

Tabletop Exercise: Toward a Population Health Workforce

Issue	Go with the issue group identified on your packet <ol style="list-style-type: none"> 1. School absenteeism 2. Affordable housing 3. Food security 	
Convener(s)	Who will be the convener? E.g., county executive; regional health system; major regional non-profit [e.g., Y organization or a chamber of commerce]	<i>Suggestions:</i> <ul style="list-style-type: none"> • Consider circumstances where an “honest broker” could be helpful • Convener invites people to the table with attention to: power imbalances, considers the levers each participant can activate
Broad “approach”	<p>The broad approach (e.g., multi-faceted solution to the issue) does not need to be specified, but refers to the higher-order initiative or effort that workforce strategies are part of (e.g., a collective impact effort, a community development plan)</p> <p>Strategies: e.g., a workforce plan, communication campaign, training program, [under]graduate dual degree program)</p> <p>Tactics: e.g., CHW training, advocacy training, HIA training; public education effort or community deliberation; on the job certification (HIA, land-use); dual degree curriculum)</p> <p>Responsible partner(s): e.g., church, school of public health, community-based organization, foundation, CDFI, supermarket, other business, health system</p>	<p><i>Suggestions:</i></p> <ul style="list-style-type: none"> • Consider that for the 3 broad issues identified above, a workforce strategy will generally be part of a broader approach (e.g., a major initiative for policy change, economic development). • Set the context for the broader approach, but your focus should be on the workforce strategies that will be needed. Identify tactics and partners for each • Try to include all 3 categories on today’s agenda (e.g., health sector, CHWs and others, cross-sector) in your workforce strategies.
Funding	How will you pay for this? (e.g., community benefit, property tax, new market tax credit, government or foundation grant, financing package from public and private sources)	

Given your background and what you heard today, how would you approach the issue? Draw on any knowledge they have of an evidence base that supports particular initiatives/approaches?

If you are a community health worker/educator/health official, you could play that role. Or, if a different role is needed in your group, draw on your knowledge to role play that.

- Please apply a health equity perspective to your discussion and role-play.

1 EDUCATION

Chronic absenteeism (missing 10% or more of school days,¹ or 15 days or more)² is a major challenge in Ourtown, USA, population 250,000. About 1 in 4 children in the Ourtown public schools miss 20.5 or more days of school a year. School absenteeism has been found to be 4-fold higher in students from low-income families where factors such as housing instability or inadequacy, health issues (e.g. asthma), safety concerns, family unemployment can be important contributors. For children, absenteeism is associated with delayed reading, school failure, and dropout. Children who are absent in pre-school, kindergarten or first grade are much less likely to read at grade level by 3rd grade and 4 times more likely to drop out of school. For the schools, absenteeism is associated with a loss of State funding that can amount to hundreds of thousands of dollars each year, limiting their ability to provide adequate educational resources to pupils.³

Last month, a summit on absenteeism was convened. The opening speaker asked “Whose primary job is it to focus on absenteeism?” and nobody raised their hand. Educators said their job was to teach students, clinicians said their job was to provide medical attention, and community leaders said their job was to support families through job training and other economic development.

Assembled leaders urged the county executive to call for a plan to end absenteeism. Under that plan, please describe workforce strategies, tactics, and designate the partner(s) responsible for each. Then explain how a newly empowered workforce across all three areas (if desired, or pick one) can come together and be held accountable in support of this effort. Please also add your suggestions for how this plan could be financed.

Fill in the table based on your discussion and choose someone to report back.

¹ <https://www2.ed.gov/datastory/chronicabsenteeism.html>

² <https://healthyschoolscampaign.org/wp-content/uploads/2018/10/Education-Data-for-Health-Systems-Report-10-9-18.pdf>

³ <https://www.rwjf.org/en/library/research/2016/09/the-relationship-between-school-attendance-and-health.html>

2 AFFORDABLE HOUSING

Housing affordability is a major concern in Ourtown, USA. Areas of this city of 500,000 are rapidly gentrifying, and high-priced condominiums are displacing lifelong residents. Rents have increased more than 50% over the last five years, and incomes have not kept up for many city residents—nearly 60 percent of Ourtown residents are rent-burdened, meaning that their rent consumes more than half of their income. Combined with a growing population of unhoused residents, the need for housing has never been greater.⁴

Over the last several years, local social service organizations, the health department, and the media have called attention to the growing housing crisis in the city. A wide range of partners came together to identify an approach to expand truly affordable housing in Ourtown. The facilitator at the kickoff meeting asked “Whose primary job is housing?” The department of housing and community development said “it’s our main job, but we can’t do it alone.” The health system CEO said that their community health needs assessment (as well as extensive news media coverage) had identified housing as a major need, and also learned that 10% of ED admissions are either homeless or at risk of homelessness,⁵ and after further research and dialogue the system’s board decided to make a major investment. “Housing clearly is a health issue,” the hospital leadership said, “but we’re not housing experts, and we’re glad to be part of this broad coalition to tackle this issue.” The area’s renewable energy co-op became involved with the emerging housing coalition to inform efforts to make affordable housing sustainable for residents.

The coalition steering group called for a comprehensive affordable housing plan. Please describe workforce strategies, tactics, and designate the partner(s) responsible for each. Then explain how a newly empowered workforce across all three areas (if desired, or pick one) can come together to support and be held accountable for an expansion in affordable housing. Please also add your suggestions for how this plan could be financed.

Fill in the table based on your discussion and choose someone to report back.

⁴ <https://www.fastcompany.com/90291860/this-healthcare-giant-invests-millions-in-affordable-housing-to-keep-people-healthy> and <https://www.mercurynews.com/2017/10/05/lifestyle-switch-more-bay-area-residents-are-choosing-to-rent-than-ever-before-and-theyre-paying-through-the-nose/>

⁵ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5391885/>

3 FOOD SECURITY/HEALTHY FOOD

Food security is a health issue in Ourtown, USA, population 750,000. About 1 in 5 children live in a household that has difficulty getting enough food, and especially obtaining fresh produce. The city has also lost a grocery store, which has left one area without reliable access to fresh food options. Associated with this challenge, city residents experience an obesity rate higher than the average American city.

The major local community non-profit convened a group of stakeholders/partners to discuss the issue and consider the options for strengthening the local food environment to tackle both food insecurity and poor health outcomes associated with obesity. (For example, the local school district has not adopted the community eligibility provision of Title I (of the Every Student Succeeds Act), which would reduce the administrative burden on school with low-income students who would benefit from free and reduced breakfast and lunch. To implement a healthy food environment strategy, the partners assembled identified some areas where communication, orientation, and training could equip all types of workers with knowledge and skills to advocate and take action in ways that can help address this community need.

The group called for a comprehensive food security/healthy food plan. Please describe workforce strategies, tactics, and designate the partner(s) responsible for each. Then explain how a newly empowered workforce across all three areas (if desired, or pick one) can come together and be held accountable in support of this effort. Please also add your suggestions for how this plan could be financed.

Fill in the table based on your discussion and choose someone to report back.

Small group worksheet (to be completed by scribe, and read by the facilitator/rapporteur)

Issue:		
Convener(s):		
Partners:		
Approach: (may leave blank)		
Strategies	Tactics	Responsible partner
1.		
2.		
3.		
4.		

