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Please note that everyone will be muted upon joining the webinar to avoid background noise.

Please ask your questions via Zoom's chat feature, submit the questions to: "everyone." The questions will be addressed in order of submission. Thank you.

If you have any questions please send an email to calvarado@nas.edu

The logo for PIIRASES features the word in a bold, blue, sans-serif font. An orange swoosh underline starts under the 'P', curves under the 'IIR' portion, and ends under the 'A'.

Public Health Reaching Across Sectors

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We advance policy, build partnerships, and strengthen public health to create communities where people can achieve their best possible health.

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Why PHRASES?



- **DISCONNECT:** Health and well being are largely driven by upstream factors that intersect with public health and other sectors. Yet, many cross-sector leaders do not understand or appreciate what public health is or has to offer.
- **INITIATE and SUSTAIN:** Few public health professionals are trained in how to initiate and sustain a cross-sector collaboration.
- **COMMUNICATE:** Support and skills in communicating the value of public health to potential partners and decision-makers in other sectors is needed.
- **ASK:** Successful, effective partnerships begin with asking partners what *they need*, rather than starting the conversation with what public health needs.

Why PHRASES?



IN DEVELOPMENT

- **DISCONNECT:** Health and well being are largely driven by upstream factors that intersect with public health and other sectors. Yet, many cross-sector leaders do not understand or appreciate what public health is or has to offer.

We are working on finalizing

content and structure for the

- **INITIATE and SUSTAIN:** Few public health professionals are trained how to initiate and sustain a cross-sector collaboration.

PHRASES toolkit and research

- **COMMUNICATE:** Support and skills in communicating the value of public health to potential partners and decision-makers in other sectors is needed.

library. The information shared

- **ASK:** Successful, effective partnerships begin with asking partners what *they* need, rather than assuming the conversation revolves around public health needs.

here is still being developed.

Ultimate Impact: Improve individual and community health and well-being



What is Needed:

With health and well-being largely driven by upstream factors, **cross-sector collaboration** between public health and other sectors, such as housing, education, health systems, and business, is essential.



Where the Gap is:

Many leaders in other sectors do not understand the value of collaborating with public health – and many public health professionals lack the **training and skills to effectively communicate** their value to other sectors.



Filling the Gap:

The **PHRASES Toolkit** will provide evidence-based framing tools and resources to help public health professionals communicate and collaborate more effectively with other sectors.



Driving Change:

PHRASES will need to support public health professionals and their institutions in **embracing a forward-thinking vision for public health and adopting the toolkit.**

Four Sectors in PHRASES



Education



Housing



Business



Health Systems



What is Health?



“Health in general
is the absence of
disease”

“Healthcare,
clinics, hospitals”

“How you feel –
want to get up in
the morning or not”

I’m curious
how you’d
define
“health”

FRAME
WORKS
INSTITUTE

00:04

Healthcare

What is Health?



“Your diet,
whether you
exercise”

“Being subject
to bad
environments”

“Access to
healthy food”

What shapes
how healthy
or unhealthy
someone is?

FRAME
WORKS
INSTITUTE

00:04

Healthcare

What is Health?



“That’s not an easy question to answer”

“What comes to mind is healthcare for the poor”

Identifying patterns to prevent things from happening.

The CDC

My brother-in-law has a masters in public health but I’m not really sure what it entails.

“What is Public Health?”

Healthcare



Framing, Mapping the Gaps, Recommendations, and Tools



- What are we missing? Framing!
- Mapping the gaps in understanding between public health and other sectors
- Framing Recommendations
- Toolkit

What is a Frame?



Frames are sets of choices about how information is presented

People **react differently** to information depending on how things are framed: as a loss or gain, as a problem that impacts individuals vs. society

What is a Frame?



Frames encompass:

- What to emphasize
- How to explain it
- What to leave unsaid

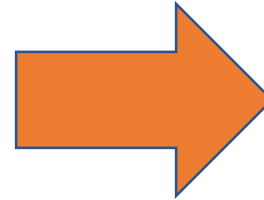
What is a Frame?



Frames elements
can include:

- Context
- Explanatory chains or metaphors
- Messengers
- Narrative
- Numbers
- Order
- Solutions
- Tone
- Values
- Visuals

Framing Example: Greenhouse Gas Effect



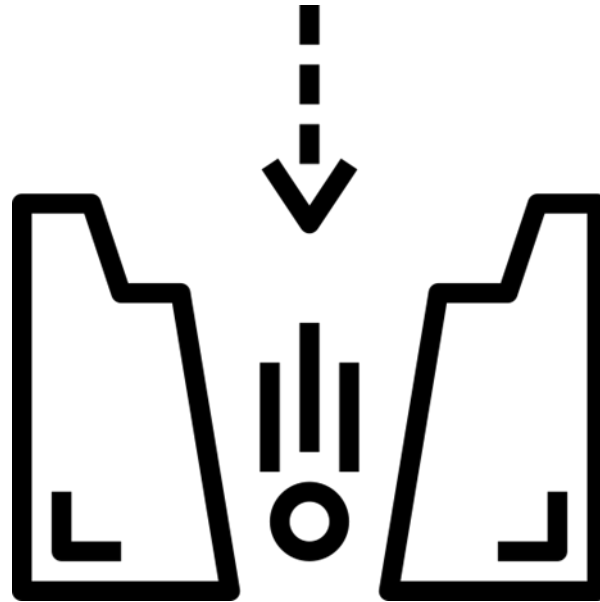
“Global warming is caused by a man-made blanket of carbon dioxide that surrounds the earth and traps in heat.”

Mapping the Gaps: Health is Understood as...



Experts in Public Health

A positive state of integrated wellbeing



Leaders in Other Sectors

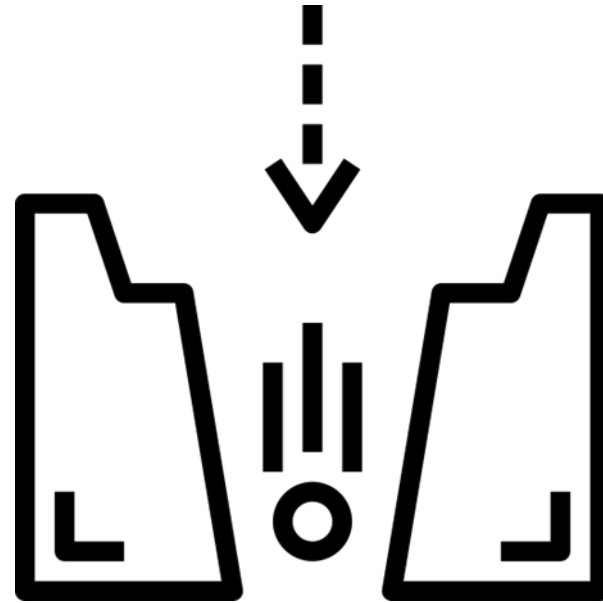
The absence of illness

Mapping the Gaps: Public health professionals are understood to be...



Experts in Public Health

Strategists and valuable collaborators, can think innovatively about key issues in other sectors



Leaders in Other Sectors

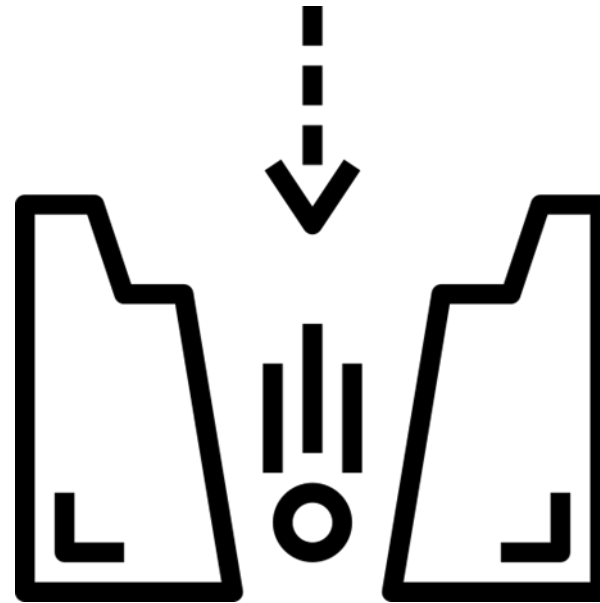
Lacking necessary skills, orientation and incentives to work with other sectors, book smart researchers and siloed bureaucrats

Mapping the Gaps: Cross Sector Collaboration is viewed as...



Experts in Public Health

Valuable, needed and natural given different sectors' overlapping functions and goals



Leaders in Other Sectors

Strained and difficult, sectors are fundamentally distinct, or a business transaction

Framing Recommendation #1



Social Determinants of Health → Foundation of Community Health

The health of our community is like a building – it depends on a strong and stable foundation. Things like quality education, safe and affordable housing, access to healthcare, and employment opportunities structure positive health outcomes for everyone in important ways. We must work together to assemble a solid foundation that supports long-lasting good health for all of us.



Framing Recommendation #5



Keep it positive.

(Aspiration and inspiration
are far better motivators than
urgency and fear.)

Framing Recommendation #7



Share vivid success stories that link cross-sector collaborations to the concrete benefits they deliver.



Toolkit for Engaging Other Sectors



**Framing
Recommendation
Cards**



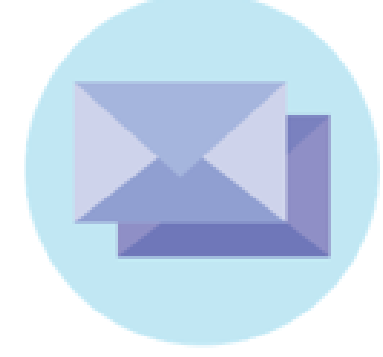
**“When You Say,
They Think” Chart**



**Answers to
Tough Questions**



**Explanatory
Metaphors and
Value Cards**



Sample Emails

DRAFT: When You Say They Think...



When You Say...

If you give me access to your affordable housing data, I think I can help you integrate health into the design and development of new housing projects.



They Think...

We aren't asking for your help.

Public health is a different world and entirely separate from housing.

We don't want to be told by outsiders what to do.

Data-sharing is complicated.

What Helps...

Use the GPS Navigation metaphor to explain how public health's data expertise can be used by the housing sector to drive innovative solutions.

Demonstrate how collaboration, cross-sector partnerships, and data-sharing can be empowering for professionals in the housing sector.

DRAFT: Explanatory Metaphor: GPS Navigation



The story you're telling:

GPS is a powerful tool for visualizing and navigating complex terrain and public health professionals serve this function too. We draw on a wealth of data to chart out routes from where we are as a community to where we want to be. Most of all, we put our data expertise to work to drive positive outcomes and move needed solutions forward.



Tasks that can be accomplished using this frame element:

- Foster greater understanding of data's problem-solving power, beyond its monitoring and tracking function.
- Build awareness among professionals in other sectors about the value and extent of public health's data expertise.
- Illustrate for potential partners how public health data, and public health professionals' data skills, could be harnessed to enhance the work they do.



Concepts and ideas included in this frame element:

- Data is an essential tool—not only for visualizing the landscape, but for mapping out a range of routes that lead from point A to point B.
- Expertise is required to seek out, sort, and make sense of relevant data—and public health professionals have the necessary skills.
- Like GPS, public health's data expertise is a practical and versatile instrument. It provides information and generates recommendations, based on user input, but doesn't give commands or take control.
- Public health's proficiency with data offers other sectors access to a wealth of practical knowledge—about intersecting priorities, important landmarks, optional shortcuts, and potential roadblocks that lie ahead.



User notes:

- Steer clear of messages that put public health professionals in the driver's seat. (Other sector professionals don't necessarily want to hand over the wheel!)
- Avoid describing public health's role as "giving directions."
- Be careful not to imply that public health professionals know how to pick "the best" route. In fact, it's best to show how data can be used to help identify multiple routes, rather than focus on any single one.

DRAFT: Answers to Tough Questions



Question: What is public health?

Standard Answer:

Public health is what we do together as a society to ensure the conditions in which everyone can be healthy. It is about protecting and promoting the health of communities. Public health professionals focus on preventing, detecting, and responding to infectious disease outbreaks, educating about healthy behaviors, and advocating for programs and policies that support these behaviors. We also work to improve health and well-being by addressing the social determinants of health. We know that people who live in clean, safe, and supportive environments with access to the most basic needs have a better chance of leading healthy lives.

Reframed Answer:

Public health is what we build together as a society when we shape our communities so that everyone has what they need for optimal health. The health of our community is like a building—it depends on a strong and stable foundation. Things like quality education, safe and affordable housing, safe drinking water, and access to healthy foods and safe parks lead to positive outcomes for health and well-being for everyone in important ways. A solid foundation will support long-lasting good health for everyone.

Tip: The *Foundation of Community Health* metaphor deepens understanding about the social determinants of health—a topic at the center of public health but about which other sectors have limited familiarity or knowledge.

DRAFT: Answers to Tough Questions



Question: How can public health be a help, rather than a burden, when it comes to helping schools meet education mandates?

Standard Answer:

There is clear evidence that healthy students are more likely to attend school and better able to focus in class. Public health and educators have always known that this leads to better outcomes for students in terms of test scores and high school completion, which in turn is linked to better health outcomes for young adults and beyond. Today, state and federal mandates are holding schools accountable to standards of classroom achievement and absenteeism, and public health can work with schools to better understand and address the community factors that may be driving high rates of absenteeism and poor academic performance.

Reframed Answer:

Nobody knows better than teachers and principals that classrooms are more productive and lessons are more successful when students are healthy. Education professionals are already working overtime to improve test scores and increase attendance and graduation rates in line with state and federal mandates. Public health professionals can support educators by working together to identify, understand, and improve the community factors that limit students' ability to learn.

Tip: Demonstrate how public health plays a supportive rather than leading role—one that values and enhances the ongoing work of other sectors without imposing new standards or taking over other professionals' roles.

DRAFT: Sample Emails



Before



Dear Superintendent Flores:

I was alarmed to read the story in today's newspaper about the rapidly rising rates of absenteeism in our public schools. I am sure you and the other members of the local school board are concerned about this troubling trend as well.

As you may already be aware, asthma is not only a leading chronic illness among children in the United States—it is responsible for almost a third of all school absences.

I am a public health professional with many years of experience working across sectors to improve community health outcomes. My organization has already partnered with other school districts and health care providers in our region, and I would love to work with your administration as well to help reverse the current trend.

I would be grateful for an opportunity to meet at your convenience to discuss this idea further.

The piece of communication modeled here is an email addressed to a potential partner in the education sector, but the framing strategies can be applied to any format or mode of correspondence.

- Beginning a communication with a focus on problems that require urgent attention is likely to be a turn-off for prospective partners.
- You may have an educated guess regarding what potential partners know (or don't) about a particular health-related issue—but your message will be more positively received if it is clear that you've done your homework and gathered information about their current involvement and knowledge before reaching out.
- Emphasizing that public health has the required experience and expertise to support the goals of other sectors is effective—but these claims fall flat without specific examples, and where possible, evidence of impact.

DRAFT: Sample Emails



After



Dear Superintendent Flores:

I was inspired by your Op-Ed in yesterday's newspaper on the need to tackle rising rates of absenteeism in our schools. As a public health professional, I am also working to reverse the current trend. My organization has previously partnered with several school districts to achieve this goal, and the early results of our collaborations are very promising.

The teachers, administrators, classroom aids, and school nurses we worked with were all devoted to their students—but they also had many responsibilities to juggle, with too few resources and too little time. From the outset, our collaboration was aimed at making their jobs easier and saving costs where possible. My team of public health workers offered navigation support by analyzing data to identify correlations between school and community attributes, and various health as well as education outcomes. School officials set their own destinations, and we mapped out routes for getting there.

Recognizing that asthma was a significant contributor to the high rate of absenteeism, we worked with the schools to reach out to the local housing authority to evaluate whether the students' housing conditions were impacting

Set a positive, problem-solving tone from the start of a communication to productively engage the interest and motivation of prospective partners.

Demonstrate that you've taken the time to gain knowledge of and familiarity with the sectors you wish to engage—either by referring to particular sub-sector priorities and constraints or, where possible, highlighting existing partnerships.

Use the **GPS Navigation** metaphor to explain how public health's data expertise can be harnessed to help other sectors meet their objectives and fulfill their responsibilities more effectively. And remember to put prospective partners in the driver's seat!

Tune in again on March 18th at 12pm EST!



Interested in learning about cross- sector partnerships that are happening now?



WEDNESDAY, MARCH 18 @ 12 PM EST
WEBINAR ON THE BUILD HEALTH CHALLENGE

**THE BUILD HEALTH CHALLENGE® SUPPORTS INNOVATIVE PARTNERSHIPS THAT
BRING TOGETHER PUBLIC HEALTH DEPARTMENTS, HOSPITALS AND HEALTH
SYSTEMS, AND COMMUNITY ORGANIZATIONS TO DRIVE SUSTAINABLE
IMPROVEMENTS IN COMMUNITY HEALTH**

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Thank you and over to Dr. Martin!



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A special thank you to Emily Yu and Brian Castrucci from de Beaumont for assistance creating the presentation material.



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"In public health, the gap between what we think we say and what people hear us say is huge."

-Sarah Martin, Director of Health Solutions, mySidewalk

Sarah Martin

Dr. Sarah Martin is currently Director of Health Solutions at mySidewalk—a technology firm specializing in making local government data effectively inform policy making.



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