locally – producers collaborate to meet each other's needs
- Invest in local businesses, local capacity

Read More: <http://michaelshuman.com/>

## Key Takeaways from July 1 –

What's Most Likely to Lead to Healthier Rural Communities?

### Infrastructure

- Expand rural broadband access

### Education and Training

- Make technical school and college more affordable for rural, working students
- Expand the Dairy Grazing Apprenticeship Program

### Economic Development

- Invest in local businesses, local entrepreneurs, e.g. through local purchasing collaboratives
- Local governments should evaluate economic development proposals based on their impact on the local economy

### Capacity Building

- Create a place within the community that supports entrepreneurs, with mentors and financiers
- Establish a learning collaborative of rural coalitions

## What's In Progress?

- **You!**
  - ✓ Regional
  - ✓ Multi-stakeholder, public-private
  - ✓ Health factors and health outcomes
  - ✓ Economic and community development
  - ✓ Social and economic determinants of health
- Fully representative?
- Adequately resourced?
- Evidence informed?
- Sustainable?

## In Conclusion

- The health of individuals, families, and communities is influenced by many factors other than access to health care
- Good health matters to us all – we all have a stake in healthier people, healthier communities
- Evidence-based policies and programs exist to improve health *and* create conditions that favor community and economic development
- Advancing these strategies will require leadership, new partnerships, courage, and political will
- This work can be, and is being, done in rural communities!

## Acknowledgements

- Wisconsin Partnership Program,  
UW School of Medicine and Public Health
- Federal Reserve Bank of Chicago
- Robert Wood Johnson Foundation

Thank You and Good Luck!