



Healthier Together

Work Group Support

*Pilot Proposal Draft
Year One*



TABLE OF CONTENTS

Proposal Overview.....	3
Introduction.....	3
Project Objective, Rationale and Model.....	4
Management Structure and Conditions	5
Target: Who Benefits?	6
Innovative Advantage	6
Financial Support.....	6
Implementation Plan and Schedule	7
Next Steps for Backbone Support	7
Year One Timeline.....	8
Appendix A: Start-up Budget	9
Appendix B: Position Descriptions.....	10

Healthy
Living

PROPOSAL OVERVIEW

INTRODUCTION

Since 2001, the member organizations of the St. Clair County Health Care Commission have hosted eighteen Health Summits. The goal of these events has been to raise awareness of the state of health in our county, share information with those in the health-related fields, and advance the goals of projects that promote improved population health. We do this to enable St. Clair County to be within the top 25% of the healthiest counties in Illinois by the Year 2025. The Health Commission has been aware of our County's low healthcare rankings since 2010 but has experienced difficulty gaining support and traction regarding both the severity of this situation and the capacity to develop sustainable solutions for incremental improvement.

In 2017, key community leaders, inspired by the Collective Impact principles presented at the March 2nd Health Summit, resolved to adopt an "All in" approach to addressing the county's health issues as they worked with the member organizations of the Health Care Commission to prepare a Community Health Improvement Plan (CHIP) for St. Clair County that could align with and support the CHIPs of many of our metro east hospitals and other Qualified Health Centers. This approach led to the formation of a grassroots movement known as *Healthier Together*.

The *Healthier Together* movement is 100% volunteer driven and governed by an independent Council of Partners whose members include leaders in the healthcare, business, faith, education and local government sectors. The movement seeks to support the efforts of six work groups comprised of over 85 volunteers representing 45 service organizations, dedicated to working together to improve health and quality of life in the following areas:

1. Chronic Diseases
2. Community Safety
3. Education
4. Maternal & Child Health
5. Mental Health
6. Substance Use Disorder

The *Healthier Together* movement was selected as the theme for the 2019 Health Summit, held on March 28, 2019. The 120+ participants of the Summit were introduced to the elements and practice of Collective Impact and challenged to assist the mission and purpose of the *Healthier Together* movement to truly engage and make progress to improving our health rankings by addressing our most serious issues.

Healthier Together

Mission - together we will create a healthier St. Clair County and metro east region;

Purpose - to create opportunities for all people of St. Clair County and the metro east area to achieve their best possible health.

Healthier Together Work Group Support

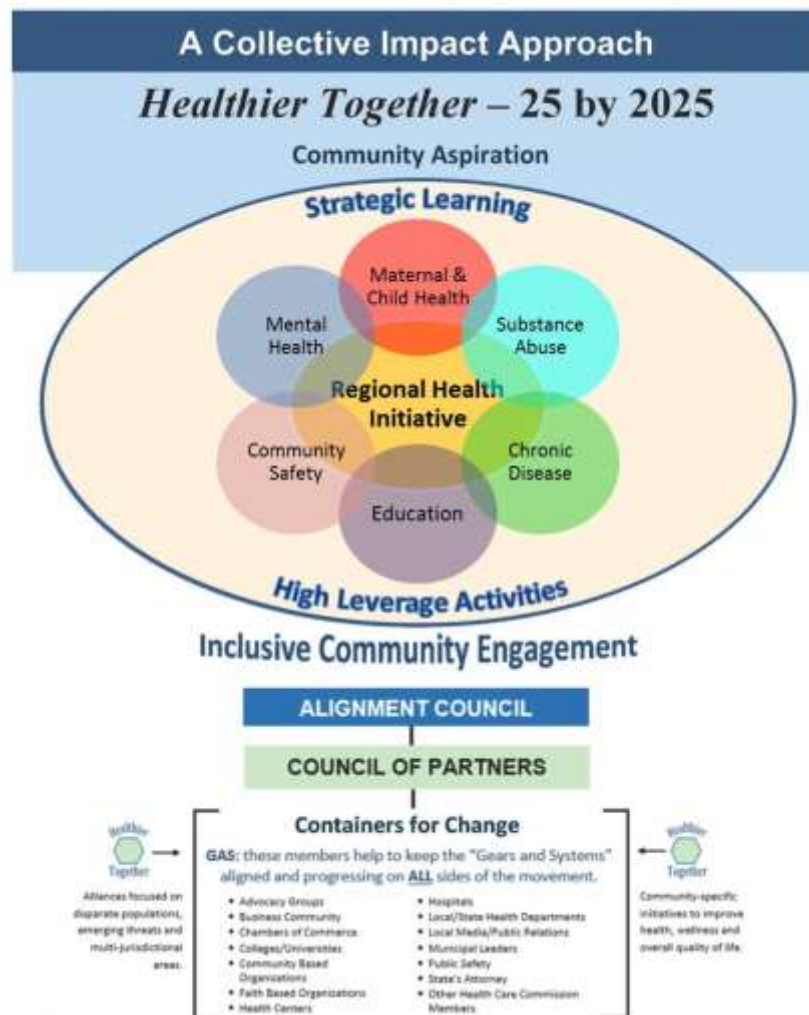
Pilot Proposal Draft Year One

PROJECT OBJECTIVE, RATIONALE AND MODEL

Objective: By utilizing the principles of Collective Impact, the *Healthier Together* movement seeks to become a driving force to improve the collective health of communities within St. Clair County and the Metro-East region by identifying and implementing new pathways to enhance our overall health rankings and to realize a shared vision of health for all.

Rationale: 20% of health outcomes are the 'responsibility' and direct outcome of county health departments and hospitals, the remaining 80% of health outcomes are determined by schools, churches, workplaces, community centers, etc. **Our community's health is everyone's responsibility, so we need to take an approach that incorporates everyone's resources & support.**

THE MODEL



MANAGEMENT STRUCTURE AND CONDITIONS

The *Healthier Together* movement is 100% volunteer driven and directed by a Council of Partners. There are no single governing organizations, businesses or entities that drive objectives and outcomes. The *Healthier Together* movement seeks to build a 'Culture of Health & Wellness' among the communities of Metro-East Illinois and to drive St. Clair County to be within the top 25% of healthiest counties in Illinois by 2025. The organizations and communities involved in this movement will dedicate themselves to these five essential conditions of Collective Impact¹:

- **Community Aspiration:** Participants develop outcomes that are based on community values sufficiently ambitious that they cannot be realized through business as usual. A solid community aspiration can also create the kind of “big tent” under which a wide range of participants can pursue the interdependent challenges underlying tough issues.
- **Strategic Learning:** A formal shift to a strategic learning approach, which includes shared measurement as a straightforward component rather than a central feature of the process. Work Group success measures and a short list of key indicators across all participating organizations is important for learning how to build a dynamic feedback system for outcomes that matter – *[Council Members and Work Groups]* will use these feedback measures, rather than consign them to the shelf.
- **High Leverage Activities:** Participants must see beyond collaboration and instead focus on strategies that focus on “high leverage” opportunities for change. They must commit to a systemic reading of the complex systems they are trying to change, and to making a realistic assessment of where local actors and organizations have the knowledge, networks, and resources to make a difference.
- **Inclusive Community Engagement:** Authentic and inclusive involvement of a broad spectrum of system stakeholders, particularly those most affected by complex issues, is overwhelming. It allows participants to draw on “360-degree insight” into the nature of the problems and how they might be addressed. It creates a broader constituency for change – so critical in any effort to disrupt and change systems. It cultivates broad ownership and long-term commitment to the change process which is essential when the initial excitement begins to flag and the going gets tough. Most importantly, the idea that those most affected by an issue should participate fully in attempts to address it (aka “Nothing about us without us!”) is a fundamental democratic and moral principle.
- **Containers for Change:** Ongoing support provided by an independent staff *[and Council]* dedicated to the movement. “Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.” The infrastructure staff tends to play five roles to move the initiative forward: (1) *Guide Vision and Strategy*; (2) *Support Aligned Activity, Strategic Learning and Measurement Practices*; (3) *Build Public Will*; (4) *Advance Policy*; and (5) *Mobilize Funding and other Resources*.

¹ Excerpts taken from Collective Impact 3.0 – An Evolving Framework for Community Change, Tamarack Institute. Retrieved from: <https://www.collectiveimpactforum.org/sites/default/files/Collective%20Impact%203.0.pdf>

Healthier Together Work Group Support

Pilot Proposal Draft Year One

TARGET: WHO BENEFITS?

St. Clair County is the primary target for this project. To replicate the success of the Collective Impact approach throughout the Metro-East Area, subsequent support, guidance and partnership will be sought from state and neighboring counties as well. Anyone who lives, works, or plays in Metro-East Illinois has a stake in the health of their community and will benefit from the work of the *Healthier Together* movement. Employers need a healthier work place to recruit & retain employees. Schools benefit because healthy children learn better and excel faster. Community leaders know a healthy county helps attract new residents and businesses. Faith leaders become a conduit for communicating wellness information. Residents need to be healthy to lead successful, satisfying lives.

INNOVATIVE ADVANTAGE

The *Healthier Together* movement is the one and only forum within St. Clair County designed to bring all stakeholders together to build a pathway to improved health across our county.

FINANCIAL SUPPORT

Pursuant to the *St. Clair County Regional Health Initiative* document presented to the Council of Partners by Dr. Robert Farmer on April 30, 2019, four organizations have recently committed funds in the amount of \$235,000 to build upon four foundational elements² of the Collective Impact Model established by the Council over the last 18 months.

These funds, along with \$115,000 of additional funding anticipated from other sources, form the basis of a \$350,000 project budget for a fiscal year beginning July 1, 2019 and ending June 30, 2020. Appendix A includes a description of the start-up budget for year one.

In the next section of this proposal, an implementation schedule to operationalize the four foundational elements of the Collective Impact model into a sustainable system of support for current and future Work Group activities will be introduced. This schedule includes the following:

1. The establishment of an initial staff support system to direct and coordinate activities approved by and in conjunction with the Council of Partners; and,
2. A timeline for addressing and integrating those previously developed goals, objectives and processes established by the Work Groups and the Council of Partners over the last 18 months.

² These four elements include (1) the establishment of Work Groups to address priority health areas and a Council of Partners leadership and facilitation structure consisting of co-chairs, a steering team, and three ad hoc teams for logistical support; (2) a preliminary communications plan and framework for information sharing and population health reporting consistent with the National County Health rankings model; (3) a protocol for reviewing and approving Work Group requests for support; and (4) a one-year fiscal agent agreement with the United Way of Greater St. Louis.

IMPLEMENTATION PLAN AND SCHEDULE

NEXT STEPS FOR BACKBONE SUPPORT

Given the high degree of momentum and expectation generated from the 2019 Health Summit on March 28th, a method-based incremental approach is recommended to support and coordinate the collaborative efforts of those work groups addressing key priority health issues for community safety, maternal & child health, mental health, substance abuse, education and chronic disease prevention. This approach should be the principal focus of the first two quarters the Year One Timeline presented on the following page. It should also seek to integrate the foundational work of those organizations and volunteers who made significant contributions in 2017 and 2018 in pursuit of a vision to accomplish the following two goals:

Goal One: Secure the needed staff and technical support consulting services to provide the means for assisting the Work-Group members to develop and implement a strategic process that addresses those leading activities that impact the lagging (outcome) measures established in the Community Health Improvement Plans of participating organizations; and,

Goal Two: Provide a mechanism for feedback to key investors and the general public that demonstrates accountability and progress towards agreed upon outcomes; and, a reasonable rationale for adjustments which may be needed as part of the iterative nature of the Community Health transformation process.

This pilot project will seek to create a sustainable mechanism for providing Collective Impact-based facilitation and direct financial support to the Work Groups so that they can focus on four key disciplines:

1. The formation of and capacity to address those essential objectives, measures, targets and activities co-determined to be of greatest value to the success of the group's collaborative effort.
2. The establishment of key lead measures and the capacity to communicate what is needed to act upon those measures.
3. The development of a compelling scorecard with short-term and long-term metrics.
4. The creation of a cadence of communication and accountability that can adapt to the changing needs of the group process.

Beginning July 1, the members of the Healthier Together Steering Team and Council of Partners will focus on the Quarterly Benchmarks for the Year One Timeline listed on the following page.

Healthier Together Work Group Support

Pilot Proposal Draft Year One

YEAR ONE TIMELINE AND BENCHMARKS – July 1, 2019 through June 30, 2020

QTR 1: JUL - SEP	QTR 2: OCT - DEC	QTR 3: JAN - MAR	QTR 4: APR - JUN
<ol style="list-style-type: none">1. Hire and train initial contractual support staff.2. Introduce <i>Healthier Together</i> logo and branding strategy.3. Initiate Work Group support request process.4. Develop and initiate Work Group technical support and feedback process.5. Develop meta-plan³ to integrate Work Group activities with related area-wide Organizational Strategic Plans.	<ol style="list-style-type: none">1. Initiate and refine meta-plan from QTR 1.2. Develop communication and information sharing strategy and platform shell.3. Prepare 2020 Implementation Plan.4. Develop recommendations for organizational structure of Healthier Together movement (i.e. 501(C)3 status).5. Initiate discussion and technical support for replication of targeted Community-based Population Health approach in St. Clair County (using the Enos Park model).	<ol style="list-style-type: none">1. Initiate and refine items 2-4 of QTR 2.2. Launch website and introduce support campaign.3. Plan community celebration event to highlight and update Year One activities.4. Develop plan for replication of targeted Community-based Population Health approach in St. Clair County (using the Enos Park model).	<ol style="list-style-type: none">1. Host community celebration event.2. Initiate plan for replication of targeted Community-based Population Health approach in St. Clair County (using the Enos Park model).3. Prepare Annual Report for Year One pilot.4. Prepare sustainability plan and budget for years 2-3.

³ A system for collecting and organizing information or ideas in a group collaboration environment.

Read more: <http://www.businessdictionary.com/definition/metaplan.html>

Healthier Together Work Group Support

Pilot Proposal Draft Year One

APPENDIX A: START UP BUDGET*

REVENUE DESCRIPTION	AMOUNT	Currently Committed (as of 6/21/19)
Hospital Community Benefit Funding (3@\$75,000)	\$150,000 - \$225,000	\$150,000
County Health Department funds	\$ 75,000	\$75,000
Private Donations	\$10,000 - \$50,000	\$10,000
Total (Year One)	\$235,000 - \$350,000	\$235,000

EXPENSE DESCRIPTION	AMOUNT
Work Group Support –special project funding for six Work Groups	\$80,000 - \$100,000
Contractual Staff (1.25 -1.50 fte)	\$70,000 - \$90,000
Outside consulting (for specialized assistance and Work Group coaching)	\$20,000 - \$50,000
Communications & Public Awareness (includes website development)	\$38,000 - \$60,000
Licensing and Development Tools (E-Learning, Strategy Aligned Management, mapping and other analytic dashboards, etc.)	\$15,000 - \$30,750
Supplies (printing and meeting expenses)	\$4,500 - \$8,000
Administrative Fees for United Way of Greater St. Louis	\$7,500 - \$11,250
Total (Year One)	\$235,000 - \$350,000

*Actual spending subject to Council approval and availability of UWGSL account fund balance.

APPENDIX B: POSITION DESCRIPTIONS

Project Director (0.5 fte)

This position serves as the administrative agent to the Council of Partners and their designated officers to direct the overall activities for the project. Subject to executive planning approval by and in conjunction with the Council members, directs and coordinates administrative, fiscal and operational support duties to: (1) guide vision and strategy; (2) support aligned activity, strategic learning and measurement practices; (3) build public will; (4) advance policy; and (5) mobilize funding.

Work Group Coordinator(s) (0.75 – 1.0 fte)

These part-time contractual positions will provide logistical support to the Work Groups, Council of Partners and Ad Hoc Teams. Each coordinator will provide primary support to a maximum of three work groups through the following activities:

1. Assist the Work Group leaders with meeting coordination and special projects (i.e. scheduling, membership updates, meeting minutes, volunteer recruiting, etc.);
2. Provide data input and a moderate level of technical support for tracking and monitoring group objectives, measures, targets and activities;
3. Provide assistance in using the communication tools (i.e. LiveStories, ArcInfo, InsightFormation, etc) to promote and highlight Work Group activities; and,
4. Assist the Council of Partners and Ad Hoc Teams with special projects as needed.

These positions are moderately self-directed with supervision and guidance provided by the Project Director.

Technical Support and Specialized Consulting

Every effort will be made to provide ongoing technical support and guidance to the Council of Partners and Work Group members through support staff and other volunteers; however, outside support for technical projects is anticipated for specialized expertise related to communications, strategy alignment management and specialized population health activities. These one-time expenses will be used to provide the needed infrastructure upon which to build a support network for the ongoing work of the *Healthier Together* teams and work groups in subsequent years.

The Project Director will work with the Steering Team and Ad Hoc Team members to prepare the necessary recommendations and contractual agreements pending funding availability.