
READY, CRISIS, RAPID ACTION: A RESILIENT AND TRANSFORMATIVE PARTNERSHIP RESPONSE TO COVID-19

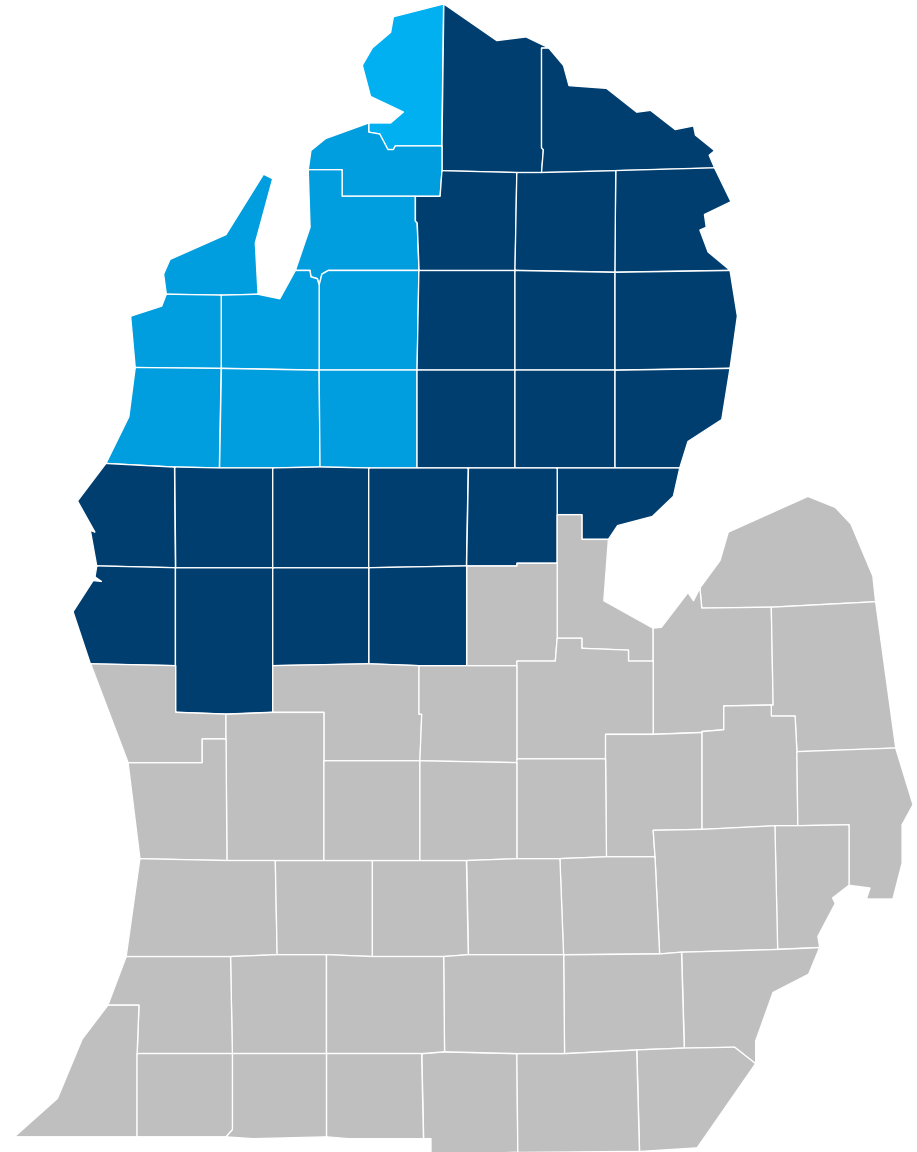
2022 Michigan Premier Public Health Conference



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LEARNING OBJECTIVES

1. Learn about effective frameworks to support cross-sector partnerships that support resiliency and transformation.
2. Learn how the NWCHIR refined its network design, process, and purpose to create rapid responses to urgent needs while preserving core community elements and transforming system operations.
3. Learn about the successes and challenges experienced by the NWCHIR.
4. Learn about lessons along the way and how we are weaving these insights into current NWCHIR efforts.



Healthy People in Equitable Communities



NORTHWEST
COMMUNITY
HEALTH
INNOVATION
REGION

Our **VISION**

Our **NETWORK**

Our **OUTCOMES**



HEALTH
equity



ALIGNMENT



Our **BACKBONE**

- Steering Committee
- Clinical Linkages Workgroup
- MiThrive Workgroup
- Learning Community
- Residents
- Community Partners

Our **TOOLS**



ACCESS



COORDINATION



CORE CONSTRUCTS

Cross-Sector
Collaboration



Systems
Change



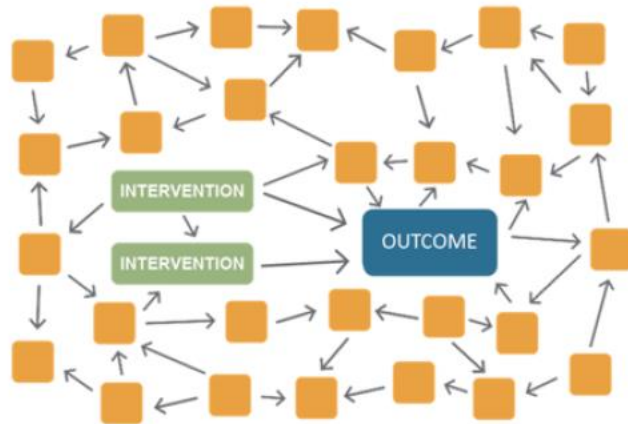
Braided
Funding



Health Equity

SYSTEMS CHANGES

What do complex problems look like?



Foster-Fishman, Nowell, & Yang, 2007



BOLSTERING CROSS-SECTOR NETWORKS



Collective Impact



Transform Change Resources



ABLE Change Framework



BARHII Framework

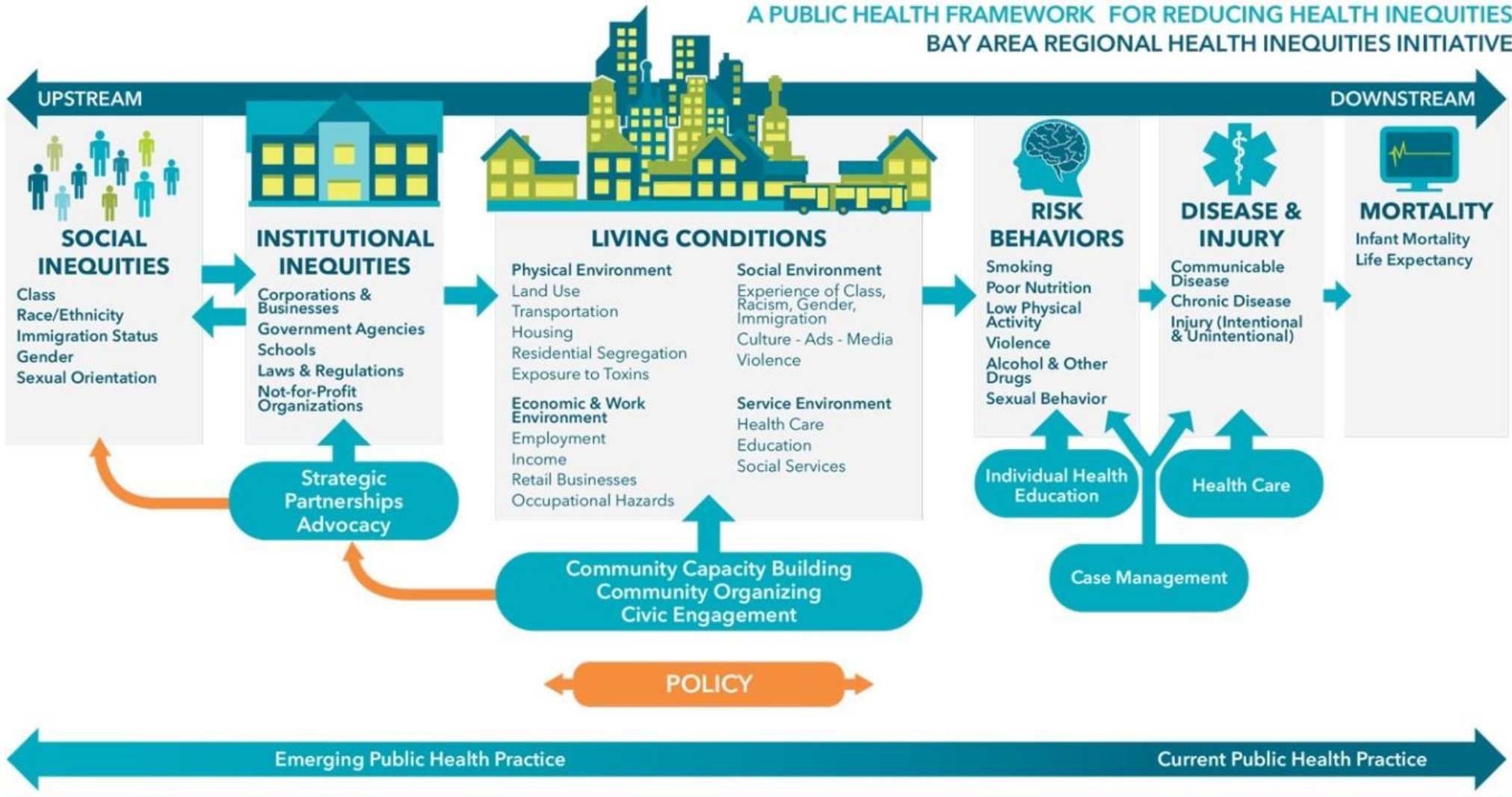


FSG's Targets of Systems Change

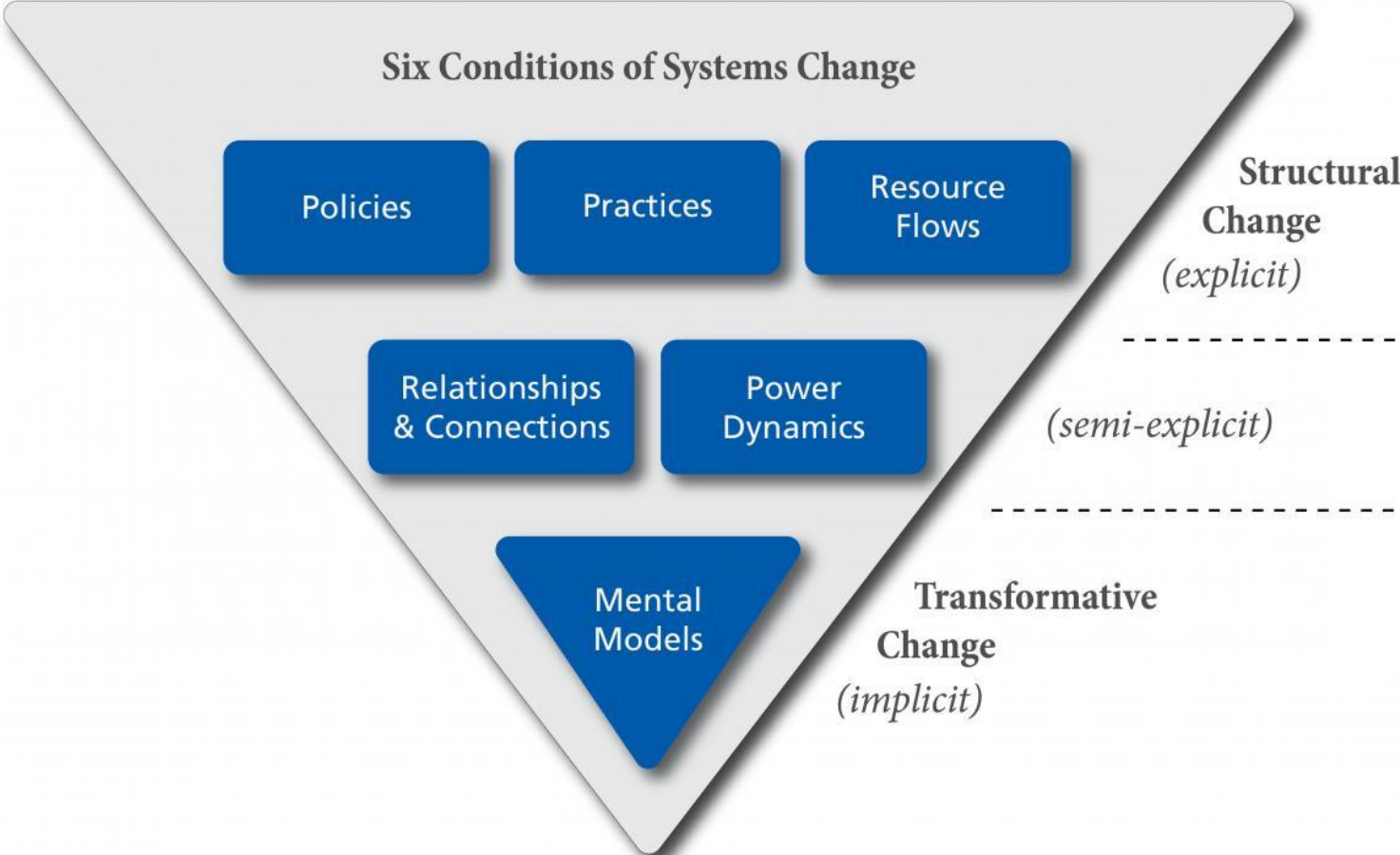


IDEO's Design Prompt

BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE FRAMEWORK



FSG'S TARGETS OF SYSTEMS CHANGE



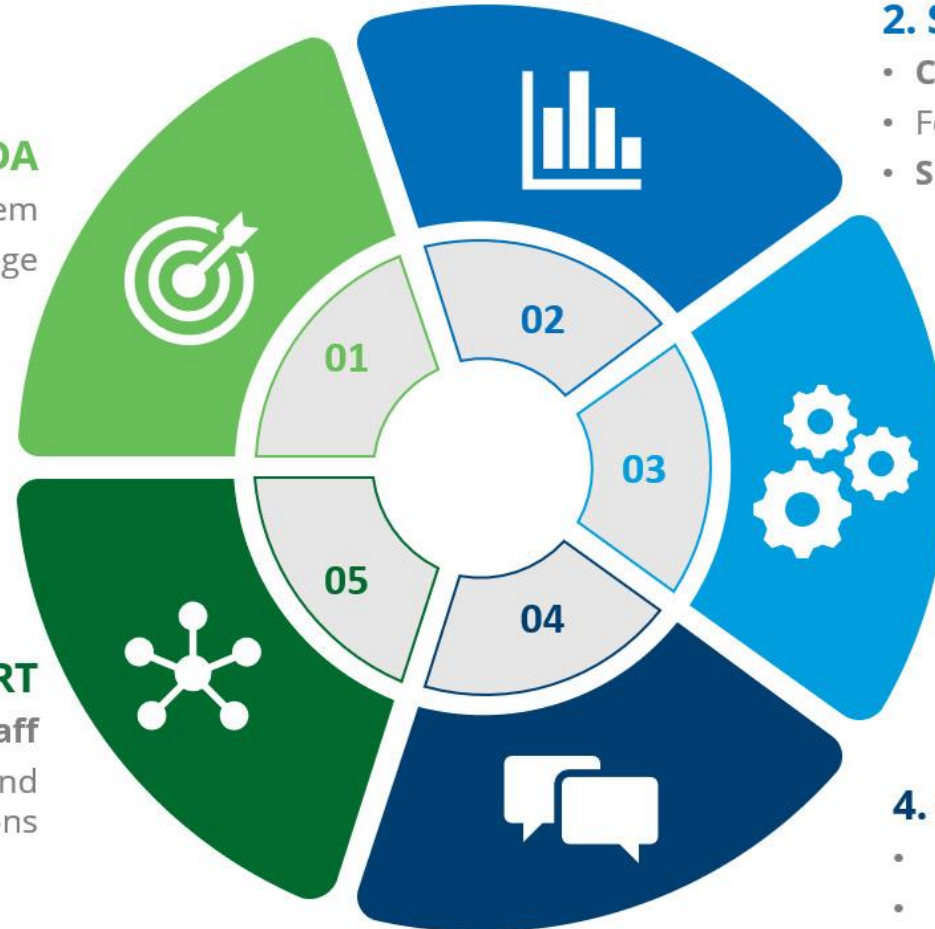
COLLECTIVE IMPACT

1. COMMON AGENDA

- **Common understanding** of the problem
 - **Shared vision** for change

5. BACKBONE SUPPORT

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations



2. SHARED MEASUREMENT

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

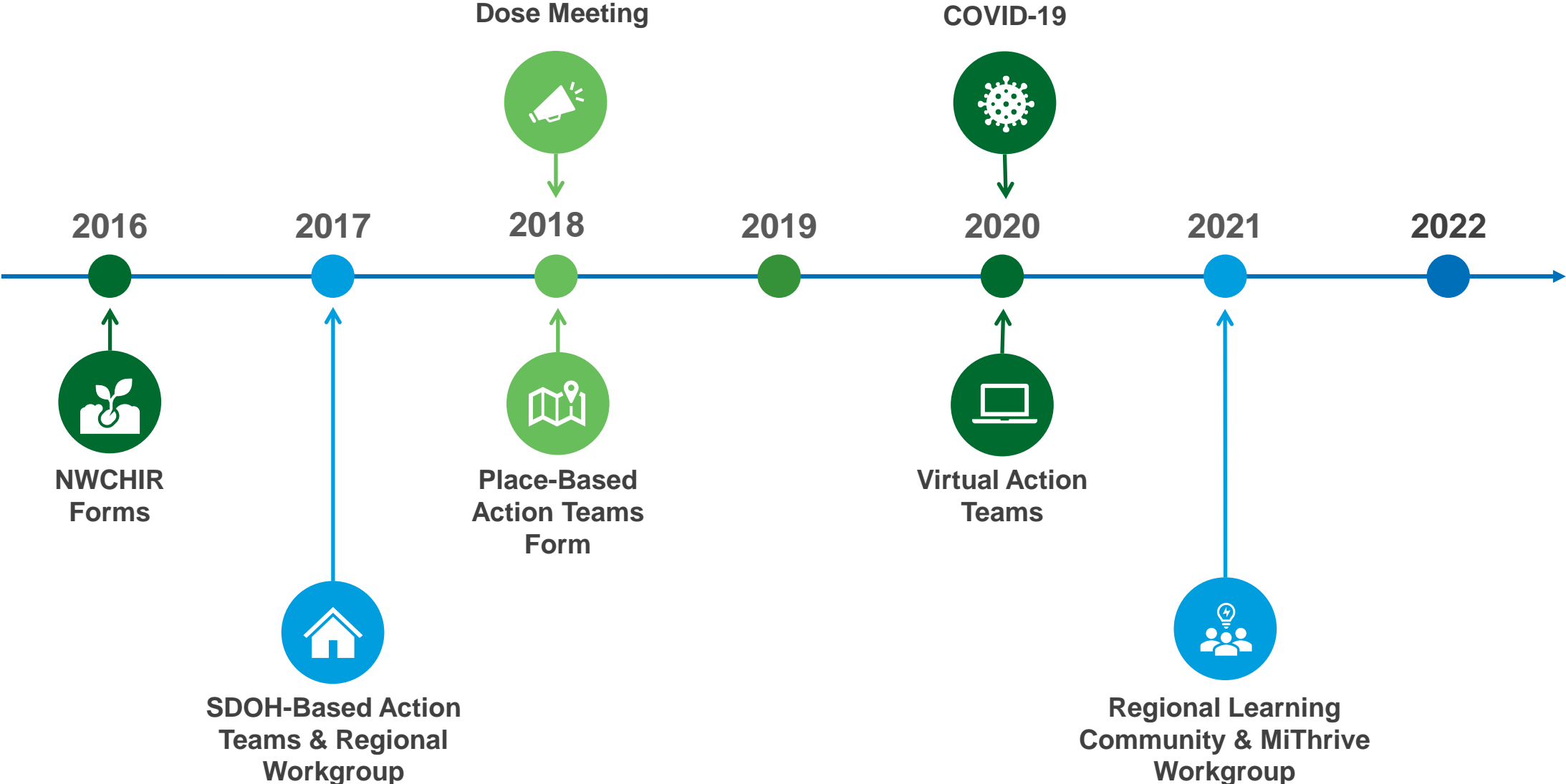
3. MUTUALLY REINFORCING ACTIVITIES

- **Differentiated approaches**
- **Coordination** through joint plan of action

4. CONTINUOUS COMMUNICATION

- **Consistent** and **open communication**
- Focus on **building trust**

NWCHIR EVOLUTION



DESIGN & PROCESS (*pre-pandemic*)

SDOH-Based Action Teams & Regional Workgroup

Dose Meeting

Place-Based Action Teams

Affordable housing team,
transportation team,
healthy food team, and
active living team



Northern action team,
central action team, and
southern action team

WHAT IS THE RESULT?

Healthier Communities



WHAT WILL BEGIN TO HAPPEN?

Physical Activity Increases



Healthy Eating Increases



Bouts of Depression Decrease



WHAT IS IMPROVING?

Social Determinants of Health



Affordable, Accessible Healthy Food



Opportunities for Active Living



Creative, Accessible Transit Options



Affordable, Healthy Housing



Coordinating and Aligning Cross-Sector System



Promoting Health Equity through System Policies & Practices



Being Responsive to Resident Voice

Community System Conditions

WHAT ARE WE DOING?

We're Taking Action!



Cross-Sector Local Action Teams



Regional System Action Team



Health in All Policies Action Team



Health Care and Housing Initiative



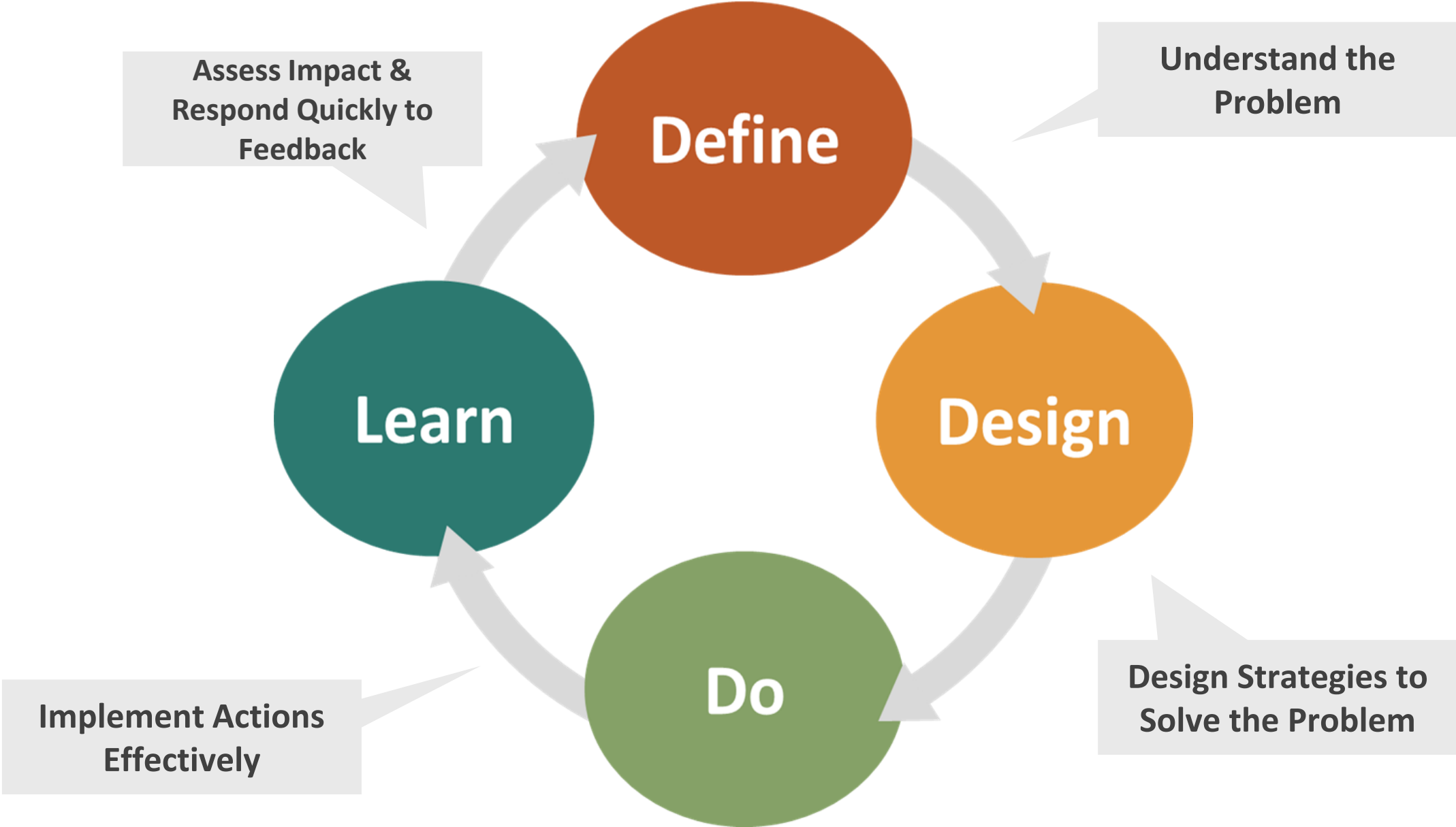
MiThrive Community Health Assessment



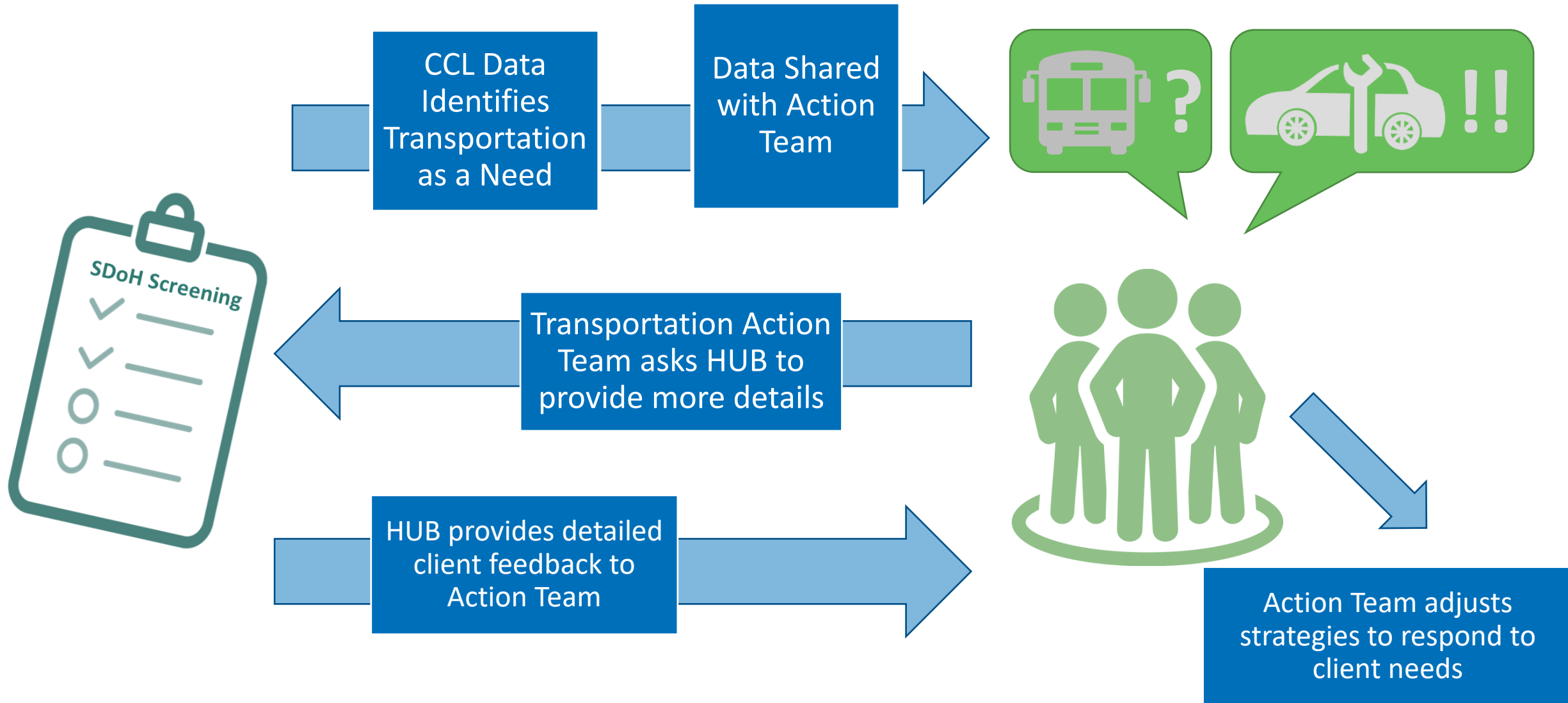
COMMUNITY connections

Community Connections HUBs

Action Learning, ABLe Change



Opportunity to Create Feedback Loops



CONSTELLATION OF ACTIONS



Norte: Active transit in Suttons Bay and Kalkaska



City of Manistee: Non-Motorized Transit Planning



ShareCare: Increase ride availability to Leelanau seniors



Networks Northwest: Transit Provider Coordination



Health in All Policies: Exploration



Networks Northwest: Housing Advocacy



NW Michigan Eviction Diversion



Intersection of Health and Homelessness

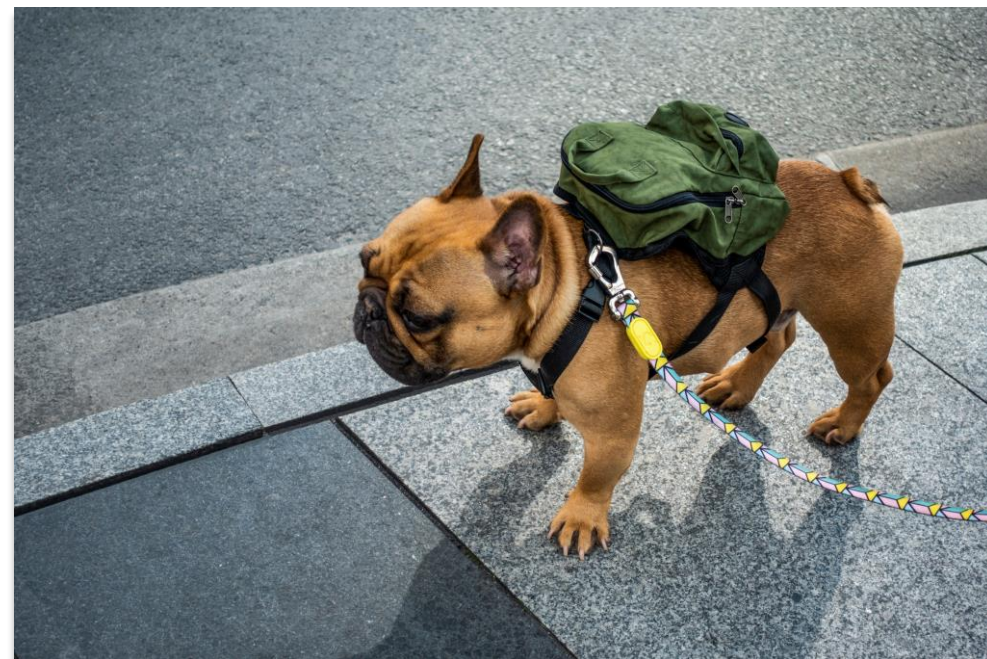


MSU Extension: Healthy Eating in schools



GrowBenzie: local experimentation for resident voice, equity assessment

SUCSESSES & CHALLENGES



DESIGN & PROCESS (*pandemic response*)

Meeting Virtually Increased Frequency

Regional Action Teams move from in-person to teams/zoom. Went from bi-monthly to weekly, to bi-weekly, to every three weeks, then monthly

BASECAMP: opportunities to connect and share resources



Adapted meeting norms, culture, and charter

High-level of adaptability, new members, new areas of focus to meet immediate needs, crisis response

CONSTELLATION OF ACTIONS



Handmade Masks: Pattern Sharing, Sewing, Distribution



Basecamp & Virtual Tools Onboarding



Baby Pantry: formula & diapers



CCL/Community Connections Data Sharing: PowerBI




211: Coordinating, Communicating



Mental Health Provider Coordination:
Area Agency on Aging , Disability Network of NW Michigan

CONSTELLATION OF ARTIFACTS




Northern Michigan Community Health Innovation Region

Manistee, Wexford, Missaukee, Kalkaska Action Team
Meeting Minutes
 April 2nd, 2020 | GoToMeeting | 1:00-2:00 pm

Meeting Participants:

SYSTEMS CHANGE GOALS: Improve access, connection, and alignment.	
Meeting Purpose: Leverage localized, cross-sector action teams to identify gaps in resources and support the coordination of efforts in response to COVID-19.	
<p style="text-align: center;"><u>Summary of Discussion</u></p> <p>What have we accomplished so far?</p> <p>What issues or unmet needs are you seeing, in response to COVID-19, that are negatively affecting clients you serve, residents, or your organization?</p> <p>Are you seeing any positive or negative unintended consequences in response to new processes or procedures in place due to COVID-19?</p> <p>Was this meeting helpful? How often should we convene these meetings?</p>	<p style="text-align: center;"><u>Action Items</u></p>



Action Teams

Health starts where we live, learn, work, play, and age. The Northern Michigan Community Health Innovation Region is a collaboration of cross-sector partners and residents who work toward a shared community vision of healthy communities.

The NMCHIR facilitates three localized action teams:

- 1) Charlevoix, Antrim, Emmet Action Team
- 2) Benzie, Leelanau, Grand Traverse Action Team
- 3) Kalkaska, Manistee, Missaukee, Wexford Action Team

What is an Action Team?

Action Teams are localized cross-sector groups that collaboratively problem-solve to improve the conditions in which people live, learn, work, play, and age. We focus on strengthening system elements that shape the health of our communities, including resident access to basic supports, connection within our communities, and alignment of community efforts.

Action Team Philosophy:

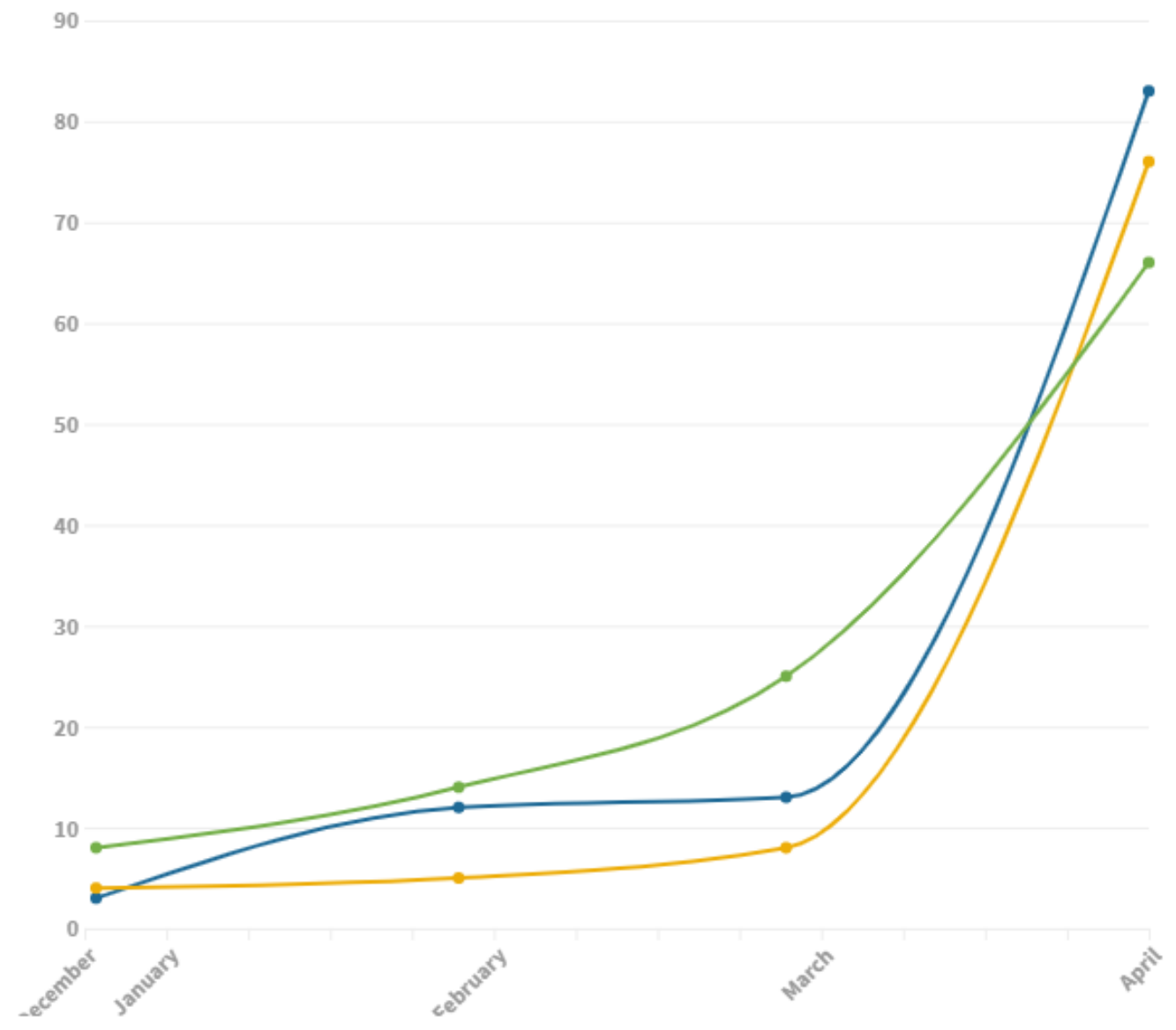
- We understand that problems facing our communities are complex and require a systems approach. We are focused on fixing systems – not people.
- We are rooted in health equity and ensuring our actions benefit those most vulnerable.
- We prioritize taking action informed by resident voices, lived experiences, and relevant data.
- We honor that everyone brings a different set of skills, experiences, and expertise to the table.
- We are committed to addressing the root cause of problems, and we welcome uncomfortable and sometimes difficult conversations to effectively identify the root of a problem.
- We encourage connection, networking, and alignment with other groups in the region.

How do Action Teams get work done?

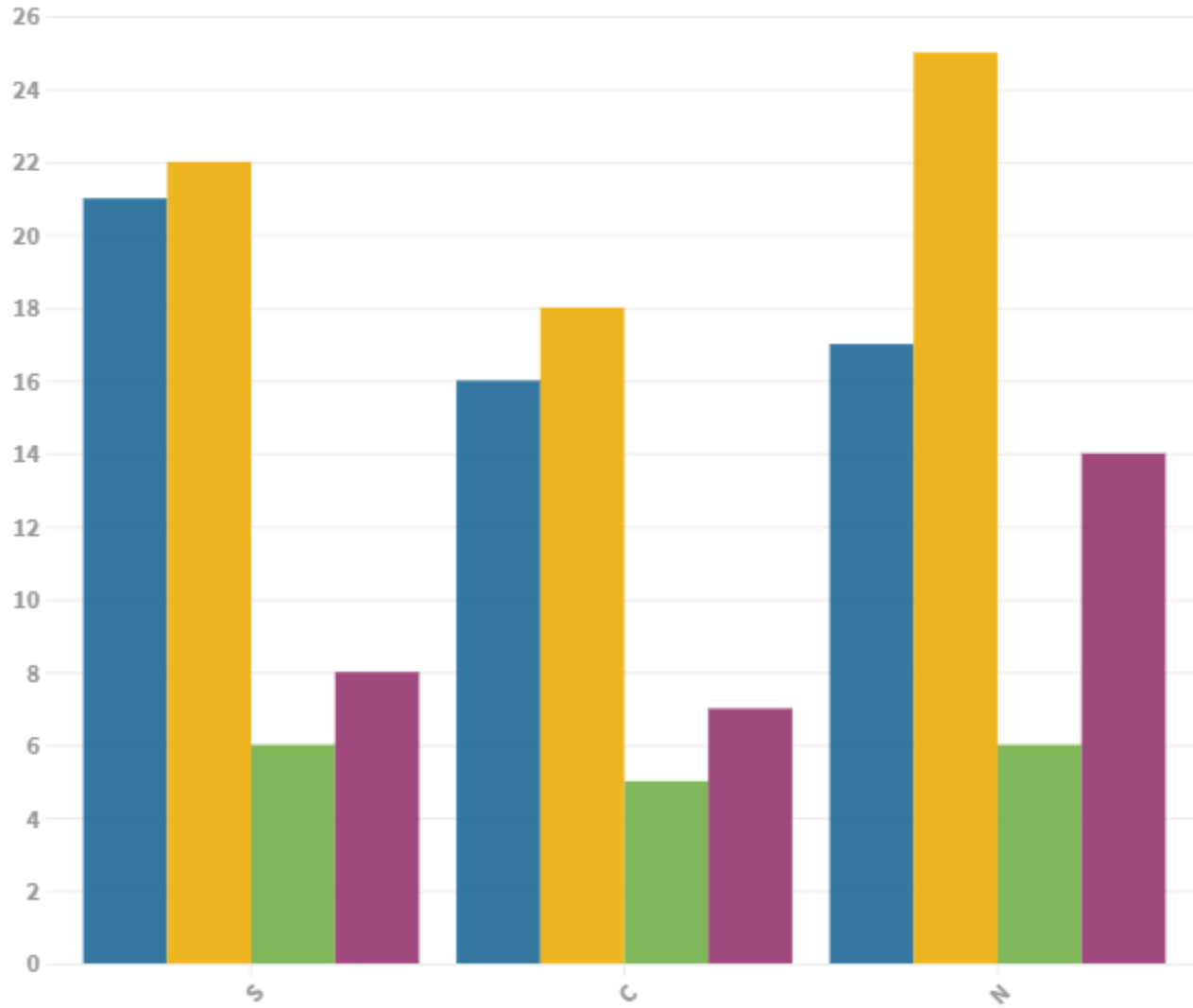
- Action Teams are adaptive to local circumstances. We problem-solve through a flexible combination of virtual and in-person meetings, and Basecamp engagement for rapid communication.
 - Basecamp is our virtual communication platform where we problem-solve, share news, and provide updates (see "Basecamp Quick Guide" for more information).
- Action Teams are supported by NMCHIR staff who assist teams in problem-solving and taking action around shared community goals (see below contacts).
- Action Teams collaboratively problem-solve using the Action Learning Cycle

Learn more: www.northernmichiganchir.org rev. 6/3/2020

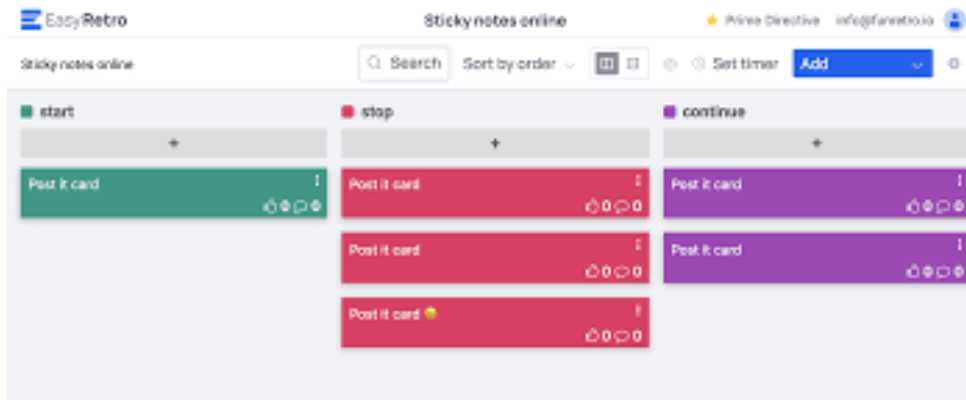
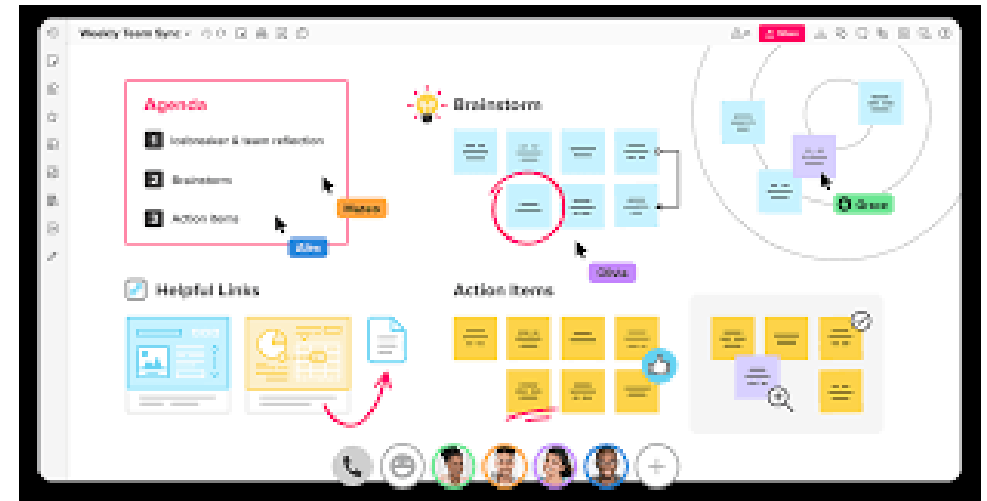
■ CHX, Em, Antrim ■ GTC, Lee, Benzie ■ Miss, Wex, Man, Kalk



Unique Contributor Unique News & Sharing
Problem Solving- Issues New Member Request



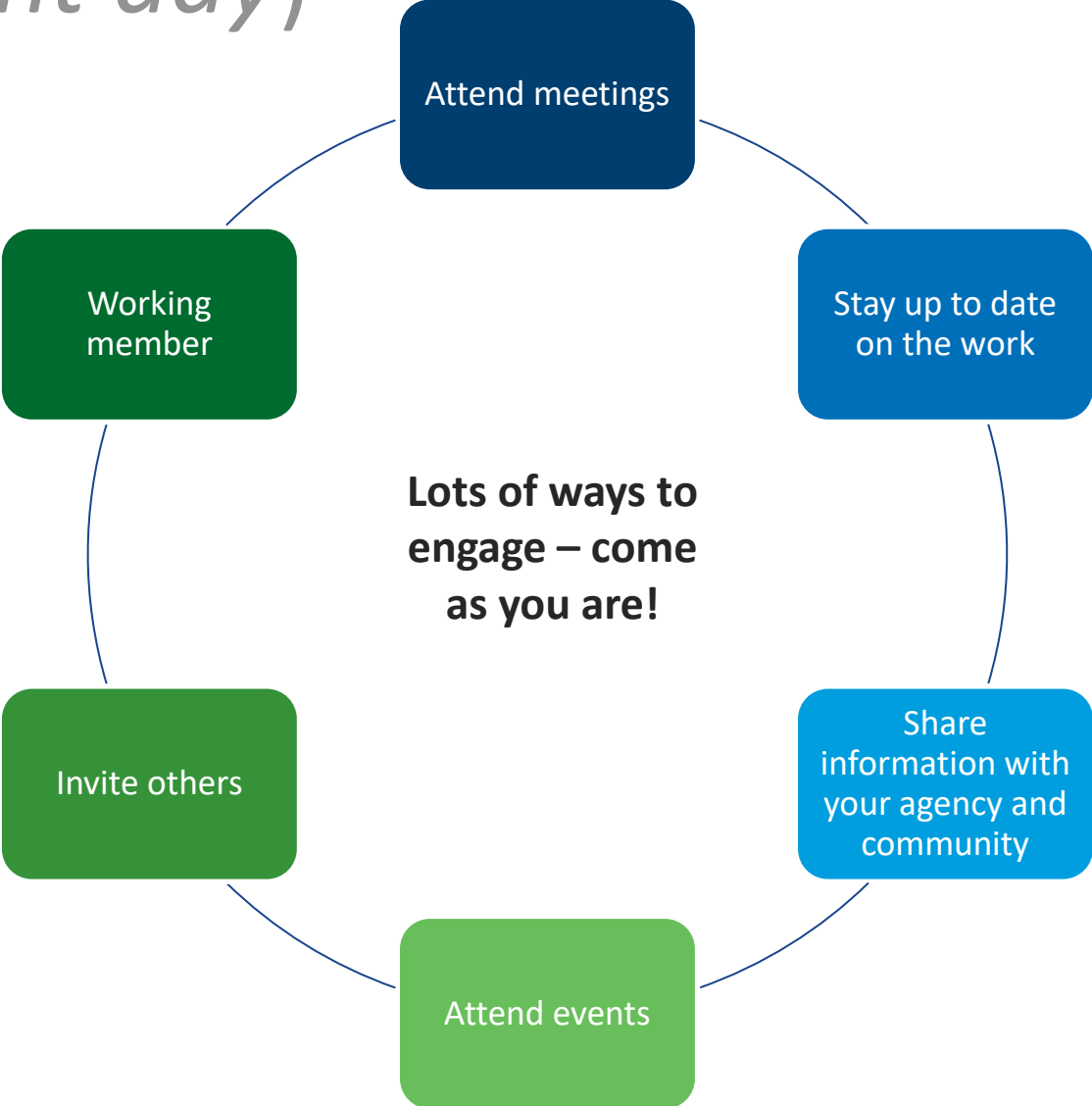
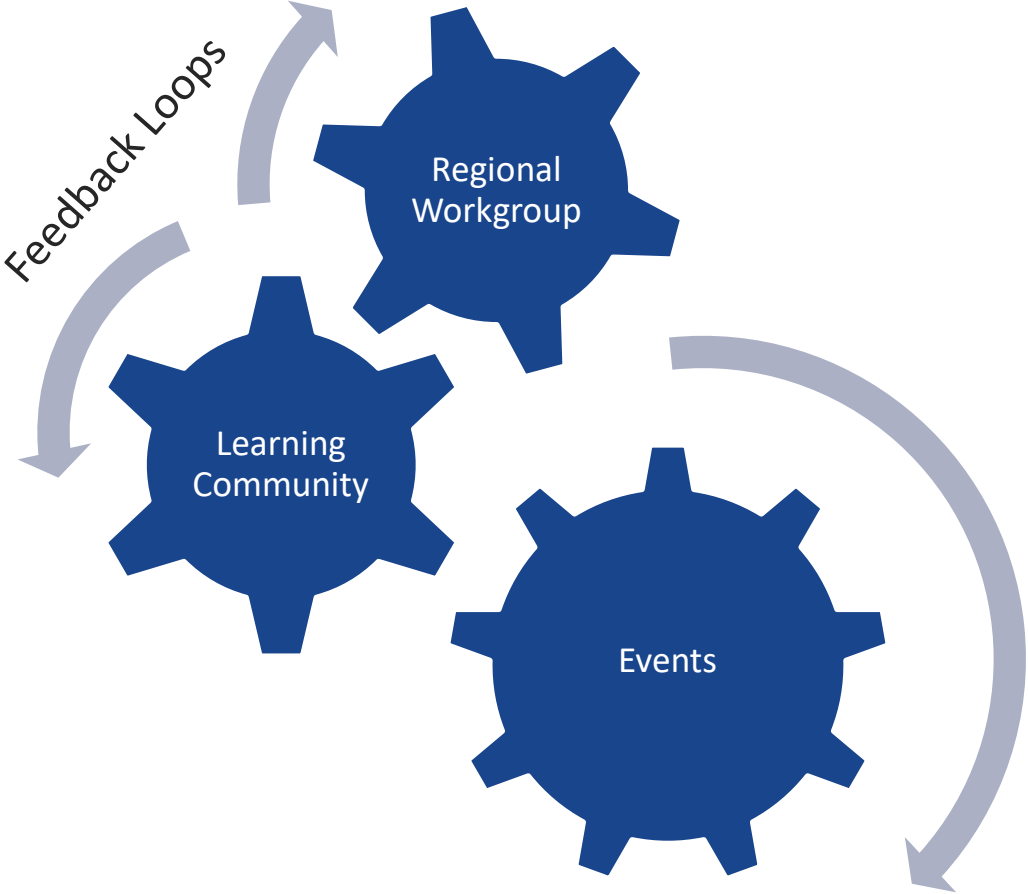
CONSTELLATION OF ARTIFACTS



SUCCESSES & CHALLENGES



DESIGN & PROCESS *(present day)*



CONSTELLATION OF ACTIONS



Mobilizing Action Through Planning and Partnerships + Supplements:
Disability Inclusion & Health Equity



DATA: Scaffolded Approach, Easily Accessible and Approachable



Community Empowerment Projects



Behavioral Health Initiative



Learning Community:
Shared Learning & Co-Creation



Pooled Community Wellness Funds Exploration

CONSTELLATION OF ARTIFACTS



Event | Tuesday, April 27th, 2021 | 10:00-12:00 pm

STEP #1: Forces of Change Team Brainstorming Session

Detailed Instructions:

Team Introductions: [10 minutes]

- Meet your team lead. This person will take notes, keep the conversation moving and report to the larger group.
- Get to know your team! Introduce yourself.
- Review Worksheet, your Team Category Area, and Roles

Introduction Inclusion Tips:



Emily Llore
(u-ray)
she/her

- **Learn how to pronounce people's names:** It is helpful to phonetically spell names in the chat box [[Why is this important?](#)]
- **Share pronouns:** One best practice is to include preferred pronouns with one's name [[Why is this important?](#)]
- **Put Names with Faces:** Show your face with your preferred name if you can, also realize that not everyone can see you. Introductions that include descriptors of what people would see are helpful to those who can't see you.
 - *For Example: Hi, I am Emily Llore. I am in my late 30s with blonde hair. I am in my backyard with large pine and oak trees behind me.*

Questions to think about when brainstorming forces:

- What has occurred recently that may affect our community?
- What may occur in the future?
- Are there any trends occurring that will have an impact? Describe the trends.
- What forces are occurring locally? Regionally? Nationally? Globally?
- What characteristics of the North Central MiThrive region pose an opportunity or threat?
- What may occur or has occurred that can pose a barrier to achieving improved community health?
- What patterns of decisions, policies, investments, rules, and laws affect the health of our community?
 - Who benefits from these decisions, policies, investments, rules, and laws?
 - Whom do these decisions, policies, investments, rules, and laws harm?
 - Who or what institutions have the power to create, enforce, implement, and change these decisions, policies, investments, rules, and laws?
- What forces now and, in the future, can reinforce *health inequity in our community? How can we mitigate or prevent these forces?

*Health inequity = Health inequities are unjust, systematic differences in opportunities to achieve good health and wellbeing across groups of people (National Academies of Sciences, Engineering, and Medicine, 2017).

Questions? Please email us at mithrive@northernmichiganchir.org

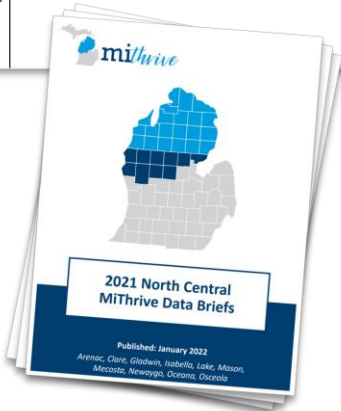


MAKING YOUR VIRTUAL MEETINGS MORE ACCESSIBLE & INCLUSIVE

- ✓ Ask about accessibility needs
- ✓ Check-in periodically and be flexible, adaptable patient
- ✓ Have a designated facilitator/note-taker
- ✓ Read text comments out loud
- ✓ Follow up with meeting notes and allow additional time for participants to add insights
- ✓ Enable Closed Captioning
- ✓ Mute all participants that are not talking

CONSTELLATION OF ARTIFACTS

CRAWFORD COUNTY		
<p>If you would like assistance with analyzing this data, our team is here to help! Please submit an ad-hoc request by writing an email to mithrive@northernmichiganchr.org. We will attempt to respond within 5 business days, but may need up to 4 weeks to process your request.</p>		
Assessments	How do I use this data?	Descriptive Statistics
<p>The Community Health Status Assessment (CHSA) aims to answer the following questions: How healthy are our residents? What does the health status of our community look like?</p>	<p>This tab contains secondary indicators separated by topic area: Demographics, Economic Stability, Education, Healthcare Access and Quality, Neighborhood and Built Environment, Social and Community Context, Morbidity, and Mortality. Sources, descriptions, and source links are provided in addition to calculations if our team calculated a value. Associated sheets in the workbook include: CHSA and CHSA Sources.</p>	
<p>The Community System Assessment (CSA) aims to answer the following question: What are the components, activities, competencies, and capacities in our local systems?</p>	<p>County level data for this assessment was collected through facilitated conversations at community collaboratives. Qualitative data is separated into columns by topic area. The associated sheet in this workbook is titled CSA. Further information can be found on the MITHrive website: https://northernmichiganchr.org/mithrive/</p>	<p>20 individuals from Crawford participated in the county collaborative meeting.</p>
<p>The Community Themes and Strengths Assessment (CTSA) aims to answer the following questions: What is important to the community? How is quality of life perceived in the community? What assets does the community have that can be used to improve community health?</p>	<p>Pulse Survey Series: Four, three question mini client interviews conducted by community partners with clients and patients. Topics included education, aging, disability, and economic security. Associated sheets in this workbook include: CTSA-Aging Survey, CTSA-Children Survey, CTSA-Disability Survey, and CTSA-Economic Survey.</p> <p>Community Survey: This survey was conducted through an online format and targeted individuals providing direct care and services. The associated sheet in this workbook is titled CTSA-Community Demographics and CSTA - Community Data.</p> <p>Provider Survey: This survey was conducted through an online format and targeted individuals providing direct care and services. The associated sheet in this workbook is titled CTSA-Provider Survey.</p>	<p>For Crawford: 12 respondents to the Aging survey, 0 respondents to the Children survey, 4 respondents to the Disability survey, and 6 respondents to the Economic survey.</p> <p>103 residents from Crawford responded to the CTSA Community Survey.</p> <p>30 providers that offer services in Crawford responded to the CTSA Provider Survey.</p>
<p>The Forces of Change Assessment (FOCA) was designed to identify emerging threats and opportunities that impact the health and wellbeing of community members. What trends or events in the community may influence the health of residents but remain outside of their control?</p>	<p>Data from the FOCA was not included in this workbook, as the county level data could not be extracted from the larger data set. Instead, please find the FOCA data on the MITHrive website.</p>	



Data Brief Navigation Guide

Data was collected 6 different ways. Each circle represents a different data collection method.

Data collected in the Community Themes and Strengths Assessment is shown in blue. Data was collected through a community survey, provider survey, and pulse surveys as reflected by the 3 blue circles.

Data collected in the Community Health Status Assessment is shown in green. Indicators in bold had a state value available to compare to. If the regional value was worse than the state value (meaning of worse depends on what the indicator is measuring) an asterisk is placed next to the indicator title.

***This remains true for all strategic issues besides COVID-19 where the asterisk represents a regional value higher than the state value.**

Importance Statement

Data collected in the Forces of Change Assessment is shown in purple. The dot illustration represents how often the strategic issue was identified in one of the 8 topic areas (left) and as a top priority within a topic area (right)

This graphic illustrates where a topic or theme emerged in the different data collection methods.

Data collected in the Community System Assessment is shown in orange. The dot illustration represents the number of community collaboratives in which a topic or theme emerged. The comment boxes indicate comments from participants regarding recurring themes.

Color coded key illustrating the 4 MITHrive assessments

CONSTELLATION OF ARTIFACTS



Community Framework Calendar

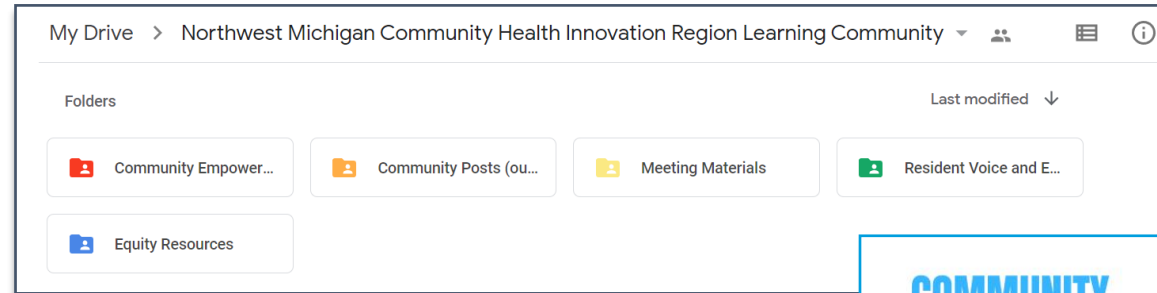
In response to the feedback we've received from our 10-county communications infrastructure design process, we'd like your feedback on the following form design. One idea that's come up frequently is the need for a shared, public community calendar, one where conveners could have quick visibility into what other organizations are planning to reduce scheduling conflicts across the 10-county region.

The concept is that any community member could add their meeting/event to a shared Google calendar that would reside online. We're not yet sure how this would be shared or promoted; for now, we're working to "block out" the information that might be required to fully describe meetings/events that others can reference.

This form has two sections: one for your review and the second section for feedback. We'd like you to share your thoughts and ideas for making this form as complete and flexible as possible. Thank you for your help!

[Sign in to Google](#) to save your progress. [Learn more](#)

* Required



COMMUNITY EMPOWERMENT PROJECT

Money, resources, and support for community-based projects led by residents



Do you have an idea or project to support change?

You could receive:	Project ideas:
<ul style="list-style-type: none">• Funding (\$5 to \$5,000)• Help with problem solving• Project assistance• Networking support• Access to data• Advocacy support	<ul style="list-style-type: none">• Neighborhood improvements• Social connection• Advocacy• Social justice• Art & storytelling

Do you live in one of these counties?
Antrim | Benzie | Charlevoix | Emmet | Grand Traverse | Kalkaska | Leelanau | Manistee | Missaukee | Wexford

If so, apply for the **COMMUNITY EMPOWERMENT PROJECT!**

GET STARTED TODAY!
Scan the QR code or go to: <https://bit.ly/3aRheKL>



- Open to all ages. If under 18, must have adult ally.
- Not intended for organizations/agencies.
- First round of application submissions will close on Thursday, February 10, 2022.

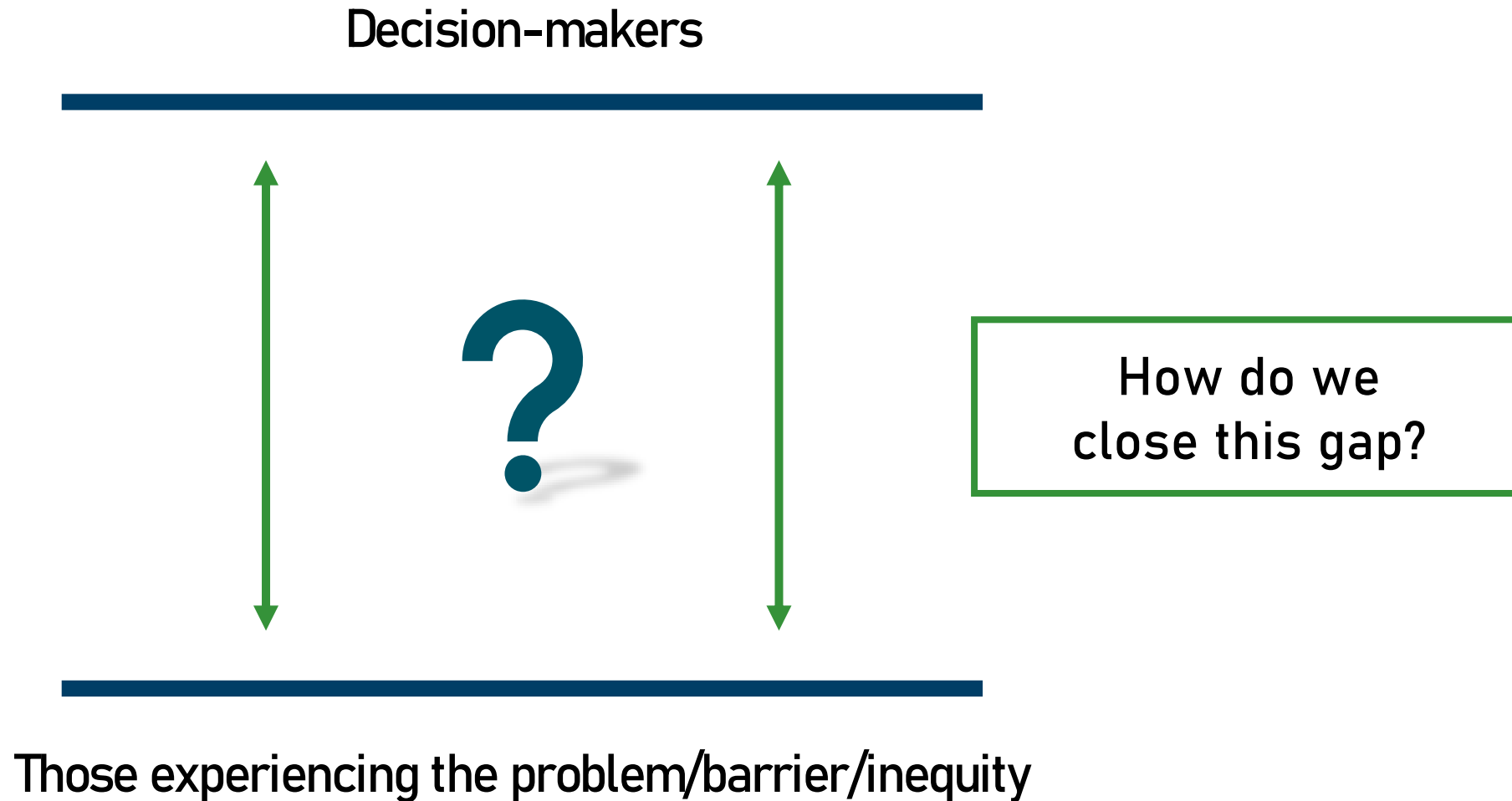
Questions? Email us info@northmichiganchr.org
We want to support you!



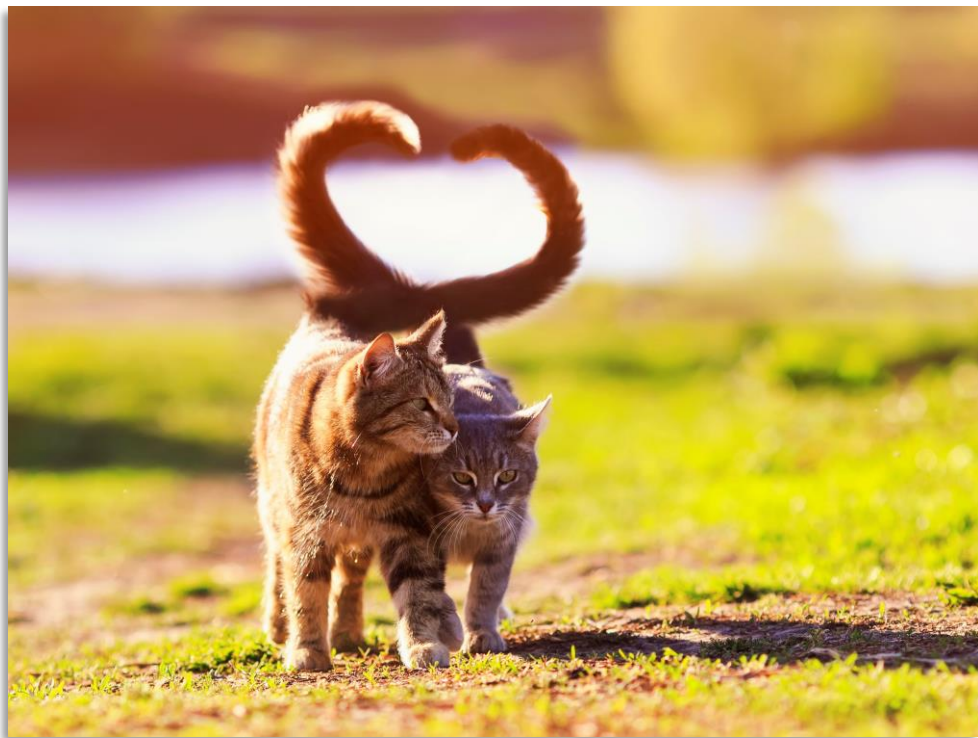
This work is supported by Rotary Charities of Traverse City



CONSTELLATION OF ACTIONS AND ARTIFACTS



SUCSESSES & CHALLENGES



CHIR Transformative Change Process

Critical Elements



The **Collective Impact Survey** is designed to measure aspects of this **Transformation Change Process**

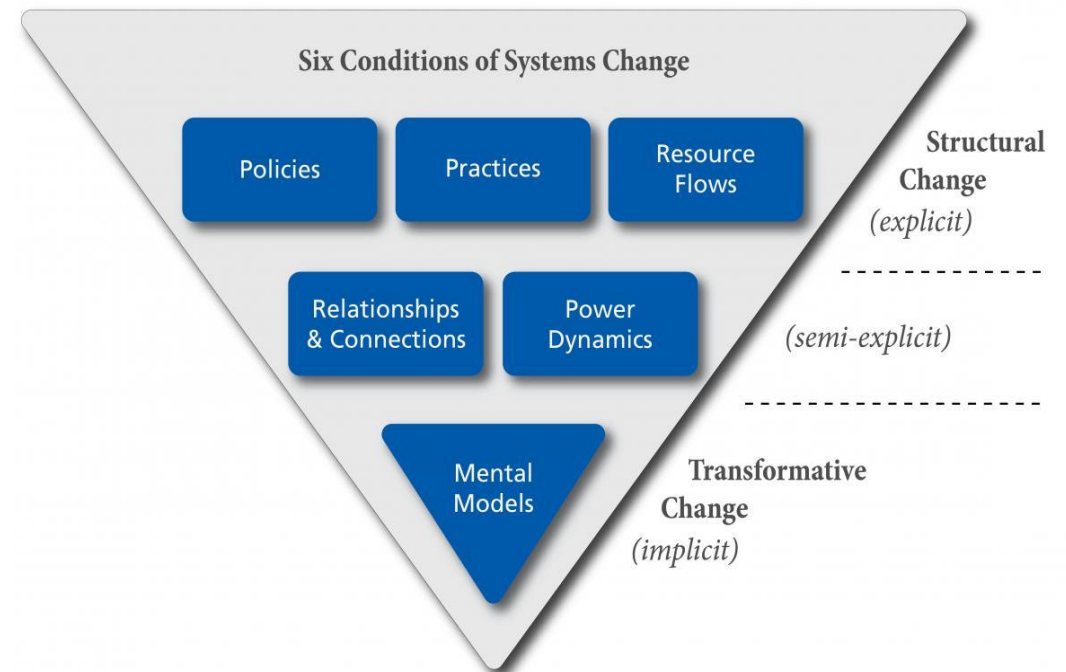
REAL-TIME EVALUATION

Evaluation Questions:

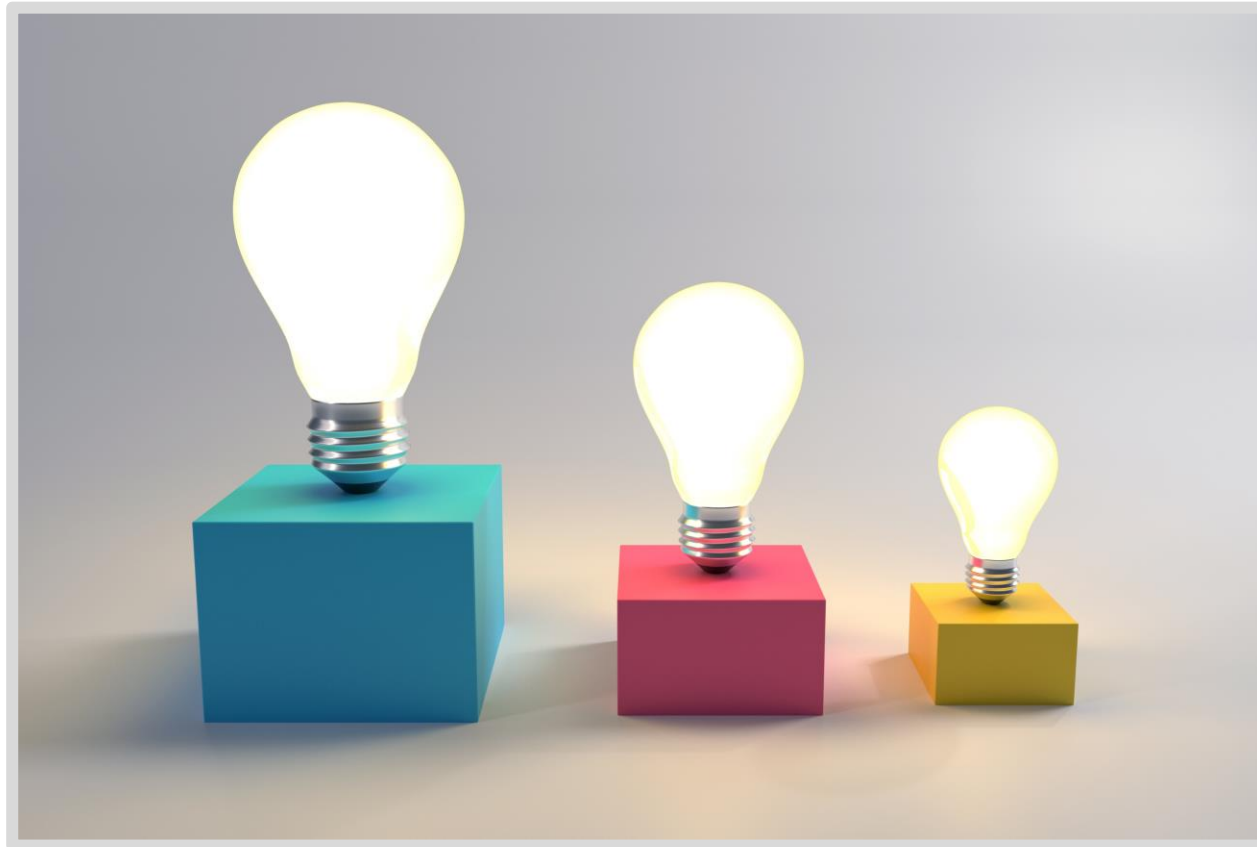
1. How are we collectively supporting the conditions that facilitate change?
2. How will we know change is occurring based on our collective actions?

Hybrid Evaluation Approach:

- Traditional Approach – Process & Outcome
- Developmental Approach



WHAT ARE YOU LEAVING BEHIND?



WHAT'S NEXT?



Lessons Learned

Show Up



Listen More



Humility



Adapt

QUESTIONS?



THANK YOU!

