



## Results That Matter Team

### Organizational Learning Collaborative Aligns Cross-sector Regional Public Health Commitments

Paul Epstein ([paul@RTMteam.net](mailto:paul@RTMteam.net)) +1-212-349-1719

Results That Matter Team ([www.RTMteam.net](http://www.RTMteam.net))

American Public Health Association Annual Meeting

New Orleans, November 18, 2014

#### Epstein & Fass Associates: Results That Matter Team

- Measuring and improving performance since 1985
- Consulted for organizations with a wide range of missions from all levels of government, the UN, and U.S. & international NGOs
- Lifetime Achievement Award from the American Society for Public Administration for Performance Measurement Practice
- Three books include *Results That Matter* (Jossey-Bass, 2006) which features Effective Community Governance
- Community Balanced Scorecard Tools Used by Public Health Agencies & Partnerships, Subsidized Housing Communities, and (for training) by U.S. & International Community Building NGOs
- Strategy, Performance Management, & Quality Improvement projects for many State, Local, Federal, & International agencies

#### Healthy Monadnock 2020 (HM 2020)

- Community-wide initiative to engage the citizens of the Monadnock region in becoming the nation's healthiest community facilitated by a "backbone organization": Cheshire Medical Center, Keene, NH
- SW New Hampshire region ~100,000 population, ~75% in Cheshire County
- *Planning phase*: Extensive community engagement in priority setting, strategy development, & action planning; baseline data for community outcome indicators; best practice research; organizing partners.
- Launched "Champions" program as an early way to engage people, while planning was still going on.
- Current major goals & activity in "Healthy Eating," "Active Living," "Educational Attainment," "Living Wages/Jobs," & "Mental Well-being"
- 11 "Partner" organizations agreed to take on key aspects of major goals
- Champions sign pledges, are provided resources (e.g., toolkits): 19 Schools, 85 other "Organization Champions," numerous Individual Champions

#### Community Results Compacts

- Community compacts go back at least to the "Mayflower Compact" (1620)
- Truckee Meadows Tomorrow (TMT) "Quality of Life Compacts" use a community indicators context (2001)
- Others have used compact-like instruments, e.g.:
  - California Endowment: Healthy Eating Active Communities
  - Public Health-Dayton Montgomery County "Get Up" campaign
- HM 2020 compacts build on the TMT model & formalize the "driver" connection to community outcome indicators

## Organizational Champions Learning Collaborative

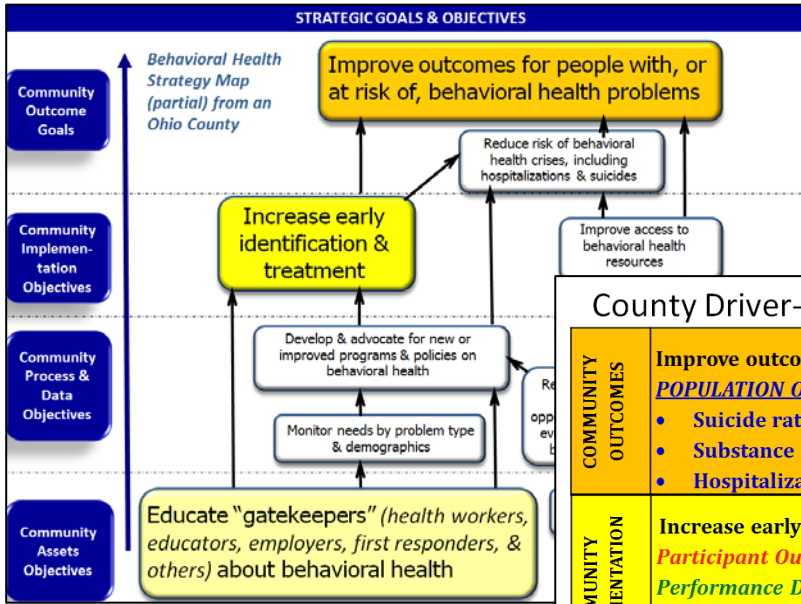
- HM 2020’s approach to getting multiple organizations working together to develop measurable commitments to improving community health
- Recruited a mix of 12 business, government, & non-profit organizations, *e.g., manufacturer, insurance broker, city government, hospital, YMCA, chamber of commerce*
- All organizations in the OCLC had completed a CDC assessment of their working environment and policies for health
- Workplace wellness became natural start for HM 2020’s first Organizational Champion Compacts (11 signed in 2014)
- Monthly meetings took OCLC members from a review of possibilities to building blocks of a compact
- *Peer learning*: champions shared each other’s existing healthy environment & policy initiatives & advised other champions that considered similar approaches
- Provided expert & informational resources on best practices to help champions go beyond existing local practices
- HM 2020 staff from the Cheshire Medical Center (HM 2020’s *backbone organization*) facilitated meetings and followed up with each OCLC member on final compact details
- Had signing ceremony and received regional press coverage

## Driver-Outcome Measurement

<h3>Highest Level Community Outcomes</h3> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p><b>Population Outcomes</b></p> </div> <div style="text-align: center;">  <p><b>Place Outcomes</b></p> </div> </div> <p><u>Two Challenges:</u>  <b>1. No single organization can significantly improve many population &amp; place outcomes on its own: <i>Need effective community partnerships</i></b></p>	<h3>2. Population &amp; place outcomes tend to “lag”</h3> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><i>Often take years before significant change can be measured</i></p> </div> <div style="width: 45%;">  <p>So you <b>need performance drivers</b> that “lead” to enable mid-course corrections to your strategy.</p> <p><i>Some performance drivers are participant outcomes</i></p> </div> </div>
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## Chains of Success for Community Results





An Example from a County in Ohio

County Driver-Outcome Measures for Highlighted Objectives	
COMMUNITY OUTCOMES	<b>Improve outcomes for people with, or at risk of, behavioral health problems</b> <i>POPULATION OUTCOMES:</i> <ul style="list-style-type: none"> <li>• Suicide rate</li> <li>• Substance abuse rates for youth</li> <li>• Hospitalization rates for behavioral health</li> </ul>
COMMUNITY IMPLEMENTATION	<b>Increase early identification &amp; treatment</b> <i>Participant Outcome:</i> # youth whose risk has been assessed to have been reduced <i>Performance Drivers:</i> <ul style="list-style-type: none"> <li>• # of youth and adults who are screened for depression</li> <li>• # of youth identified for early behavioral health concerns</li> <li>• # of youth who receive treatment due to the screening process</li> </ul>
COMMUNITY ASSETS	<b>Educate “gatekeepers” (health workers, educators, employers, first responders, &amp; other stakeholders) about behavioral health</b> <ul style="list-style-type: none"> <li>• <i>Performance Driver:</i> # of “gatekeepers*” trained in identifying &amp; responding to behavioral health concerns</li> <li>• <i>Performance Driver:</i> # of gatekeepers who report that the training enhanced their ability to respond to behaviors of concern in others.</li> <li>• <i>Performance Driver:</i> # of gatekeepers who report having applied the knowledge learned in training situations in their life.</li> </ul>

### Community Results Compacts

- Written agreements specifying a partner’s contribution to a community improvement effort
- Specifies both *what* a partner will do *and measurable results* the partner will attempt to achieve
- Works especially well when the community partnership uses driver-outcome measurement
- Generally *not legally binding*, especially if no funds are paid to the partner making commitments
- Collaboratively identify among partners:
  - Community outcomes to improve (lagging indicators)
  - Specific actions each partner will take to drive outcomes, and results they can target achieving (leading indicators)
- Each partner is accountable for meeting their own performance driver targets, specified in signed “Community Results Compact”
- Collectively, all partners are mutually accountable for improving community outcomes

### Healthy Monadnock 2020: Excerpt of “Preamble” to “Organizational Champion Compacts”

We support the Healthy Monadnock 2020 (HM2020) vision to become the healthiest community in the nation by 2020. HM2020 gauges progress toward this vision by measuring results of 27 community health indicators in 5 “target areas”: Health Status, Wellness, Health Care Access, Health Literacy, and Social Capital. No single organization, acting on its own, can cause the entire community to make significant progress on these indicators. But if many organizations engage to make concerted health improvement efforts focused on people, policies, practices, environments, or segments of the community they can influence, together we can help our region improve results for the HM2020 indicators and achieve the vision.

## **HM2020 Workplace Wellness Compact: Manufacturer**

*Summary Description of the Champion's Health Improvement Initiative:*

- Create indoor & outdoor walking routes.
- Create a plan to promote use of indoor & outdoor walking routes
- Create a healthy menu for food served at company meetings
- *Target population:* Champion's employees

### **Manufacturer's Drivers: Measures of Success of this Compact to Be Targeted (partial list)**

Number of employees who:

1. Report using the walking routes in 30-day period (survey)
2. Report taking walking breaks one or more times/day (survey)
3. Report inviting a colleague to join their walking break (survey)
4. Increase their overall physical activity levels (survey)
5. Indicate that they are meeting the CDC guidelines for physical activity (survey)
6. Number of items on the new *healthy meeting food menu* that meet Turn a New Leaf criteria
7. Number of meetings that serve food ONLY from the new *healthy meeting food menu*

## **HM2020 Workplace Wellness Compact: Chamber of Commerce**

*Summary Description of the Champion's Health Improvement Initiative:*

- At least two physical activity breaks will be built into the work day, Monday-Friday, throughout the year.
  - Target population: Champion organization's employees
- Food guidelines will be developed for monthly board meetings.
  - Target population: Champion's board members and attending staff

### **Chamber of Commerce's Drivers: Measures of Success of this Compact to Be Targeted (partial list)**

1. Number of physical activity breaks/week that take place
2. Number of Champion's employees who actively participate in the physical activity breaks per day
3. Number of employees who increase their overall physical activity levels (survey)
4. Number of employees who indicate that they are meeting the CDC guidelines for physical activity (survey)
5. Number of board meetings where the food that is served meets healthy eating guidelines

## **Outcomes Many Champions Collectively Strive to Improve (Composite from the 2 Sample Compacts)**

*Community Health Indicators this Champion Compact Contributes to Improving*

If we achieve the targets set for the above measures *and* other organizations in the community achieve similar or complementary accomplishments, *together* we can help the communities of the Monadnock region improve results for the following HM2020 indicators:

1. Adults at a healthy weight
2. Adults who participate in any physical activity
3. Adults who meet the CDC's physical activity guidelines (150 minutes of moderate to rigorous physical activity each week)
4. Adults with diabetes
5. Adults with good or better health
6. Adults who eat 5+ fruits and vegetables/day

## HM 2020 Compacts: Future Directions

### *Compacts for HM 2020 Partners*

- Organizations that had already agreed to address major components of HM 2020's agenda
- Many already acting but without specific commitments
- *Some likely Partner Compacts:*
  - City of Keene: Active Transportation
  - Regional Planning Commission: Active Transportation
  - County Conservation District (USDA): Environment & Food
  - State College Dietetic Program: Menu & Recipe Analysis
  - Tobacco Coalition: Smoking Cessation
  - County HEAL: Healthy Eating & Active Living

### *Compacts for HM 2020 "Outreach Champions"*

- Organizations that may not be partners but can readily "reach" many more people than their own employees
- *Some likely Partner Compacts:*
  - Chamber of Commerce: Reach hundreds of member companies & their thousands of employees
  - YMCA: Reach their members, member families, other users (e.g., children in day care & their families)
  - State College: Reach their students
- YMCA already acting but not yet "sealed" in a compact

## Resources

- Results That Matter Team ([www.RTMteam.net](http://www.RTMteam.net))
- Healthy Monadnock 2020 ([www.healthymonadnock.org](http://www.healthymonadnock.org))
- Truckee Meadows Tomorrow ([www.truckeemeadowstomorrow.org](http://www.truckeemeadowstomorrow.org))
- Epstein, Paul, Paul Coates, & Lyle Wray, with David Swain (2006). ***Results That Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done*** (San Francisco: Jossey-Bass/Wiley) ([www.wiley.com](http://www.wiley.com))
  - Esp. pp. 114-121 on Truckee Meadows Tomorrow, including Quality of Life Compacts
- Simone, Alina & Paul Epstein (2009). "**Leading and Lagging Indicators of Public Health ...**" in *The Public Health Quality Improvement Handbook*, Ron Bialek, Grace Duffy, John Moran, eds. (Milwaukee: ASQ Quality Press) published by the American Society for Quality with the Public Health Foundation
- Wray, Lyle & Paul Epstein, "**Harnessing the Power of Community Collaborations: Use Seven Tools to Get Results**" cover article of *Public Management* (ICMA), March 2012
  - Access free from [www.RTMteam.net](http://www.RTMteam.net) home page under "What's New"

**Contact: Paul Epstein: [paul@RTMteam.net](mailto:paul@RTMteam.net) or +1-212-349-1719**

Results That Matter Team  
Epstein & Fass Associates  
60 Cooper Street, Suite 4G  
New York, NY 10034-3076