Webinar Series ON BRIDGING Public Health, Health Care & Community

Achieving Population Health Goals Through Integration: Lessons from the Nemours Integrator Learning Lab

April 29, 2021 | 3:00pm EDT
Speakers:
Allison Gertel-Rosenberg, Kate Blackburn, Bilal Taylor
Nemours Children's Health System

Please submit questions through the Q&A. Speakers will respond as time and content permit.
For questions about this or other activities of the Roundtable on Population Health Improvement,
contact abaciu @nas.edu.

Today's Presenters

Allison Gertel-Rosenberg

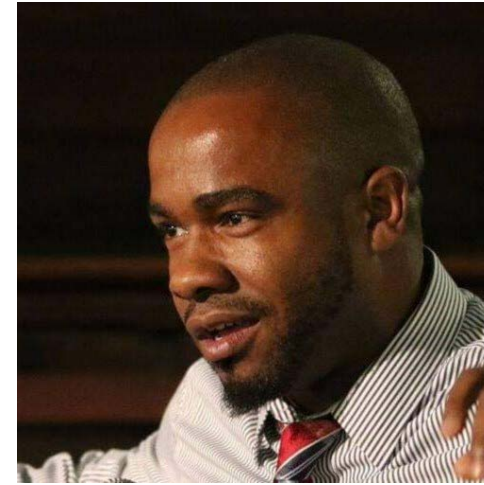Vice President, National Prevention and Practice

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Kate Blackburn
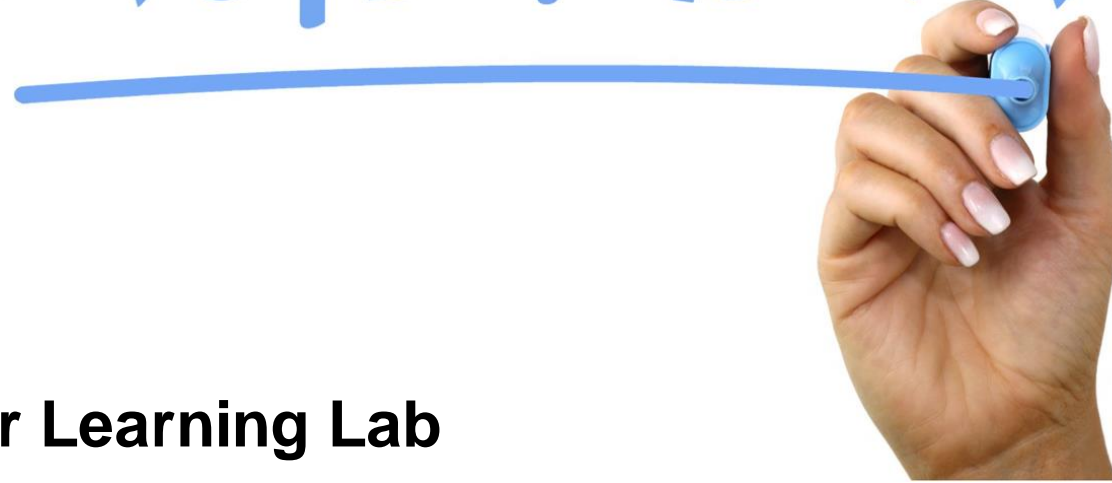
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- **Introduction**
- **The 2020 Integrator Learning Lab**
- **Examples from the Field: Achievements Through Aligning Integrative Activities & Strategic Plans**
- **Case Study: Tools Used to Support Network Achievements**
- **Discussion / Q&A**

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Population Health Integrator Work Made Possible By…

Context

- This session is a follow up to an August 2020 webinar presented by Nemours to the Bridging Collaborative, "**Integrative Activities: What Are They and How Can They Accelerate the Efforts of Cross-Sector Networks to Advance Health Equity and Population Health?**"

- Recording available at: https://www.nationalacademies.org/event/08-19-2020/action-collaborative-on-bridging-public-health-health-care-and-community-university-of-texas-dell-medical-schools-community-driven-initiatives

About Nemours

Nemours is a nonprofit pediatric health system dedicated to:

- life-changing medical care and research.
- training tomorrow's pediatric experts.
- **helping kids grow up healthy.**
- **advocating for kids nationally.**

Where we offer care:

- Delaware
- Florida
- Georgia
- New Jersey
- Pennsylvania

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Nemours National Office of Policy and Prevention

- Established: 2008
- Co-located: Washington, DC & Wilmington, DE
- **Our Role: Catalyst of change**
- Ultimate Outcome: Optimal health and well-being for <u>all</u> children

- Primary Focus Areas**:**
  - Health System Transformation
  - Social Determinants of Health (SDOH)
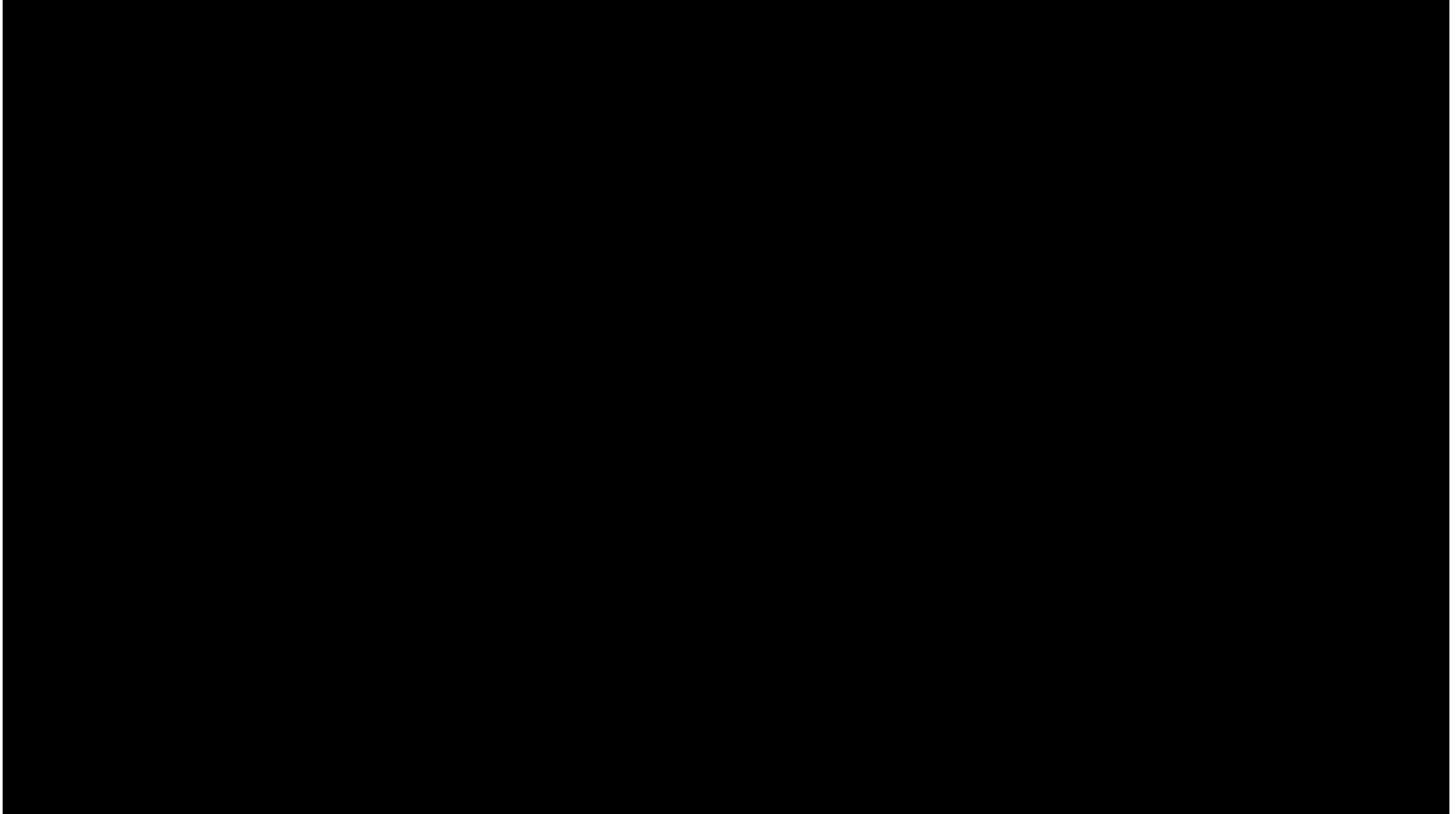 - Strategic Business Interests

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Level-Setting: Terminology

Population Health Networks: Partnerships that work intentionally and systematically across sectors to achieve shared goals specific to improved health and wellness outcomes for an entire geographically-defined community
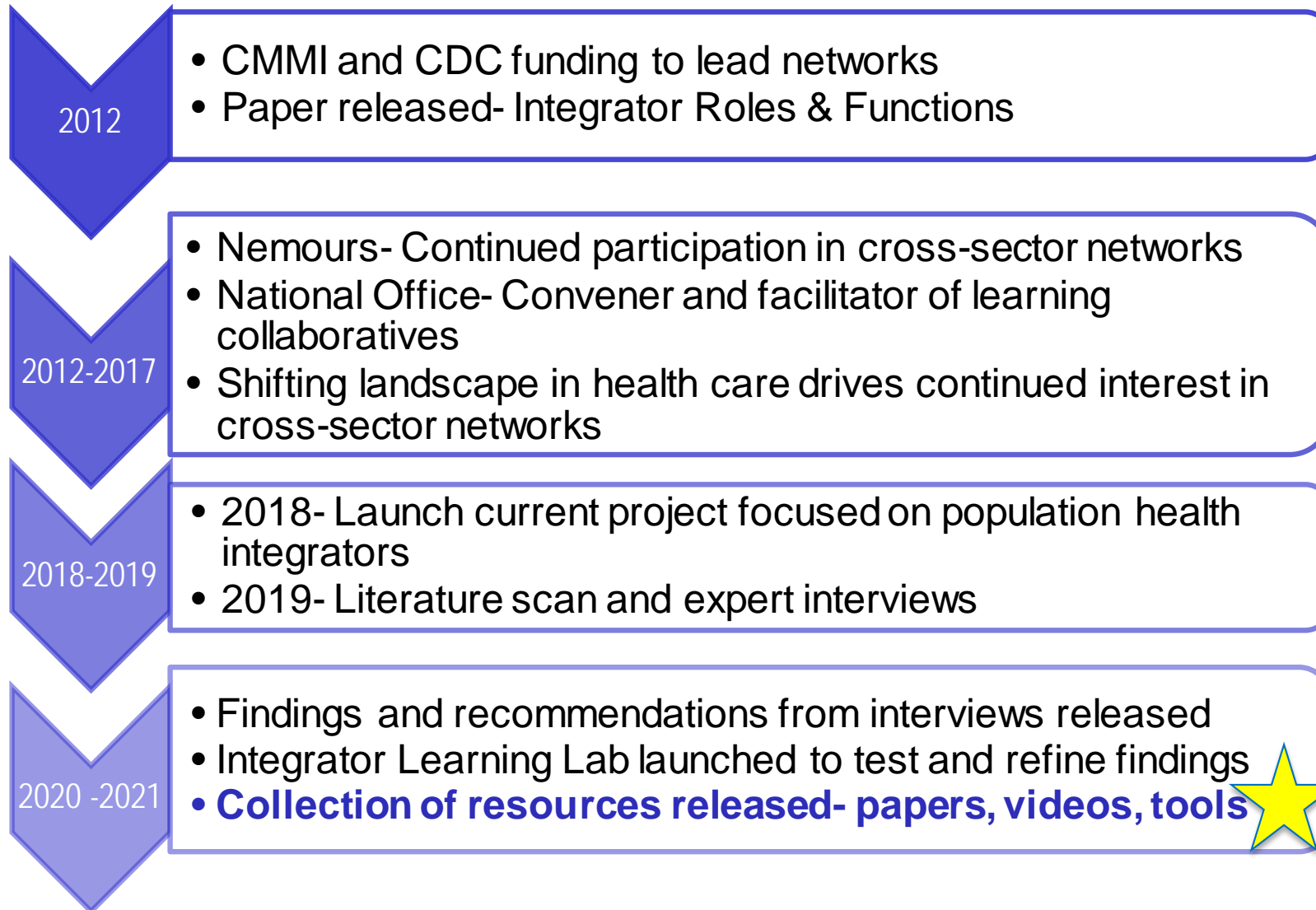
Population Health Integrators: Entities that have formally agreed to take leadership and accountability (alone or in concert with other network members) for specific integrative activities within a cross-sector network as a means of supporting the network's goals

Integrative Activities: Governance, oversight, and administrative activities that enable cross-sector networks to carry out tasks and strategies related to the network's population health goals

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Reflections from Integrator Learning Lab Participants

Timeline of Relevant Work

2012
- CMMI and CDC funding to lead networks
- Paper released- Integrator Roles & Functions

2012-2017
- Nemours- Continued participation in cross-sector networks
- National Office- Convener and facilitator of learning collaboratives
- Shifting landscape in health care drives continued interest in cross-sector networks

2018-2019
- 2018- Launch current project focused on population health integrators
- 2019- Literature scan and expert interviews

2020 -2021
- Findings and recommendations from interviews released
- Integrator Learning Lab launched to test and refine findings
- **Collection of resources released- papers, videos, tools**

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The Engine of Population Health Networks: Understanding & Using Integrative Activities

A white paper offering insights and recommendations

View Resource »

Essential Integrative Activities within Cross-Sector Population Health Networks: An Organizing Framework

A detailed framework of essential integrative activities for population health networks

View Resource »

Collection of Tools & Resources: 2020 Integrator Learning Lab

A collection of tools shared with teams in the Nemours 2020 Integrator Learning Lab

VIew Resource »

Network Achievements

Real-world inspiration: Goals and achievements of networks in Nemours 2020 Integrator Learning Lab

View Resource »

Voices from the Field
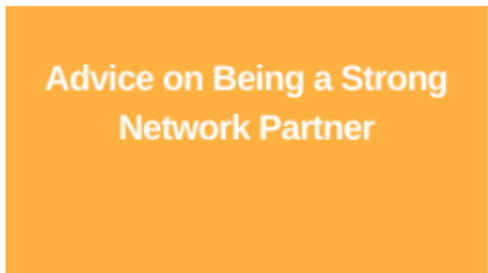
Advice on Being a Strong Network Partner

A collection of short videos featuring insights from members of the Nemours Integrator Learning Lab …

View collection »

Voices from the Field

Tools & Strategies to Accelerate Networks

A video featuring insights from members of the Nemours Integrator Learning Lab (4 min, 35 sec)

View video »

Voices from the Field

Strategies for Putting Health Equity into Action

A video featuring insights from members of the Nemours Integrator Learning Lab (4 min, 50 sec)

View video »

Voices from the Field

The Benefits of Creating a Culture of Learning in Your Network

A collection of short videos featuring insights from members of the Nemours Integrator Learning Lab …

View collection »

Key Links

- **Project Landing Page**

   https://www.movinghealthcareupstream.org/population-health-integrators/

- **Collection of End-of-Grant Documents** ⭐

   https://www.movinghealthcareupstream.org/collection/

- **Twitter**

   @MHCUpstream and @Nemours
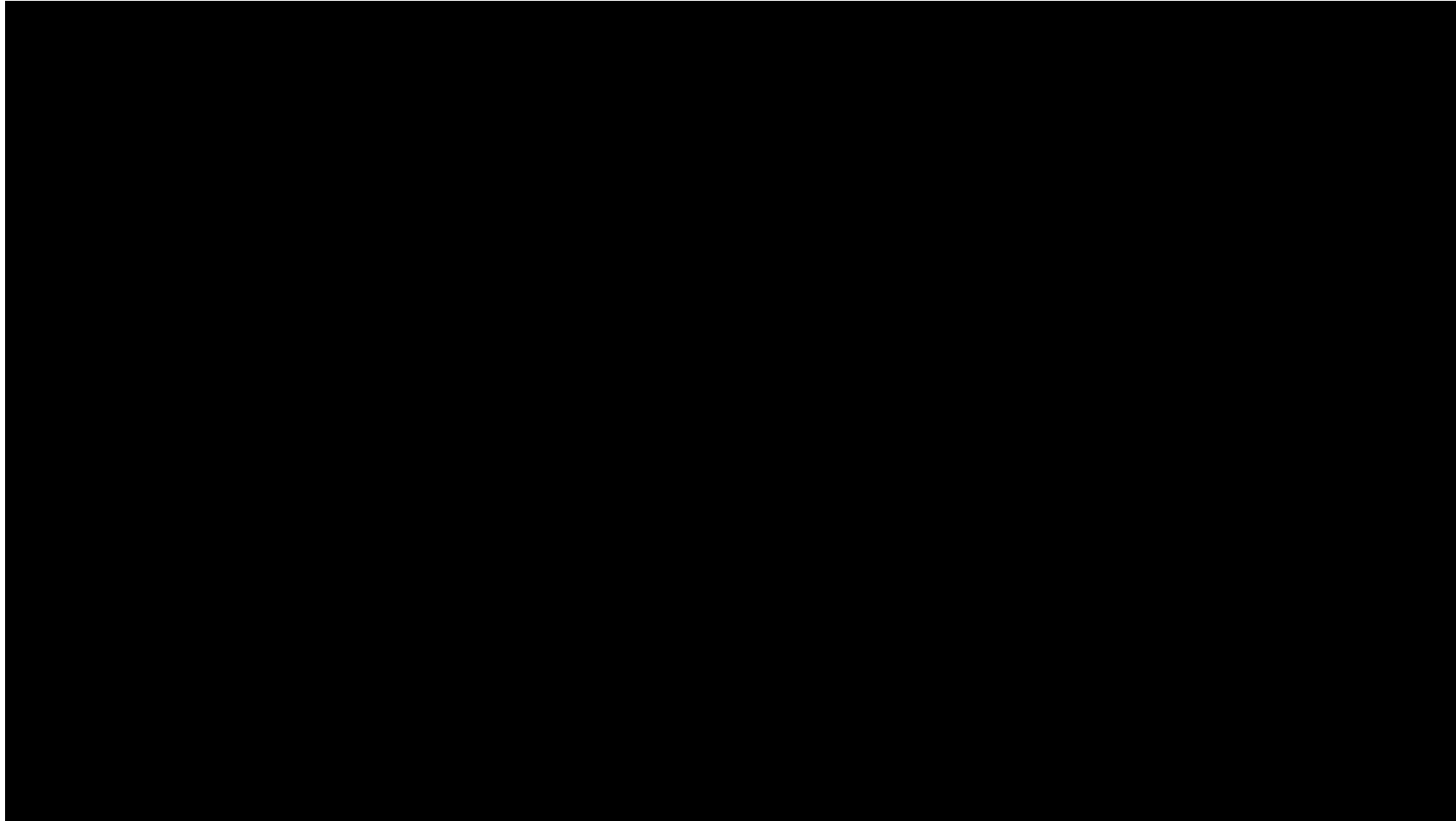
- **Email**

   NationalOffice@Nemours.org

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Reflections from Integrator Learning Lab Participants

2020 Integrator Learning Lab

Flathead

9 local efforts

✓ Population health improvement networks with active healthcare system participation

6 month intensive

✓ In-person convening
✓ Virtual sessions
✓ TA coaching on specific integrator function(s)
✓ Sharing among sites

Bridgeport

Paterson

Philadelphia

D.C.

Guilford

Ventura

Los Angeles

Integrator Development Plan

✓ Strengthen network functions on an on-going basis

Sarasota

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15

Focal Areas & Faculty

1. **Understanding Integrative Activities**

   Nemours; Heaven & Earth, Inc.

2. **Equitable Governance Structures & Distributed Leadership**

   Visible Network Labs; Heaven & Earth, Inc.

3. **Equity Strategies within Population Health**

   Well-Being & Equity (WE) in the World; Institute for Public Health Innovation

4. **Cross-Sector Data Sharing**

   Data Across Sectors for Health

Focal Areas & Faculty (continued)

5. **Sustainability: Value and Financing**

   Fannie E. Rippel Foundation; Heaven & Earth, Inc.

6. **Sustainability: Capacity Building Among Network Partners**

   Heaven & Earth, Inc.

7. **"We're Not Unicorns" (coaching and consult from near peers)**

   Trenton Health Team; Capital Health; and others by invitation

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Participating Networks

- **Bridgeport Prospers (**Bridgeport, CT)
- **DC Health Matters Collaborative** (Washington, DC)
- **First 1,000 Days Sarasota (**Sarasota County, FL)
- **Get Ready Guilford (**Guilford County, NC)
- **Help Me Grow Ventura County (**Ventura County, CA)
- **Los Angeles Collaborative (**Los Angeles, CA)
- **Maternal Mental Health Coalition (**Flathead County, MT)
- **Partners for a Healthier Paterson (**Paterson, NJ)
- **Sharswood THRIVE (**Philadelphia, PA)

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Reflections from Integrator Learning Lab Participants
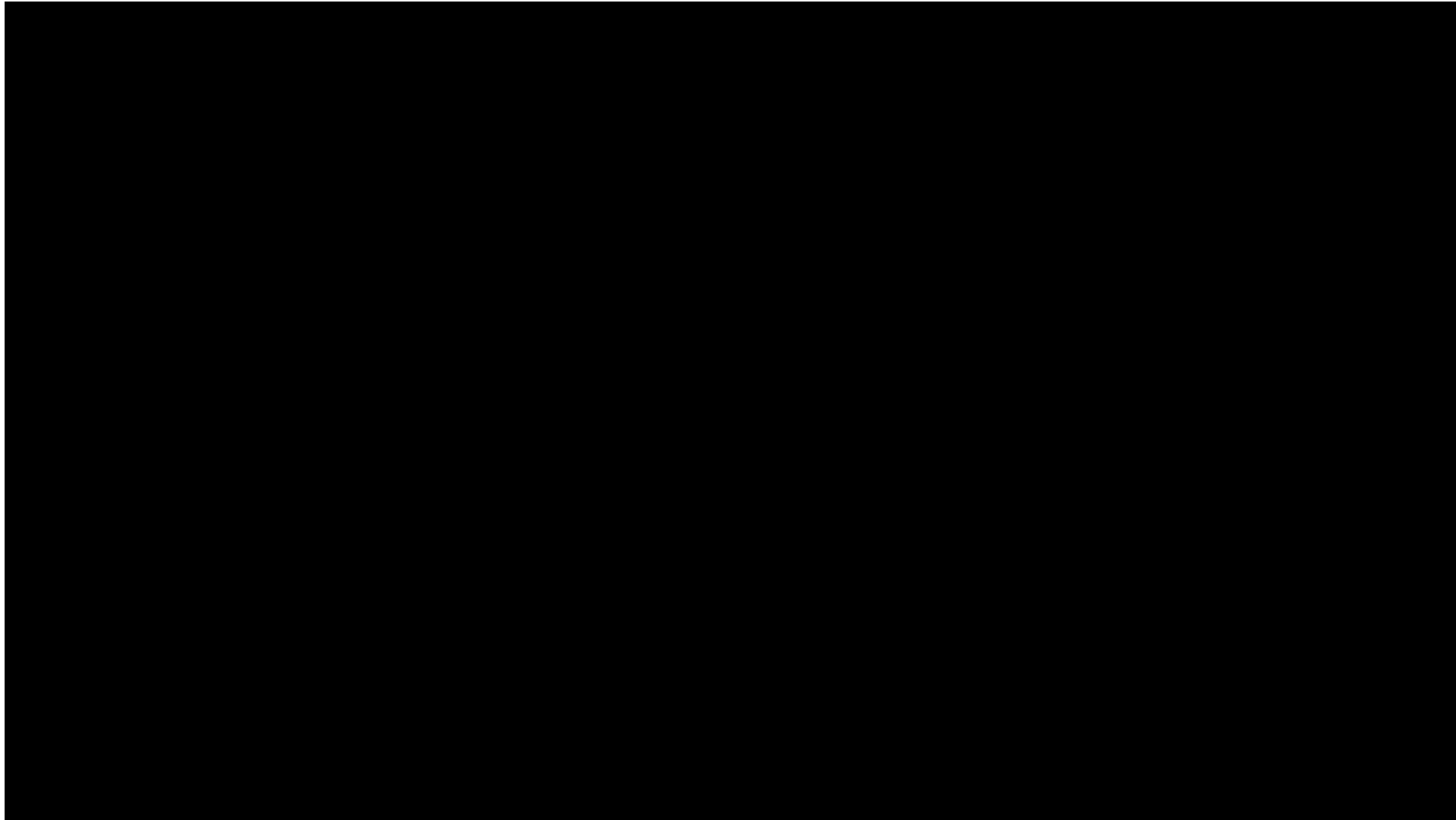
TA Request Areas within Nemours Framework of Essential Integrative Activities

1. **Governance & Leadership** ⭐
   a) Network Governance & Approach
   b) Network Leadership

2. **Continuous Use of a Health Equity Lens** ⭐

3. **Innovation & Oversight**

4. **Continuous Learning & Improvement** ⭐
   a) Creating Capacity Building & Improvement Opportunities
   b) Cross-Sector Data

5. **Spread, Scale, and Sustainability** ⭐
   a) Scale and Spread
   b) Advocacy & Policy Change
   c) Sustainability- Financial & Other

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Near-Term, Lab-Related Goals

- Create a memorandum of understanding (MOU) that formalizes the partnership between Bridgeport Prospers (BP) and the Heath Improvement Alliance (HIA). BP will also work to ensure that its phase 2 efforts are planned with equity at the center of network activities
- Create two data sharing agreements: (a) Client-level data within the Baby Bundle health collaborative (client data sharing) and (b) Population-level data across the BP and HIA networks
- Use the Learning Lab's equity tools in conjunction with community consultants to ensure that the network's plans are being implemented through a community lens

Achievements Supported by Technical Assistance from the Learning Lab

- Consolidation of BP and the Bridgeport HIA under the umbrella of the Connecticut Health Enhancement Community (HEC); including data-sharing agreements and signed MOUs
- Refinement of Theory of Change for BP's "Baby Bundle" increased ability of partners to see their interdependence in improving infant/adolescent health and addressing social determinants of health for youth and families in Bridgeport
- Incorporated equity impact review assessment into the day-to-day operation of BP/HIA/HEC
- Incorporated tools and concepts from the Lab into applications for grants and awards
- Revised approach to collecting and analyzing Community Health Needs Assessment (CHNA) data in partnership with community residents

Sample-
Lab-Related Goals and Achievements Detail in Network Profile

http://bit.ly/2wc1Rve

Network Successes

1. **Prioritizing Equity & Moving from Concept to Practice**

2. **Widened Leadership Tables**

Examples of Success

Network-Wide Equity Assessment in Guilford

Over the course of the Learning Lab, partners in Get Ready Guilford created a bold goal for ending health disparities for children and their families in their county. Network partners utilized equity tools from the Learning Lab to ensure that work on this goal, and all future efforts of Get Ready Guilford, are grounded in equity principles.

New Leadership in Flathead County

Over the course of the Learning Lab, leadership of the Maternal Mental Health Coalition transferred to a community-based organization that is better positioned to infuse the voice of people with lived experience of issues being addressed by the Coalition into the strategic direction of the network.

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Network Successes (continued)

3. **Formalized Data-Sharing Agreements**

4. **Expanded Reach**

5. **External Funding & Resources**

Examples of Success

Coalescing Around the Health Enhancement Community in Bridgeport

During the course of the Integrator Learning Lab, Bridgeport Prospers and the local Health Improvement Alliance combined their efforts (including signing formal data-sharing agreements) under the umbrella of the local Health Enhancement Community. This improved both networks' ability to track the impact they are having on eliminating health disparities for Bridgeport children and families.

Plan of Safe Care in Sarasota County

Over the course of their time in the Learning Lab, First 1,000 Days Sarasota became a lead organization in developing a Plan of Safe Care to ensure that children and families in the county have access to the resources and proven interventions they need to address any health and behavioral needs.

CARES Act Dollars in Paterson

Partners in Paterson utilized dollars from the federal CARES Act to support cross-sector work focused on housing as a social determinant of health for Paterson residents.

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Reflections from Integrator Learning Lab Participants
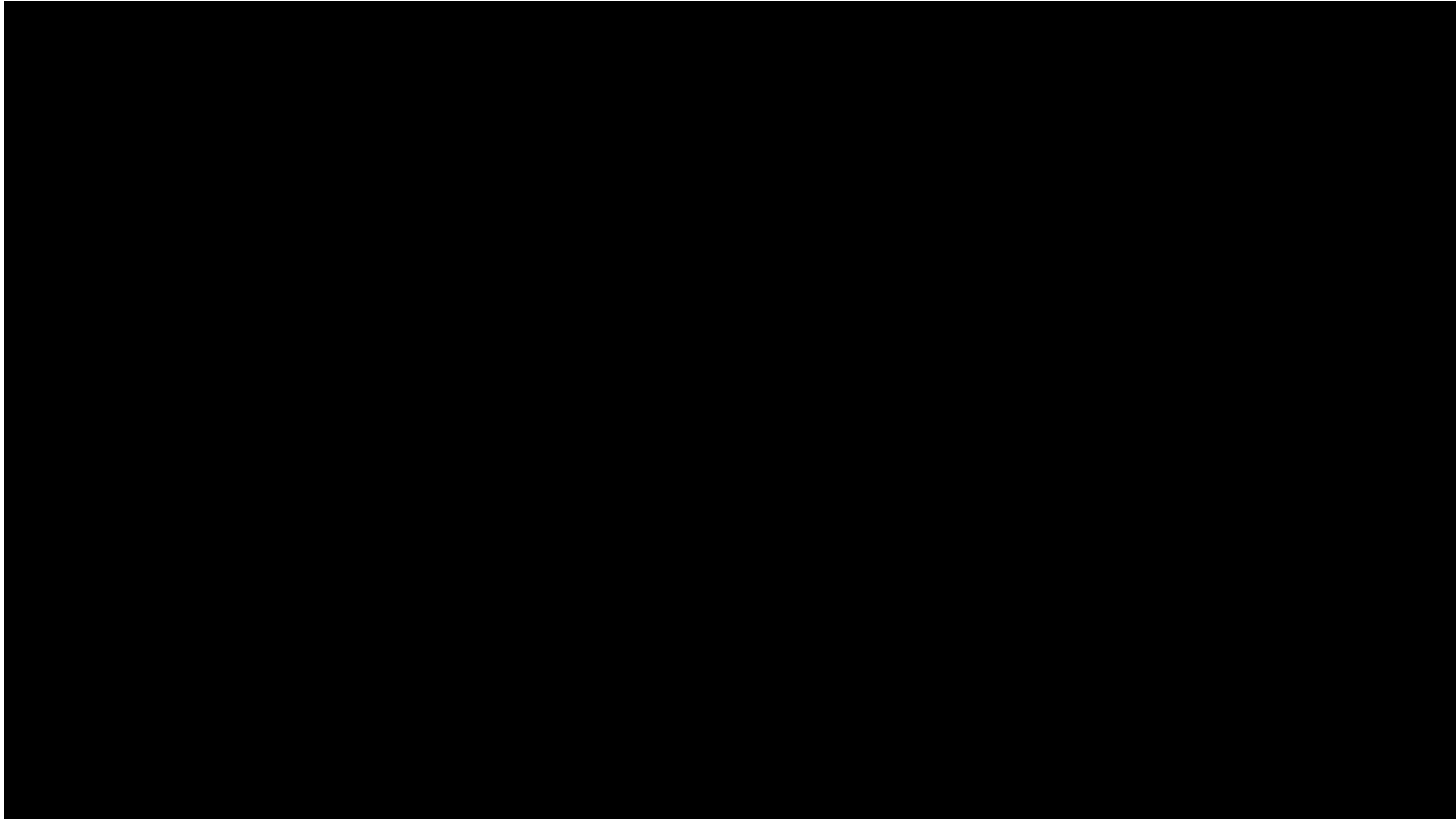
Case Study: Bridgeport Prospers
Clarifying TA Priorities & Co-Creating a TA Action Plan (March 2020)

PRIORITIES

- *Leadership/Engagement:* Working to create an MOU that formalizes the partnership between BP and HIA. BP will also work to ensure that its phase 2 efforts are planned with equity at the center of network activities.

- *Continuous Improvement:* Creating two data sharing agreements: (a) Client-level data within the Baby Bundle health collaborative (client data sharing) and (b) Population-level data across the Prospers and HIA networks.

- *Equity:* BP is specifically interested in using the Learning Lab's equity tools in conjunction with community consultants to ensure that the network's plans are being implemented through a community lens.
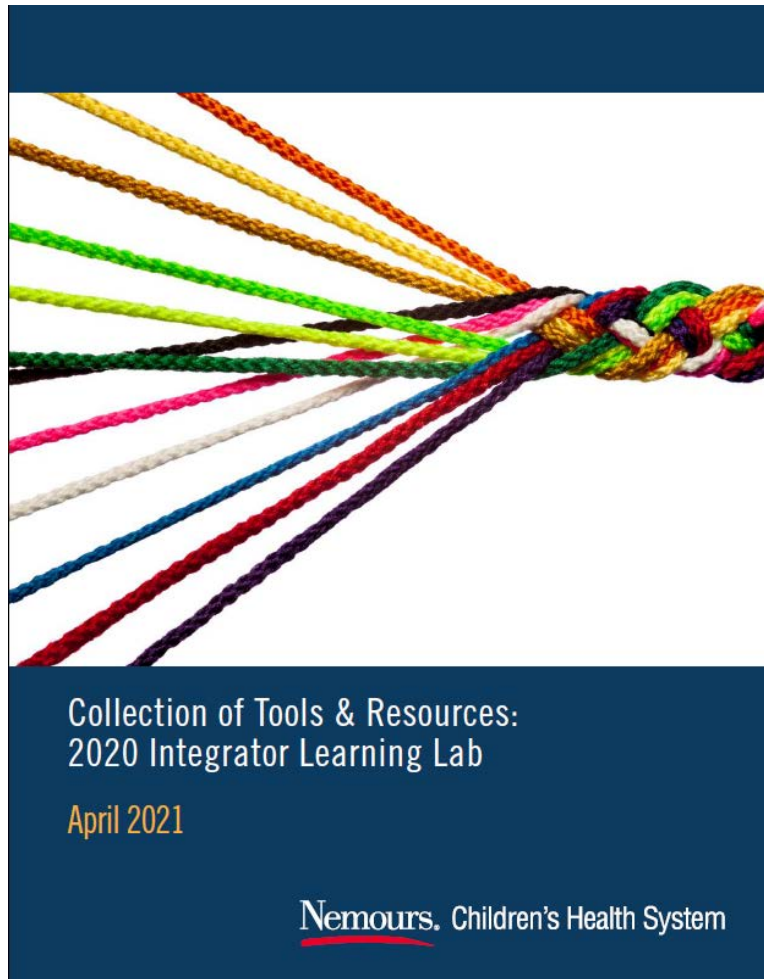
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ACTION PLAN

Based on your priorities, requests and the resources available in the ILL, we propose to provide the following:

1. Introduction to and Exploration of the Data Assessment Tools (3 Hours- Mid-April from All-In: Data for Community Health)

2. Introduction to and Exploration of the Network Assessment Tools (3 Hours- Mid-May from Visible Network Lab)

3. Introduction to and Exploration of the Equity Tools (3 Hours- May-June from Institute for Public Health Innovation)

Case Study: Bridgeport Prospers
Technical Assistance Received (April, May, June 2020)

TA PLANNED

Introduction to and Exploration of the Data Assessment Tools (3 Hours- Mid-April from All-In: Data for Community Health)

TA RECEIVED

Real-world consult from near peers on interoperability questions related to resource and referral platforms- brokered and facilitated by All In: Data for Community Health. Connections remained beyond the call.

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Case Study: Bridgeport Prospers
Technical Assistance Received (April, May, June 2020)

TA PLANNED

Introduction to and Exploration of the Network Assessment Tools (3 Hours- Mid-May from Visible Network Lab)

TA RECEIVED

Two training and applied learning sessions from Visible Network Labs-
1) Network analysis to plan for brining two pre-existing networks together;
2) Mapping existing data silos and network connections needed to remove them.

SAMPLE TOOL
Who's In Your Network? Thinking Like A Network Scientist

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Case Study: Bridgeport Prospers
Technical Assistance Received (April, May, June 2020)

TA PLANNED

Introduction to and Exploration of the Equity Tools (3 Hours- May-June from Institute for Public Health Innovation)

TA RECEIVED

Training and applied learning session for network members: Establishing a common understanding of health equity and using equity impact review tools within network work flows

SAMPLE TOOL
Equity Impact Review Tool

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Sample-Lab-Related Goals and Achievements Detail in Network Profile

http://bit.ly/2wc1Rve

Spreading & Scaling-
Tools Used to Support Network Achievements

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https://bit.ly/3tVrhqc

Spreading & Scaling- Tools Used to Support Network Achievements (continued)

Field test "An Integrator's Toolkit: Five Tools for Helping Networks Turn Big Ideas into Action"

- Try out the Toolkit & provide feedback.
- Feedback will be used to finalize the tool for release to the field.
- Field testers will be acknowledged in the final version.
- Email us at NationalOffice@Nemours.org for your copy.

The Five Tools:

1. Integrative Activities Inventory
2. Alignment
3. Network Values
4. Distributed Accountability
5. Being Present with Purpose

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Take-Aways

✓ Being disciplined about creating dedicated time and space to consider integrative activities is the key.

✓ Start at the beginning– assess and align. Revisit regularly.

✓ Support for big ideas (community led, network supported goal-setting; health equity; value determination) is insufficient on its own. Use tools to operationalize big ideas and turn ideas into action.

✓ In addition to creating dedicated time and space, four elements were essential for success as population health integrators:
  - "Naming" integrator functions
  - "Claiming" integrator functions
  - Clarity on roles
  - Clear commitment to equity

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Questions, Comments, Discussion

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