Multi-sectoral partnerships and collective action: Is your partnership set up for success?

Evaluation of the Colorado Health Disparities Grant Program (HDGP)

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Partners in Evaluation & Research

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Vision: *Leading collaborative evaluation and research to improve the health of communities.*

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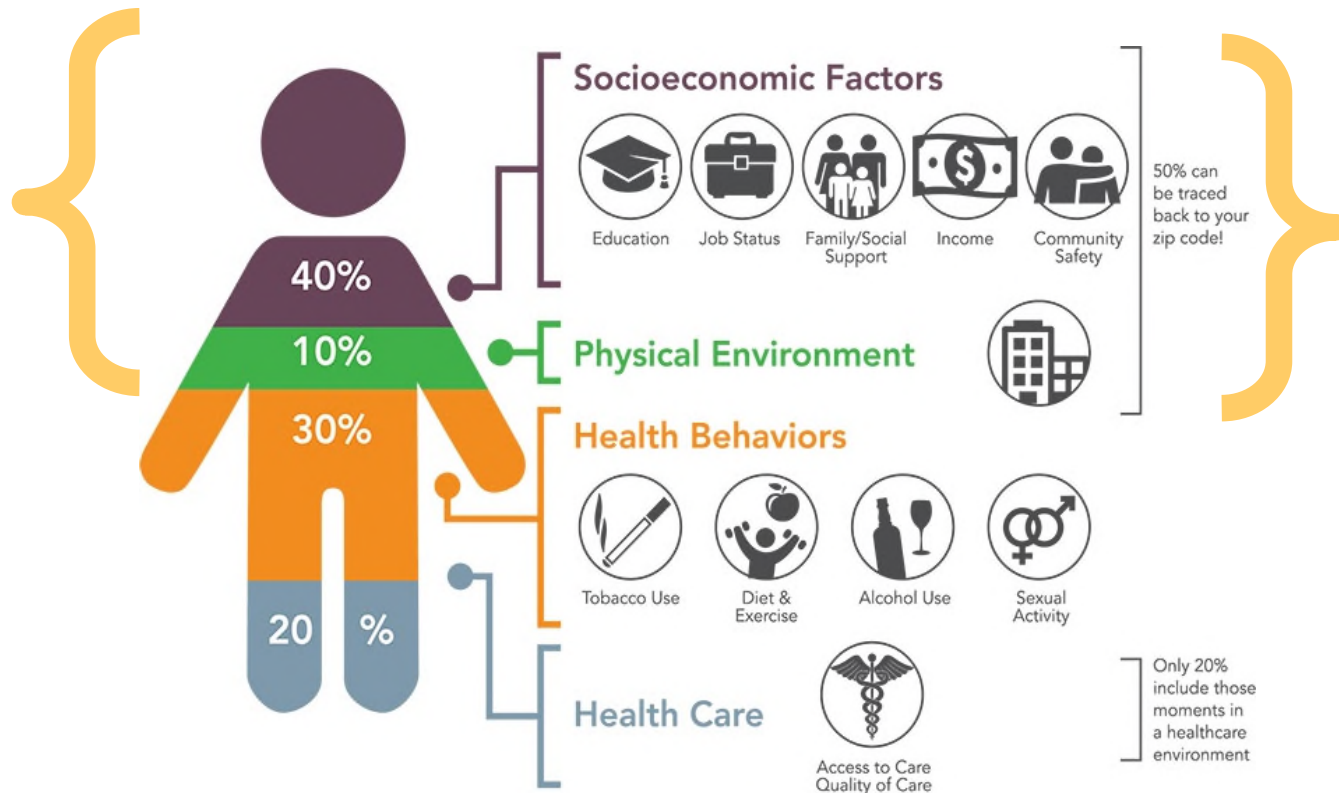
Presentation Outline

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Intro to HDGP Evaluation (5 minutes)

Evaluating Multisectoral Partnerships (10 Minutes)

Key Take Aways & Next Steps (5 minutes)

HDGP FY19-21 Overview:

Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

New Funding Focus:
Multi-sectoral partnerships funded to work on systems and policy changes that address upstream determinants of health.

PiER contracted to evaluation of the project; collaborating with funder.

Purpose & Learning Objectives

PURPOSE:

To describe the process used to evaluate attributes of multi-sectoral partnerships and community engagement that contributes to PSE changes

- ❖ Describe how an established framework was operationalized

- ❖ Demonstrate how partnership assessment activity was used to explore multi-sectoral partnerships

- ❖ Examine partnership attributes that may contribute to progress toward policy system, and environmental (PSE) change

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Multi-Sectoral Partnership:

- Critical component to creating PSE changes

↑ Collaboration	↑ Resource Sharing	Combining Talents	↑ Community Buy-In

- What we don't know:
  1. How communities can examine their existing partnerships to determine what might be **missing**
  2. How evaluators can examine the impact of these partnerships and engagement on progress towards PSE change
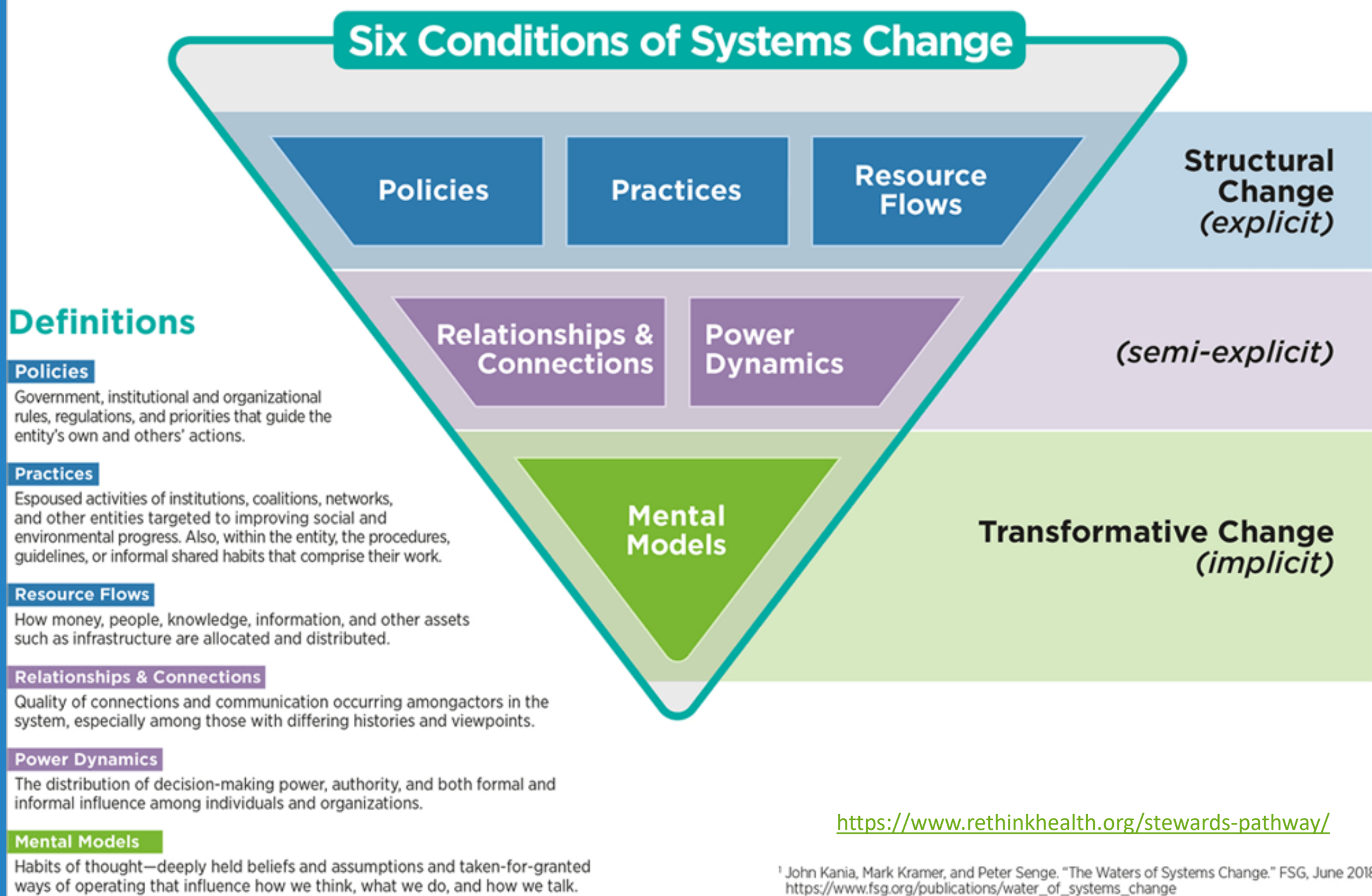
Evaluation Question:

How did partnerships advance the community's collective action to solve problems?

What was the structure of the partnership network?

- partnership attributes conducive to PSE change;
- partners' sectors, roles, and levels of engagement; and
- the role of community in the partnership.

FSG's Water of System Change Framework

Six Conditions of Systems Change

Policies	**Practices**	**Resource Flows**

Structural Change (explicit)

Relationships & Connections	**Power Dynamics**

(semi-explicit)

Mental Models

Transformative Change (implicit)

Definitions

Policies
Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Practices
Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

Resource Flows
How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

Relationships & Connections
Quality of connections and communication occurring amongactors in the system, especially among those with differing histories and viewpoints.

Power Dynamics
The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

Mental Models
Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

https://www.rethinkhealth.org/stewards-pathway/

[1] John Kania, Mark Kramer, and Peter Senge. "The Waters of Systems Change." FSG, June 2018
https://www.fsg.org/publications/water_of_systems_change

Approach:

- Partner Mapping Activity
  - Step 1: Identified all partners
  - Step 2: Rated partners on roles and contributions to efforts

Partnership Roles:

- Infrastructure
- Policy/Advocacy
- Practices
- Partnerships (formal)
- Partnerships (community)
- Resources

N/A	1	2	3	4	5
not involved in this	kept aware of activities and progress about this	Consulted their input helps inform this	play a role/are involved in decisions and implementation of this	collaborative partners that are highly involved in design, implementation, and/or improvements for this	primary leaders and organizers of this

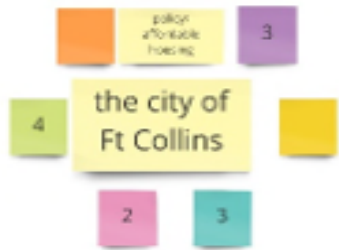|		
Infra-structure	🟧	• Initiative decision making • Initiative agenda creation/goal setting • Initiative operations and day to day functioning • Initiative communications-ensuring work and progress are transparent
Policy /Advocacy	🟩	• Change policy and laws by using facts, relationships, media, and messaging to **influence those in leadership positions** so they will address issues related to grant objectives • Change policy and laws by using facts, relationships, media, and messaging to **influence general public opinions** so they will address issues related to grant objectives • Build capacity related to advocacy/policy/equity changes
Practices	🟪	• Change and/or implement new **organizational practices and standards** related to grant objectives • Change and/or implement **services or programs** differently related to grant objectives • Build capacity related to programs/services/behavior change around grant objectives
Partners-formal	🟦	(Provider and Support Facing Partners) • Deepen existing partnerships within sectors to support initiative progress • Expand partnerships, including novel and cross-sector partners, to support the initiative
Partners-comm	🟨	(Community and Grassroots Partners) • Encourage community member support and involvement within the initiative • Create and maintain equitable partnerships with community within the initiative
Resources	🟪	• Collect, use, and/or share data and information to support initiative progress • Acquire and/or manage additional money to support the initiative • Acquire, manage, and/or share non-monetary resources (office space, vehicles, etc.) for the initiative
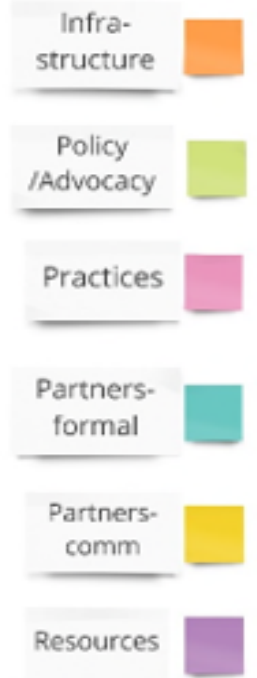
EXAMPLE: Partnership Assessment Activity

Approach:

Data from the partnership activity was analyzed to address the evaluation questions

- Quantitative data: partner roles and ratings
- Qualitative data: anecdotal/contextual details about partnerships

Grantees with similar partnership structures were grouped together:

- partners' sectors (number and type),
- Partner roles and levels of engagement; and
- Role of lead agency, other agencies, and community in the partnership.

Multi-Sectoral Partnership Clusters

Group A:
Community Driven Network

Characteristics:
Stronger Community Partner; Distribution of Roles/Power Across Lead Agency, Non-Lead Agencies & Community; Community has more roles and responsibilities in the partnership network.

Group B:
Collaborative Partnership Network

Characteristics:
Decentralized Network; Shared partnership responsibilities across lead agency and partnership agencies; Community involved but fewer roles and responsibilities in network.

Group C:
Centralized Partnership Network

Characteristics:
Centralized Network; Strong Lead Agency with More Roles and Greater Responsibilities; Non-Lead Agencies and Community involved but to a lesser extent.

Multi-Sectoral Partnership Structures

Group A:
Community Driven Network

Characteristics:
Stronger Community Partner; Distribution of Roles/Power Across Lead Agency, Non-Lead Agencies & Community; Community has more roles and responsibilities in the partnership network.

Lead Agency

Community

Non-Lead Agencies

Multi-Sectoral Partnership Structures

Group B:
**Collaborative Partnership Network**

Characteristics:
Decentralized Network; Shared partnership responsibilities across lead agency and partnership agencies; Community involved but fewer roles and responsibilities in network.

Community

Lead Agency

Non-Lead Agencies

Multi-Sectoral Partnership Structures

Group C:
Centralized Partnership Network

Characteristics:
Centralized Network; Strong Lead Agency with More Roles and Greater Responsibilities; Non-Lead Agencies and Community involved but to a lesser extent.

Community

Lead Agency

Non-Lead Agencies
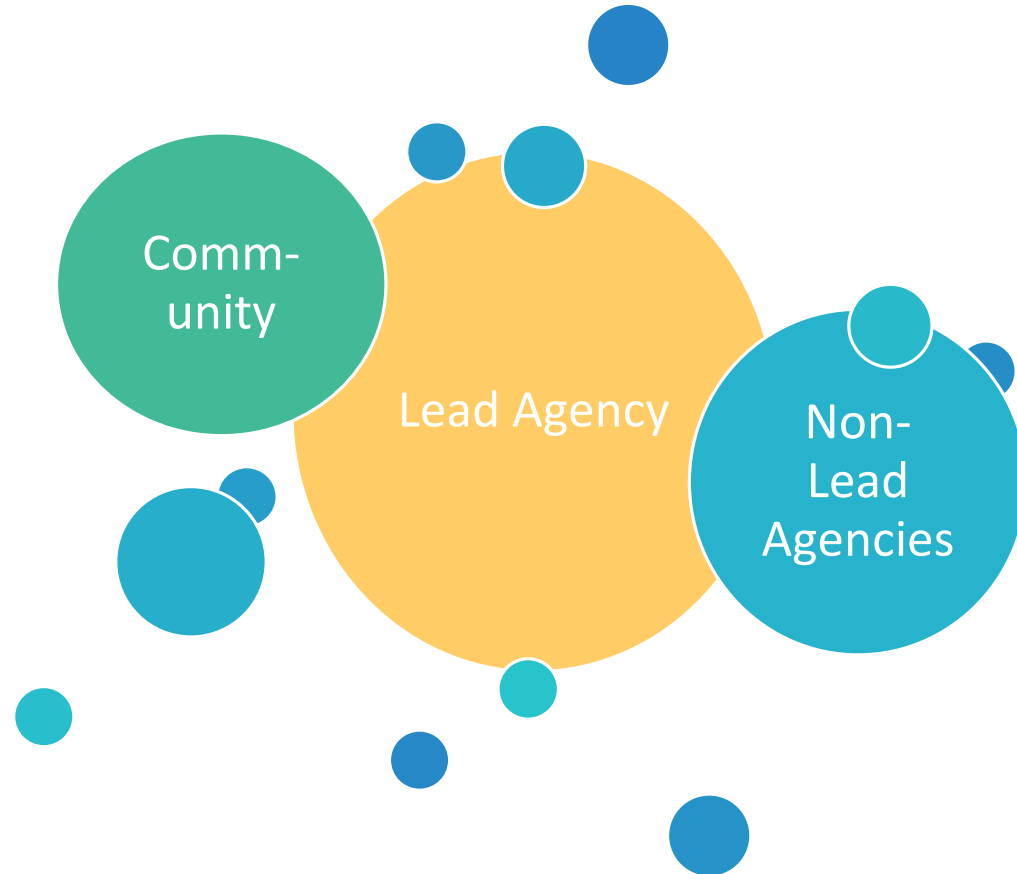
Key Take Aways & Next Steps

➤ Contextual information is critical

➤ There is not a standard or common method for evaluating <u>how</u> this work is done – developing new methodologies for this evaluation

➤ Assess which partnership networks progress towards PSE changes

Partnership Structure Impact on PSE
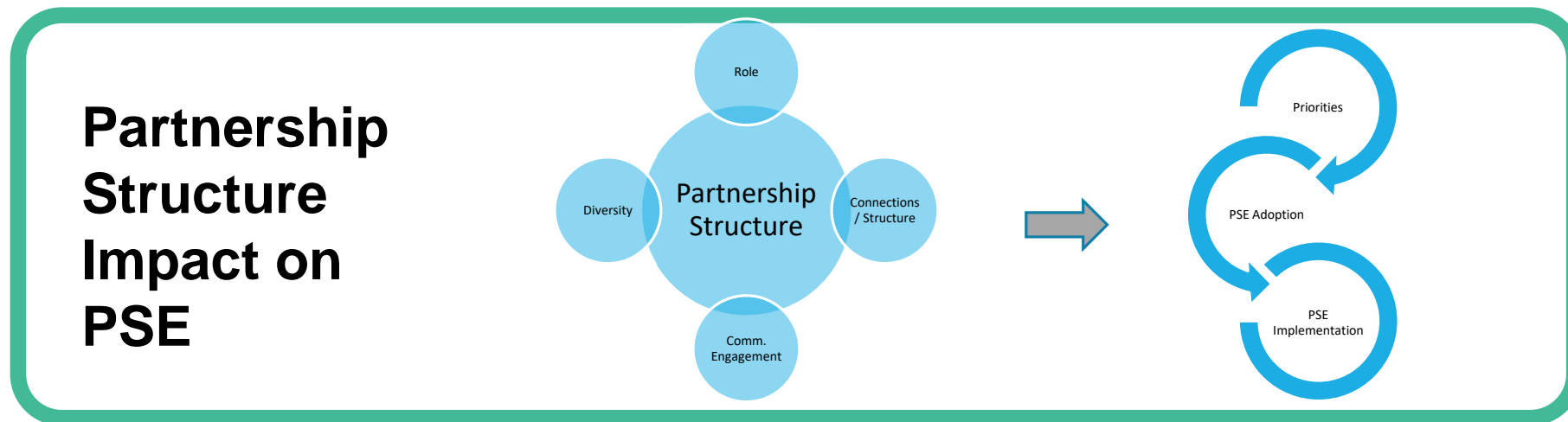
Thank you!

Please contact Morgan Clennin, PhD, MPH
with additional questions/comments
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https://www.pier-evaluation.org/