

Evidence-Based Approaches to Cross Sector Collaborations

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Objectives

- Define reasons why partnerships are critical to community health
- Describe steps and best practices in forming cross sector partnerships for health promotion
- Describe outcomes of partnerships

CHES Responsibility V: Administer Health Promotion
Competency 5.5 Facilitate Partnerships in Support of Health Education

Why do we need partnerships?

- Population health is broader than one organization
- Public Health 3.0 recommends that health departments engage multiple sectors & community partners to generate collective impact
- Partnerships are needed to address social determinants of health (High impact in 5 years) - CDC
- We all need to work collectively to address health conditions and inequalities (Healthy People 2020)

Public Health 3.0

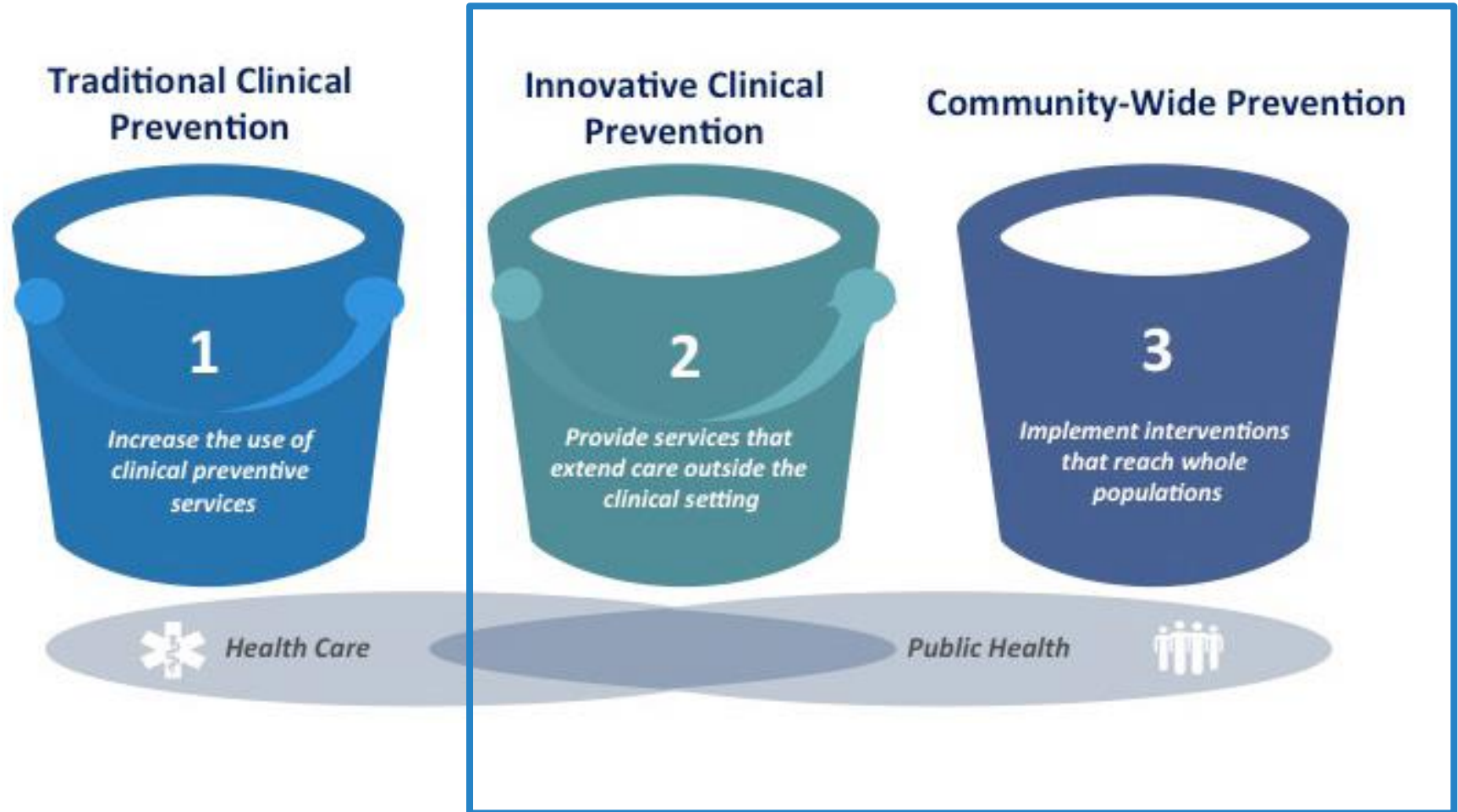
2. Public health departments should engage with community stakeholders—from both the public and private sectors—to form vibrant, structured, cross-sector partnerships.

These partnerships should share a vision for creating health, equity, and resilience in a community over the long term, with employers and payers among the key partners. The defining feature of these partnerships should be the ability to organize in order to share governance, set shared vision and goals, blend and braid funding, and capture savings for reinvestment upstream.



Partnerships is one of the 5 qualities for communities to achieve health for all

3 Buckets of Prevention



Continuum of Partnerships

Coordination:

Exchange of
info/materials

Cooperation:

minimal agreement;
joint strategies for a
common purpose

Collaboration:

orgs work together on
a certain project with
a common purpose

Partnerships:

higher level of trust;
shared resources,
vision and decision-
making; enhancing
capacity of each other



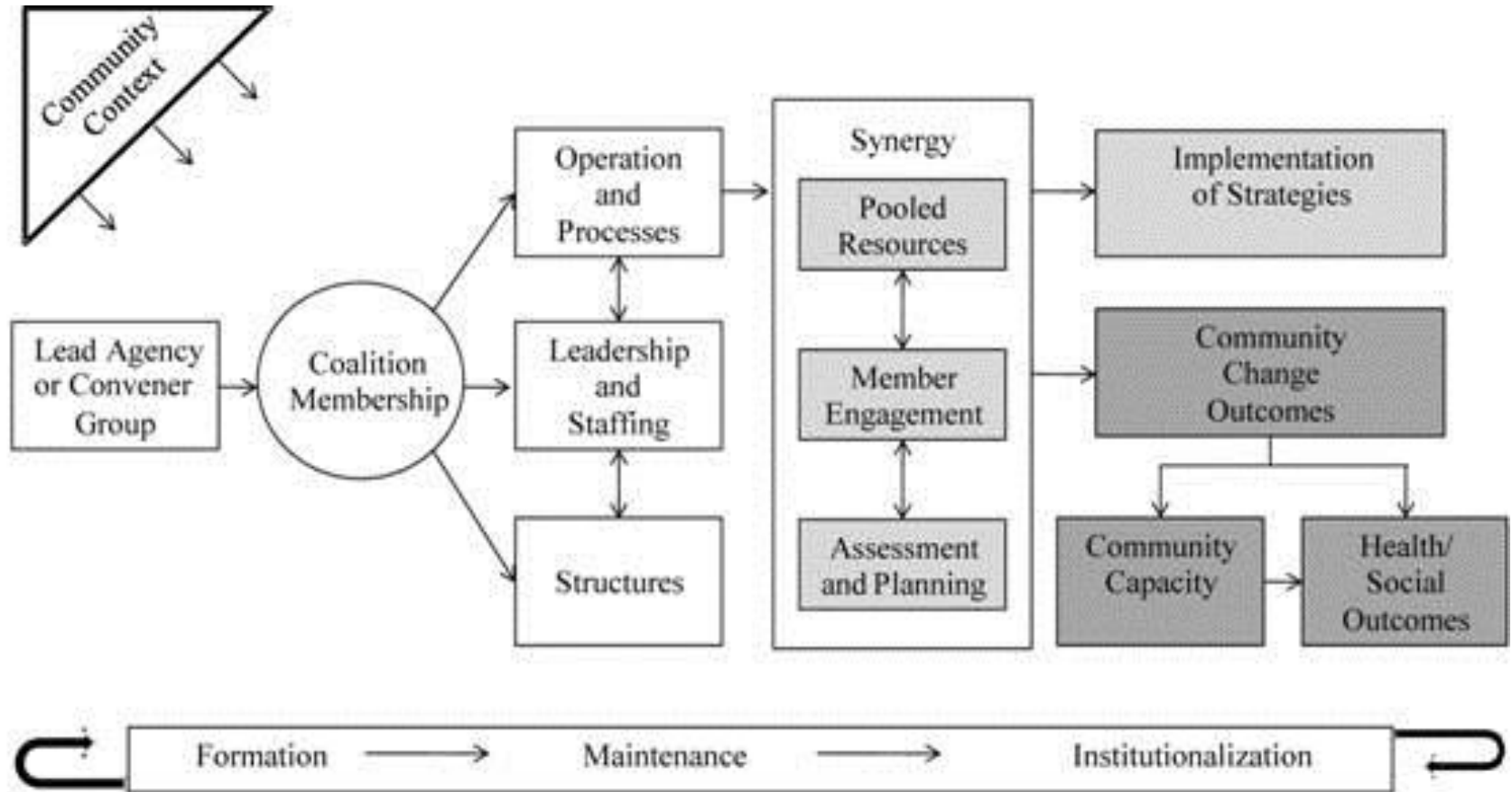
Benefits of Partnerships

- Increased understanding of, and access to, priority populations
- Increased opportunities for promotion
- Increased access to data and interpretation of data
- Support for shaping policy change
- Additional resources for the activities and/or community
- Provision of staffing, facilities, or amenities for meetings

What is the best structure for partnerships?



Community Coalition Action Theory



Source: Recreated from Butterfoss, 2007

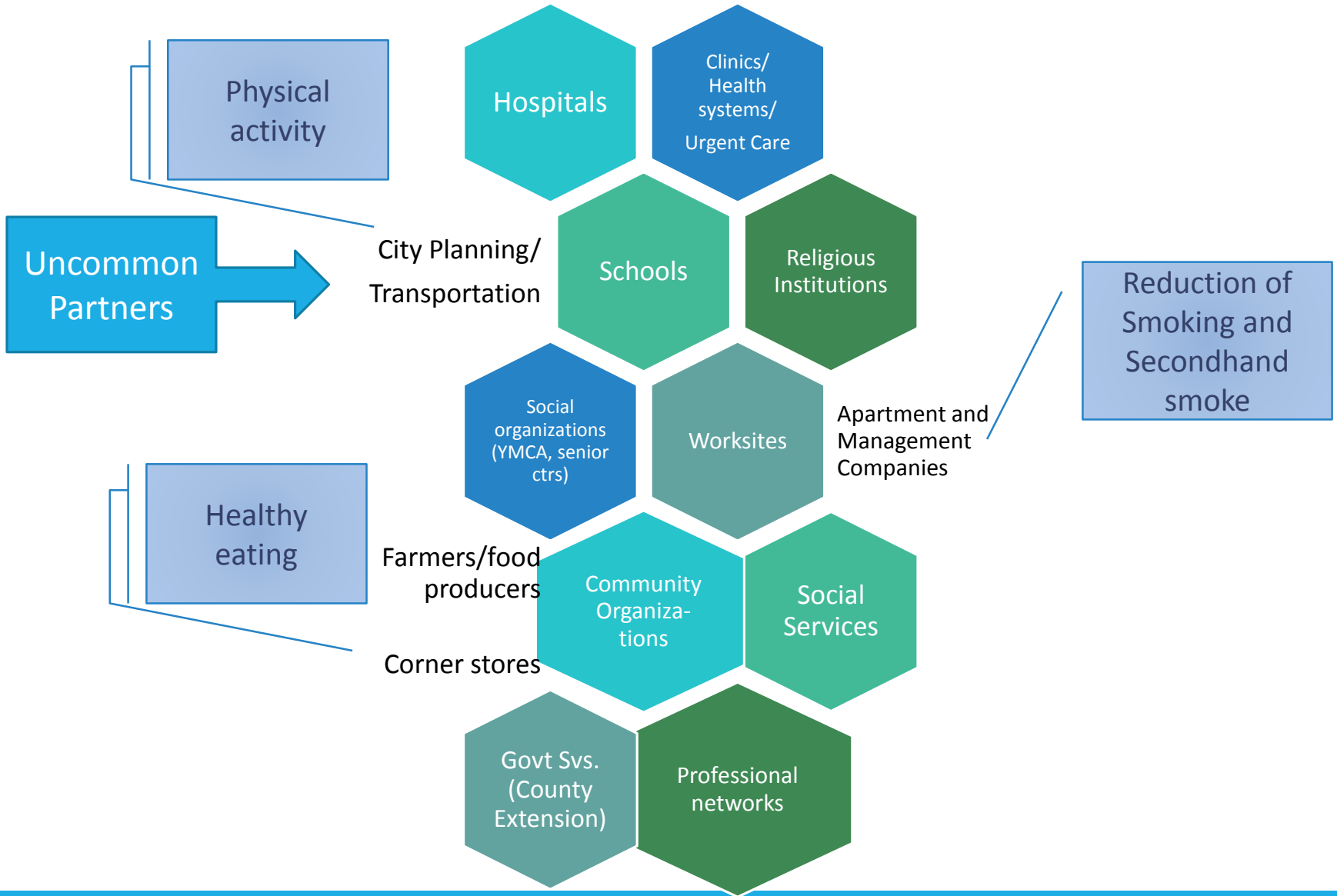
Key Concepts of Coalition Action Theory

- It presents important coalition characteristics (e.g., leadership, membership, structure) that affect a community coalition's ability to foster changes in the community
- In the formation stage, **lead agency** builds a collaboration to respond to a particular community and recruits the coalition **members**
- Leaders are selected to develop the coalition's processes and structures. **Operations and processes** are the mechanisms for communication among members, decision-making, and conflict management.
- **Structures** are the formal procedures that facilitate the coalition's activities.
- These components make **synergy** within the coalition more likely.

Who are common public health partners?

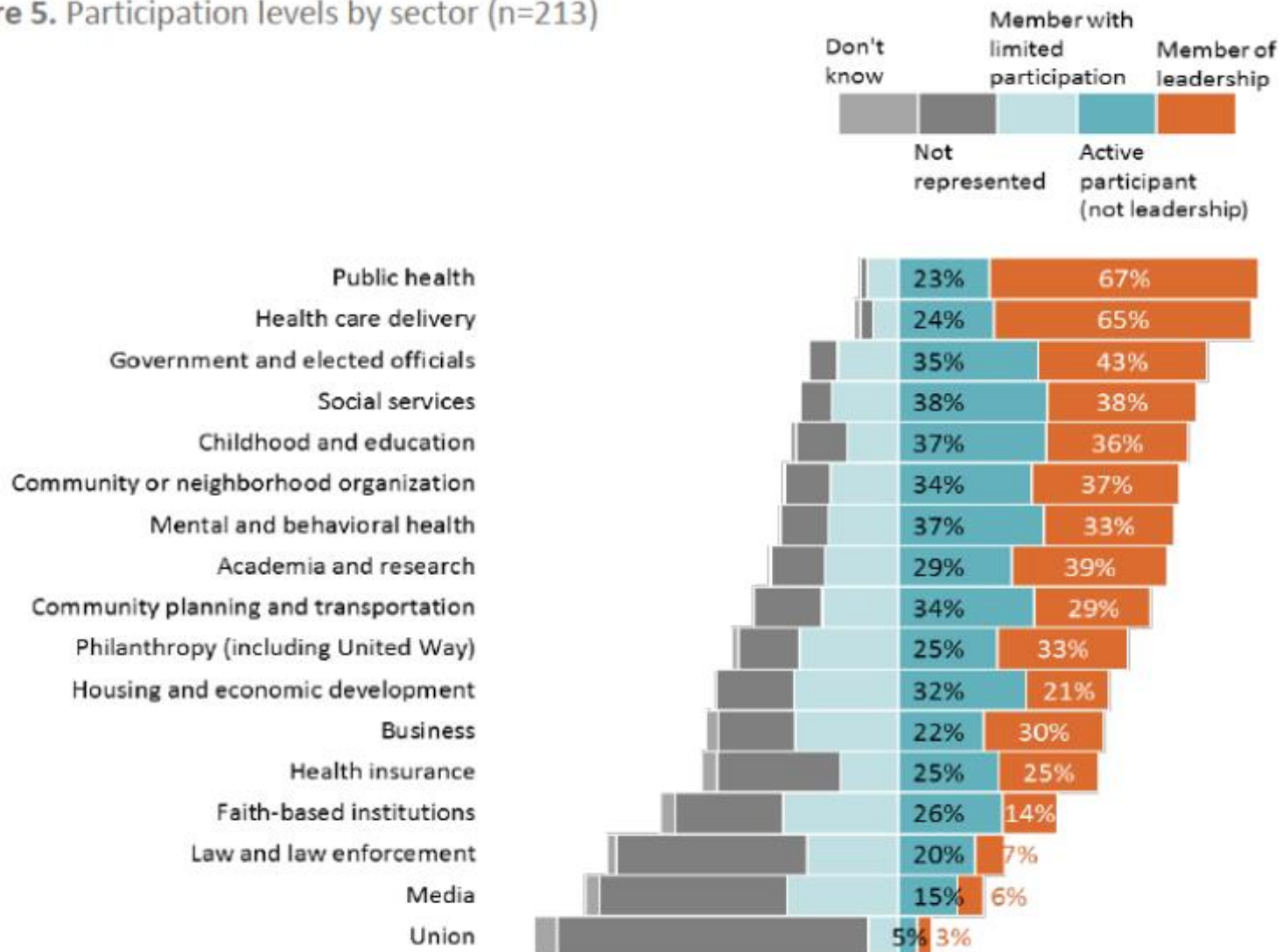


Common Partners



Rethink Health: Survey of over 237 partnerships in over 42 states

Figure 5. Participation levels by sector (n=213)

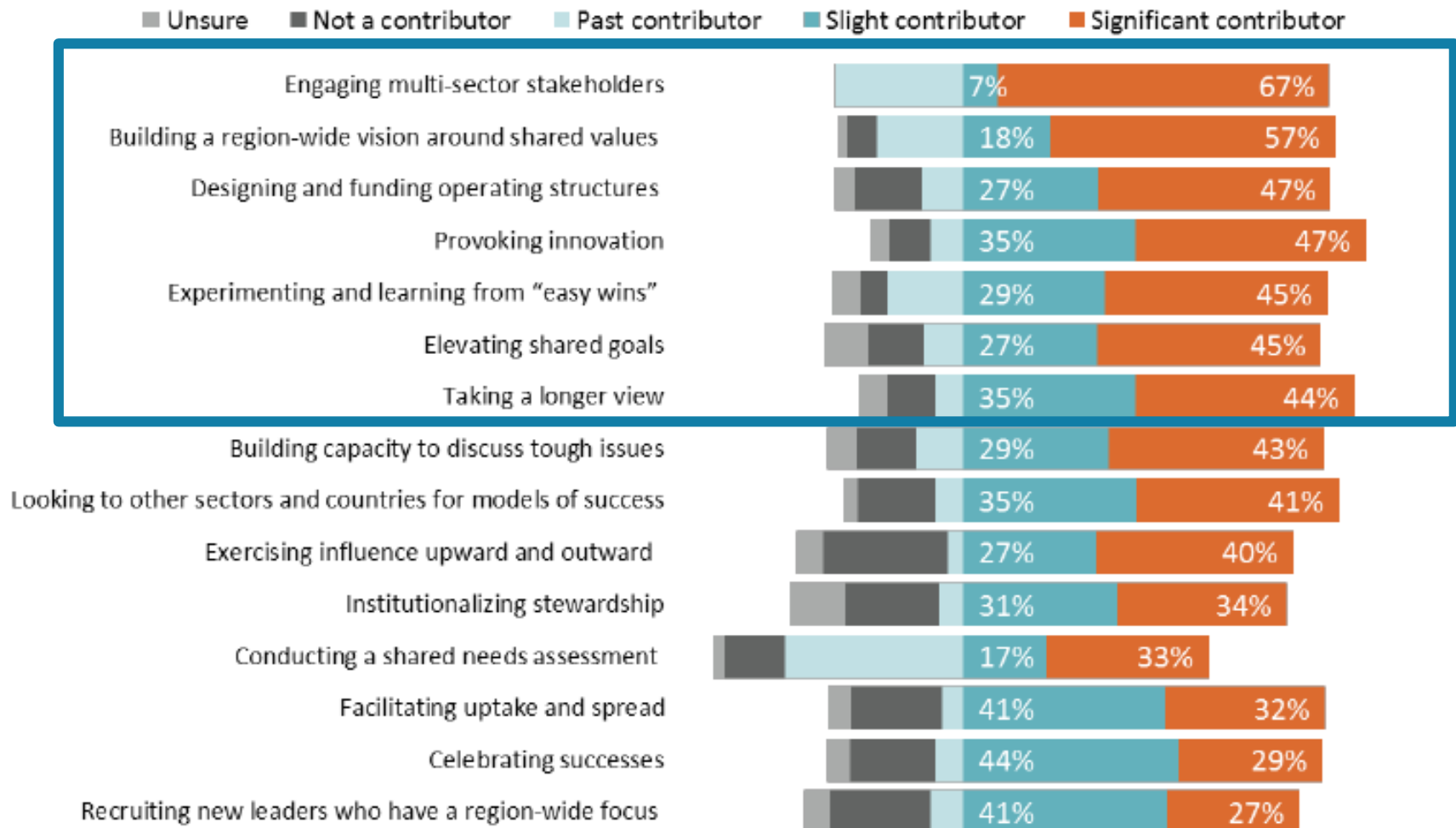


What is associated with partnership success?



Rethink Health Survey

Figure 8: Current contributors to partnerships' momentum (n=173)



What is linked to successful partnerships?

An evaluation of a program called Partnership for the Public's Health (PPH), 39 community partnerships in 14 local health depts. (HDs) to promote community and health department capacity building and community-level policy and systems change

- **Membership:** Having a stable, knowledgeable group of core members (60%)
- **Vision:** Mutual understanding and trust between HD and community group (80%)
- **Communication:** Open communications and sharing of information (60%)
- **Processes:**
 - Establishing relationships with residents and/or skilled outreach (76%)
 - Working in a small and/or well defined community (72%)

Characteristics of Effective Partnerships

SET GOALS

- 1.
- 2.
- 3.



Well defined,
specific issues



Shared vision
and goals



Cohesive
membership



Well-defined
health problem



Leadership role

Best Practices for Partnerships



Steps in Evaluating Partnerships

1 Plan

- Engage stakeholders (i.e., members, community)
- Create evaluation team/gather resources

2 Describe

- Describe the partnership
- Develop a logic model

3 Focus

- Ask stakeholders what they want to know
- Focus on membership, processes, activities, outcomes, and/or impact

Steps in Evaluating Partnerships

4 Methods

- Choose methods
- Collect data to answer your questions

5 Analyses

- Analyze data (records, observations, survey)
- Interpret results (expected, comparable to other coalitions)

6 Findings

- Summarize data and make recommendations
- Share the partnership evaluation resources

Examples of Evaluation Questions for Partnerships



Evaluating Partnerships (Early Stage: Formation)

Inputs

Leadership and Staff

Members

Funds

Other Resources

Activities

Recruit members and
develop vision

Establish leadership and
communications

Facilitate meetings

Create task groups

Outputs

Formal agreements

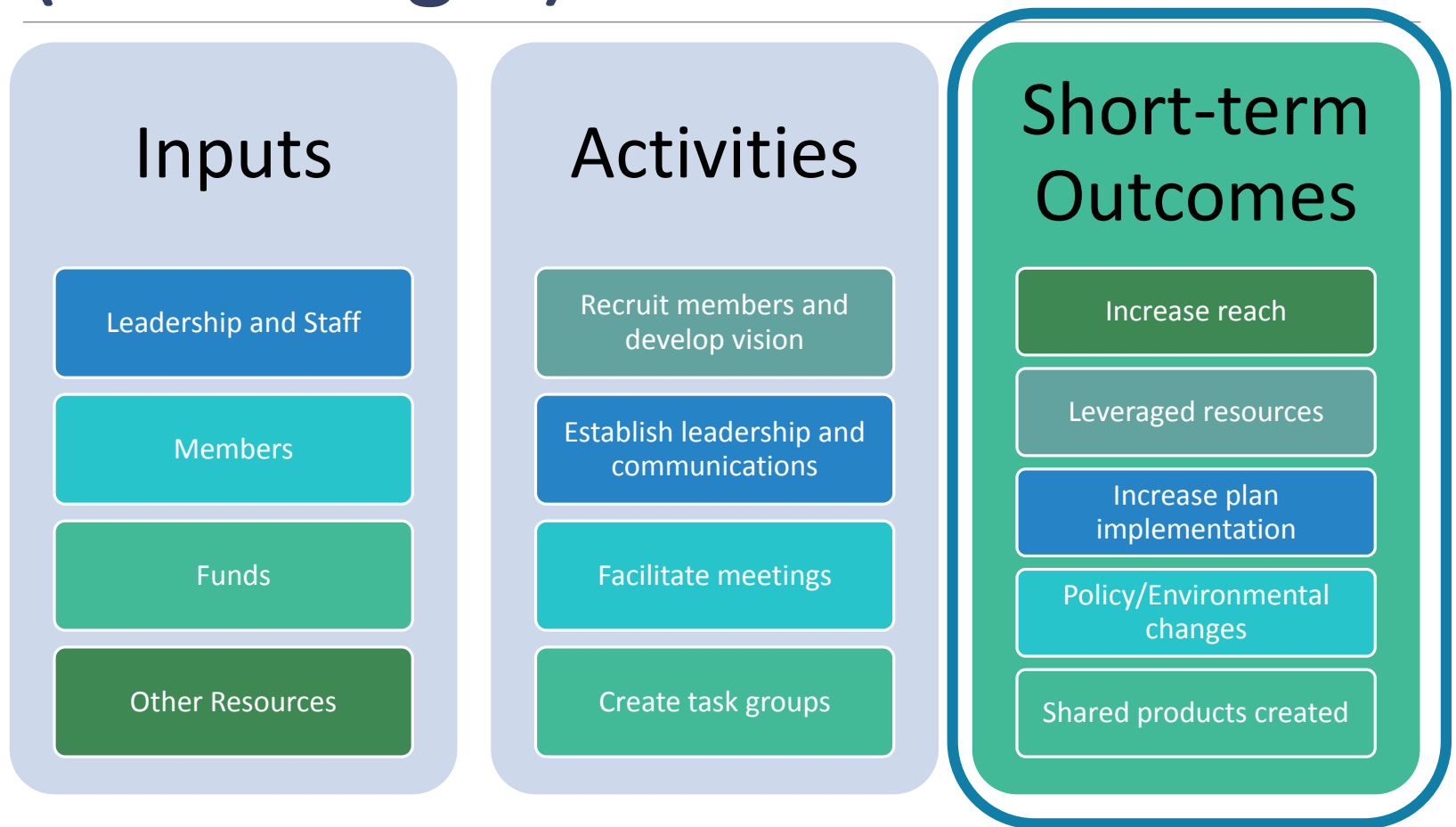
No. of meetings/
attendees

No. of milestones achieved

No. of tasks accomplished

No. of task groups

Evaluating Partnerships (Later Stages)



Questions

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Partnership Resources

- Community Toolbox, <http://www.ctb.edu>
- CDC. A structured approach to effective partnering.
https://www.cdc.gov/phpr/partnerships/documents/a_structured_approach_to_effective_partnering.pdf
- CDC. Partnership Toolkit.
<https://www.cdc.gov/cancer/nbccedp/toolkit.htm>
- Partnership Evaluation: Guidebook and Resources.
www.cdc.gov/obesity/downloads/PartnershipEvaluation.pdf

References

Butterfoss, FD. (2007). *Coalitions and Partnerships in Community Health*. San Francisco, CA: Jossey Bass.

Butterfoss, FD & Francisco, VT. (2004). Evaluating community partnerships & coalitions with practitioners in mind. *Health Promotion Practice*, 5(2), 108-114.

National Business Coalition on Health. Community Health Partnerships. Tools and Information for Development and Support.
http://www.nbch.org/nbch/files/cclibraryfiles/filename/00000000353/community_health_partnerships_tools.pdf

Rethink Health. Progress Along the Pathway for Transforming Regional Health: A Pulse Check on Multi-Sector Partnerships. March 2017.
<https://www.rethinkhealth.org/wp-content/uploads/2017/03/2016-Pulse-Check-Narrative-Final.pdf>