

5/21/2020



Roadmap to
Building
a Shared
25 by 2025
Vision



Implementation Plan

July 1, 2020 – December 31, 2021

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**HEALTHIER
TOGETHER**
Hope & Progress for All

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Executive Summary

The HEALTHIER TOGETHER (HT) Movement began in 2018 to improve the health and quality of life for residents in the St. Clair County and metro east region. First published in 2010, the County Health Rankings consistently ranked the health of St. Clair County in the lowest 10% for the State of Illinois. These disheartening results persisted despite the dedication and hard work of many of the health and social service organizations serving the county. We realized some things needed to change. First of all we adopted the Social Determinants of Health (SDOH) framework upon which the [County Health Rankings](#) are based. This framework acknowledges that health is more than genetics and whether one has access to healthcare. Drivers of health include factors like income, housing, education, and neighborhood safety. While many of the social service and health organizations have long acknowledged the importance of social determinants of health, we have failed to align our work towards addressing these determinants and thus have made little progress towards improving health and quality of life for those in St. Clair County. We have adopted a new approach, Collective Impact, to strategically align our efforts towards health and quality of life improvement.

The focus of the HT Movement over the past two years has been to support the efforts of groups, alliances, and coalitions working towards improvements in six strategic areas including Chronic Disease Prevention, Community Safety, Education, Maternal & Child Health, Mental Health and Substance Use Disorder. Population outcomes for health, social, economic and environmental factors related to these six areas represent some of the most pressing health and human service needs identified in the various Community Health Improvement Plans (CHIPs) from each of the major Health Care Organizations in our metro east area.

This last year, a pilot proposal supported by some of those major Health Care Organizations mentioned above initiated a unique and historical community-benefit partnership on behalf of our metro east communities. This partnership provided a learning opportunity for creating organizational structure and best practices for supporting activities that are strategically aligned around CHIPs. It also set the stage for establishing HEALTHIER TOGETHER as an organization dedicated to providing backbone support for strategic alignment to coalitions and communities working together for health and quality of life improvement.

As an organization, HEALTHIER TOGETHER is just beginning to develop the interdependent components of a Strategy Alignment Management enterprise capable of connecting its purpose to a business plan supported and managed through the Collective Impact approach. Now, more than ever, such an enterprise of supporting best practices for aligning local resources to mitigate identified needs is essential. Given the context of the COVID-19 Pandemic, this Roadmap document should be seen as a guide for compassionately balancing the art and science of the long view with the urgent need to help our communities adapt to changes brought on by crisis or exacerbated by inequities.

The Implementation Plan is incremental and dynamic in nature - intended to serve as a modifiable set of best practices for laying needed groundwork to implement or re-tool existing plans along two interdependent paths:

1. A path of support for groups working towards a shared vision of improved health and quality of life within any of the identified strategic focus areas; and,
2. A path of support for communities willing to engage in a more targeted and intensive Collective Impact approach to health and quality of life improvement.

It provides additional details that demonstrate how recommended population health-based techniques and tools for creating strategic alignment can enable higher performance with improved outcomes and learning through a shared resource architecture and management system responsive to member needs.

The Roadmap is also an appeal to the larger community to develop broader partnerships that optimize the contributions of people and processes to set and attain goals. It is a commitment to join others who employ data driven decision making that can minimize waste and misdirection of effort and resources towards achieving the goal of genuine collaboration and accountability.

Background

Healthcare organizations in metro east Illinois have worked together to address the health needs of their communities for over 80 years. In 1994, with the advent of the Illinois Project for Local Assessment of Needs (IPLAN) Certification requirements for local health departments, the 2010 passage of the Affordable Care Act Community Benefit requirements for hospitals, and the 2010 release of the Robert Wood Johnson Foundation County Health Rankings, the case for collaboration became essential in more ways than one. These landmark events would set the stage for hospitals, health departments and other service providers in the metro east to conduct routine community health assessments (CHAs) and develop 3-5-year community health improvement plans (CHIPs) for priority health issues. Unfortunately, it would also reveal an unintended pattern of execution gaps and an inability to demonstrate a genuine and sustainable impact toward improving community health and quality of life outcomes and inequities.

In 2017, key community leaders, inspired by the Collective Impact principles presented at the St. Clair County Health Summit, resolved to adopt an “All in” approach to addressing the health and quality of life inequities revealed in the County Health Rankings model. Their long-term goal was to work together to create an innovative community/coalition-based approach that could align with and support the CHIPs of many of our metro east hospitals, health departments and other Qualified Health Centers. This led to the formation of a volunteer movement known as *HEALTHIER TOGETHER*.

In July 2019, HEALTHIER TOGETHER received funding for a pilot project to develop a Collective Impact support system for community and coalition-based health improvement activities. The project laid the groundwork for establishing HEALTHIER TOGETHER as a non-profit organization to serve as a local conduit for cross-sector collaboration and accountability. A task force was then commissioned to develop a three-year implementation plan and business strategy to create alignment among partners. Once in place, this partnership will continue to support the health and quality of life improvement activities of communities, coalitions, and other organizations who are inspired to build a *Culture of Health* through model programs like the County Health Rankings.

WHAT IS COLLECTIVE IMPACT?



St. Clair County Health Rankings*

Category	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Health Outcomes	94	94	94	88	89	86	93	95	94	94	94
Mortality	94	96	93	87	87	80	87	90	89	89	88
Morbidity	95	93	90	96	92	92	97	96	97	97	97
Health Factors	96	100	92	95	89	85	93	91	93	94	96
Health Behaviors	97	101	90	93	88	90	97	95	100	100	100
Clinical Care	9	25	24	24	29	43	44	53	56	55	57
Social & Economic Factors	97	99	92	98	95	89	93	86	81	81	79
Physical Factors	97	64	99	85	54	62	85	95	87	97	97

*Out of 102 Illinois Counties

Strategy-Aligned Management

In every enterprise there are a finite number of strategic drivers that must be achieved for projects to be successful. Many of these drivers do not directly appear in an organizations' Profit & Loss statement; however, they do dramatically fuel their bottom-line results. While these drivers might be referenced in strategic plans and their related logic models; they typically are not monitored or measured on a regular basis.

In a Strategy-Aligned Enterprise, the strategic drivers are highly visible. They focus the entire enterprise. Why? Because, the strategic drivers are the levers that must be effectively monitored and managed to successfully change the direction and the performance of the enterprise.



Strategy Management is really about Change Management. When status quo is 'not good enough', then strategy management becomes a priority; and ALL ORGANIZATIONS INVOLVED MUST deeply understand the strategic drivers in the following context:

1. What is our Aligned Strategy? Who do we serve? What MUST we do well? What are the drivers of our success?
2. How will we Measure success? What are the leading and lagging indicators that we must measure and monitor?
3. What new driving Initiatives will we invest in? Where do I fit in the plan? What am I responsible for delivering?
4. How will we Listen & Learn? How will new information be evaluated to fine-tune plans or refocus efforts?
5. How will we ensure that our Volunteers, Partners and Employees are Empowered & Engaged to deliver on a shared plan?
6. How will we focus and leverage the creativity and innovation of the excellent talent and expertise within our enterprise?

The focus of an effective Strategy Aligned Management (SAM) system is to provide its partners the facilitation and tools to effectively manage these six essential components to enable social improvements that achieve dramatic and sustainable results. Maintaining that focus will require careful attention to the interdependent components of the value chain diagram below.

Some partner organizations are well-positioned to express their objectives-measures-targets-actions (OMTA) with little assistance. Other organizations may require consultation and expertise to better express their strategy, measures and initiatives prior to System implementation.

Value Chain Diagram: The Interdependent Components that Make-up a Strategically Aligned Enterprise

The value chain is only as strong as its weakest link.



SOURCE: JONATHAN TREVOR AND BARRY VARCOE, HBR.ORG

ORGANIZATION PURPOSE – What do we do and why do we do it?

Organization Purpose

HEALTHIER TOGETHER is an organization whose purpose is to provide **strategic alignment support** to community-based coalitions working on health and quality of life improvement plans within St. Clair County and the greater metro-east Illinois area.

Through evidence-based and evidence-informed coaching, coalition capacity-building and resource sharing techniques (**Business Plan**), we will support community and coalition-based strategic plans and logic models (**Organizational Capacity**) by providing tools, training and space to enable an Objectives-Measures-Targets-Actions (OMTA) process of strategy aligned management (**Resource Architecture**).

STRATEGIC ALIGNMENT ENABLES HIGHER PERFORMANCE BY OPTIMIZING THE CONTRIBUTIONS OF PEOPLE, PROCESSES, AND INPUTS TO THE REALIZATION OF MEASURABLE OBJECTIVES AND, THUS, MINIMIZING WASTE AND MISDIRECTION OF EFFORT AND RESOURCES TO UNINTENDED OR UNSPECIFIED PURPOSES.

In the next three years, we will build upon the foundational lessons learned during our year-one pilot project to develop sustainable **Management Systems** that can integrate a dual practice of supporting both community-based renewal projects (right hand) and coalition-based health and social improvement activities (left hand). These practices will also integrate with needed ongoing support for existing and future CHAs and CHIPs to our contributing partners so they can show where their Organizational Strategic Plans (OSPs) fit in with the larger County and Regional enterprise?

Right and Left Hand Coordination



To demonstrate incremental and sustainable project success in 1-2 areas which produce an adaptable model worthy of replication in other communities who wish to adopt similar approaches.



To demonstrate ongoing support for coalition activities that are serving in any of the strategic focus areas (SFAs). Currently, there are six SFAs. Others may emerge pending future partner-driven assessment and planning activities.



At the end of three years, we want to have a strong value chain organization in place that can effectively integrate the work of any coalition willing to engage in an adaptable strategic learning and participation process using models similar to the County Health Rankings approach.

“25 by 2025” Common Vision and Shared Metrics

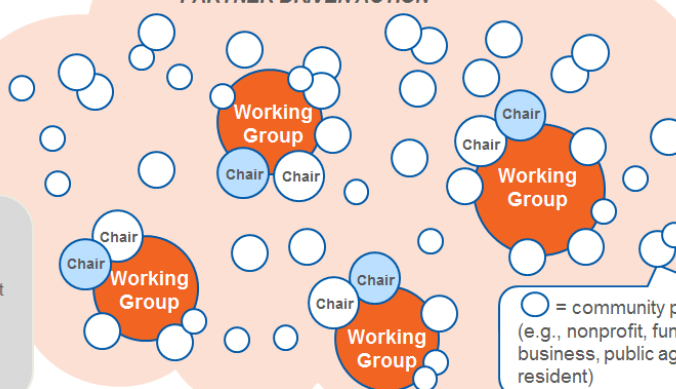
STRATEGIC GUIDANCE/MANAGEMENT



BACKBONE SUPPORT

- Guide strategy
- Support aligned activities
- Establish shared measurement
- Cultivate community engagement and ownership
- Advance policy
- Mobilize resources

PARTNER-DRIVEN ACTION



○ = community partner (e.g., nonprofit, funder, business, public agency, resident)

BUSINESS PLAN

How well does our business strategy fulfill our organization's purpose?

1. **Summary** – Name the problem the nonprofit is trying to solve: its mission, and how it accomplishes its mission.

To fulfill our mission to create a healthier metro east region, HEALTHIER TOGETHER will support community-based collaborations working together to create opportunities for residents to experience a safe, healthy quality of life. We will do this through an incremental and two-prong approach:

- through coalitions (aka Work Groups) committed to collaborating across sectors for community health improvement activities that align with strategic focus areas (SFA). SFAs are generated through the routine assessments and planning processes from partners in the community.
- through a targeted and intensive collective impact approach that is community-based, and locally driven.

2. **People** - Overview of the nonprofit's structure and who makes what happen.

HEALTHIER TOGETHER's Organizational Structure



3. **Market opportunities** – What makes us competitive?
 - No other local organization provides these unique services for cross-sector alignment.
 - Low administrative overhead and staff ratio with a proactive and committed volunteer network.
4. **Programs and services** - Overview of implementation.
 - Financial and social currency support for participating coalition activities.
 - Tools (Community Balanced Scorecards, Strategy Maps, Population Health Reporting, etc.) and techniques for strategic alignment and cross-sector project management.
 - Targeted and intensive Collective Impact support and performance management platform.
 - Website calendar access for coalition meetings and event materials.
 - Partnership support for integrating future Community Health Assessments and Community Health Improvement Plans.
5. **Contingencies** - What could change?
 - The requirements for local CHAs, CHIPs, Collaborative Grants, Community Benefits are subject to Federal, State and Local criteria. Our adaptive leadership approach will be an asset
 - The forces of change inherent in political and economic systems can impact (for good or bad) local efforts to affect genuine and sustainable community transformation.

6. Financial health - *Every non-profit needs funding to operate, and this all-important section details exactly how you plan to cover these financial needs.*

- Current organizational capacity of HEALTHIER TOGETHER has an operating budget estimate at \$146,000 which is projected to extend through December 31, 2020.
- Anchor investors will need to be in place to ensure start-up (three year) continuity.

7. Assumptions and proposed changes - *What needs to be in place for this nonprofit to continue on sound financial footing?*

- Anchor institutions willing to re-invest an annual amount of \$75,000 should be operationalized by January 1, 2021.
- Business sponsors willing to invest in local projects that can demonstrate long-term triple aim improvements (Health-Economic Growth-Quality of Life).
- A “Grant Central” approach based on an alignment with our long-term vision as opposed to pursuing grants for short-term survival.
- Coalition/Organization investments based on sliding fee-scale (i.e. those who benefit from these services should also invest in maintenance and development costs).
- Key financial documents, such as a balance sheet, income statements, and cash flow sheet will be developed through the Finance Team.
- Our plan for fundraising will be co-developed by Steering Team and Council members.
- A funding plan to distribute most of our resources (including surplus) based on identified project needs will be developed through the Leadership Council.

ORGANIZATIONAL CAPABILITY*

How well does our organizational capability support delivery of our business strategy?

Based on the five capacity drivers listed below and a review of the activities between July 1, 2019 and April 30, 2020, an organizational capacity assessment was conducted by the Executive Director for the seven programs and services being considered by HEALTHIER TOGETHER. A ranking of High (H=3), Moderate (M=2) or Low (L=1) is used to evaluate each of the five capacity drivers upon the set of seven product services of the HEALTHIER TOGETHER organization

Capacity Drivers

1. The composition, skills, expertise, commitment, and participation of Council of Partners.
2. Mechanism currently being used (or is available) – a defined process and methodology.
3. Evidence of past success – experienced during pilot year (July 2019 through April 30, 2020).
4. Staff & contractual support is in place – education, training and experience.
5. Outside resources are favorable – buy-in and support from independent partners and coalitions.

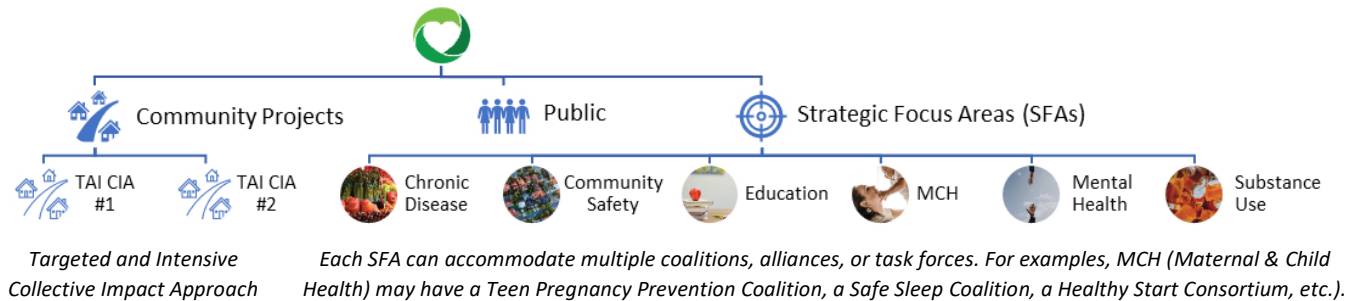
HEALTHIER TOGETHER PROGRAMS & SERVICES	CAPACITY DRIVERS				
	1	2	3	4	5
Financial and social currency support for participating coalition activities.	H	H	H	H	M
Effective Use of Tools and techniques for strategic alignment and cross-sector project management.	M	M	M	H	M
Targeted and intensive Collective Impact support and performance management platform.	M	M	M	H	M
Space to promote the work of participating coalitions' and their value to a greater cause.	H	H	H	H	M
Website calendar access for coalition meetings and event materials.	H	H	H	H	H
Partnership support for integrating future Community Health Assessments and Community Health Improvement Plans.	H	M	M	H	M
Resource hub for relevant community-level information and supply chain process towards focused service and population-based health outcomes.	H	M	M	H	M
CAPACITY DRIVER SCORE (out of 21)	19	17	17	21	15
AVERAGE SCORE = 17.8					

*Organizational capacity is complex and fluid – it changes over time, and perceptions of capacity often differ within and across organizations. For this reason, it is recommended that organizations routinely participate in a process to acknowledge strengths, clarify different perceptions, and plan strategies to enhance capacity in identified areas related to the organization's mission and purpose. For additional resources and information, see Corporation for National and Community Service. (2017). *Organizational Capacity Assessment Tool*. Washington, DC: Author.

RESOURCE ARCHITECTURE

How well do our resources enable development of our required organizational capability?

Facilitating the HEALTHIER TOGETHER Movement



HEALTHIER TOGETHER's business strategy is intended to equip and move inter-dependent and independent partners and coalitions to engage the public through an alignment of activities that improve the health and quality of life for all residents of our metro east communities. Building a framework to accommodate these types of mutually beneficial social compacts will require an operational design capable of adapting formal strategic planning processes into an enterprise that can create formative yet flexible cohesion, shared responsibility, cross-sector accountability and routine refinement based on local user needs. This design should provide an array of **functionality** across multiple **platforms** for different levels of **usability and accessibility** depending on the **user experience**.



To accommodate this, HEALTHIER TOGETHER staff, Council and partners will use a locally administered spatial and non-spatial analysis tool and a cloud-based strategy aligned management toolkit to integrate its website and social media sites into an **information architecture** capable of providing interactive **content** for three different **user interfaces**:

- (1) Community-based users,
- (2) Public users; and,
- (3) Coalition-based users working under any of the existing Strategic Focus Areas.

[ArcGIS Insights](#)

Click for a 6.5 minute
YouTube Demo

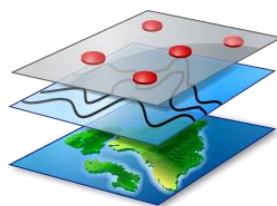


HEALTHIER TOGETHER Web & Social Media Sites

[InsightFormation CBSC](#)

Click for a 9 minute
Community Balanced
Scorecard Demo

- Interactive Mapping and Spatial Analysis
- Non-Spatial Analysis (Charts/Graphs)
- Story Telling Features
- Webpage embedding for public access to maps and charts.



ArcGIS Insights
Spatial/Non-Spatial Analysis

Member only access
with public reporting
through website.



InsightFormation
Strategy Alignment Tools

- Strategy Mapping
- Community Balanced Scorecards
- Project Management
- Report Writing
- Customized Dashboards
- Coalition Accelerator
- Population Health E-Learning

MANAGEMENT SYSTEMS

How well do our management systems drive the performance of our valuable resources?

If the intentions built within the framework of the Resource Architecture design introduced on the previous page are to be realized, an equally robust and flexible approach to aligning internal operations with external activities must be part of HEALTHIER TOGETHER's implementation plan. Fulfilling a mission to create healthier communities through collaboration is not something that can be coordinated and managed through conventional organizational hierarchies that rely on "carrot and stick" practices. It requires more of a mutually beneficial partnership approach built upon a foundation of trusted relationships, transparency, competency development, cross-sector accountability, and self-governance. Such an approach must find a balance along a formative spectrum where roles and expectations are clearly understood through the following:

1. Non-binding *Hand-shake* agreements such as social compacts, or group membership.
2. Work Group Applications for Support for eligible coalitions (with agreed upon metrics).
3. Data Use Agreements and Contracts for Services for information access and outsourced support.

Less Formal



More Formal

Fortunately, we have learned much through the three approaches listed above that were developed and introduced during HEALTHIER TOGETHER's Year-One Pilot Project. Our successes and shortcomings have shed light on ways to enhance our Collective Impact potential and to mitigate pitfalls along the way. In many ways, however, we have just begun to turn the pages of a longer story in which our part is still unfolding. Our next chapter is pivotal since it attempts to balance the art and science of the long view with the urgent need to help our communities adapt to changes brought on by crisis or exacerbated by inequities. Essential to this balance will be the effective use of those best practices and innovative tools introduced as part of our Resource Architecture. This will enable data-informed decision making coupled with the leadership provided by all partner organizations and the integrity of those participating members of the HEALTHIER TOGETHER Collective Impact movement.

While committee and staff members continue to develop the internal management operations such as Work Group support follow-up/Quality Improvement (QI), fiscal support, ongoing communication activities and planning for special events, we must begin the task of preparation, buildout and onboarding for the Strategy Aligned Management (SAM) best practices and tools mentioned earlier. ***A preliminary timeline for these activities is included as a final portion to this section with an emphasis on preparation and buildout.*** Onboarding additional organizations, coalitions and communities can also begin in the first year but will be selected based on an assessment of readiness to learn and willingness to participate interactively through needed feedback.

Once on-board, organizational behavior improves. The focus and agenda of meetings becomes centered upon "strategy execution," improving under-performing measures, and remediating initiatives that are not progressing adequately; and, because we will intentionally craft measures around those things that drive success, conversations become proactive and constructive rather than a rehash of history or excuses about missed targets.

Most significantly, because a good SAM system is viewable by all partnering managers and leaders, progress towards achieving community-based and coalition-based goals is highly visible. The status of key initiatives becomes visible. The praise or feedback posted by partner CEOs and other community leaders is also visible. Quickly, partners become more transparent and organizations become more accountable.

The decision to operate as a Strategy-Aligned Enterprise must be realistically owned by every organizational partner from the top down if we are to effectively blend the contributions of multiple stakeholders. Only the CEO in the organization can make this decision or call for this level of organizational teamwork and collaboration within their own organization. A rising tide can set all boats afloat, but each captain must be willing to commit both craft and crew before weighing anchor and joining the armada.

A Timeline for What, When, Who and How?

July 1, 2020 through December 31, 2021			
What	When	Who	How (Notes)
Operational Start-up	By July 1 st	Steering/Finance Team/Staff	Transfer of financial assets and bank account. Initial Service Agreements in place for staff and collaboration toolkits.
Communication Activity	Ongoing as needed	Communication Team/Moonlight Computing/Staff	Provide content for website/social media updates along with planning and preparation for special events
Capital Support	By September 1 st and Ongoing as needed	Capital Support Team/Staff	Finalize Business Plan and prepare fundraising material and campaign for enterprise continuation, expanded coalition support and targeted and intensive community-based project start-up with Washington Park.
Work Group Application for Support/Quality Improvement follow-up.	By September 1 st	Review Team/Staff	<ul style="list-style-type: none"> Revised process will be reviewed with Work Groups before final modifications and instructions are posted on the website. Fillable online application will be created, and eligibility will be expanded to other groups on a pre-arranged timeline, pending funding availability.
Internal Operations Manual	By October 1 st	Steering Team/Standing Committees	Defining procedures and roles outlined in the Bylaws.
Scorecard/ArcGIS Insights Training and Buildout	Ongoing, beginning immediately	Staff and Select Work Group Teams	<ul style="list-style-type: none"> Staff will begin to beta-test the E-Learning components of the InsightFormation CBSC/Strategy Mapping Toolkit and the ArcGIS Insights application. Data Use Agreements will be established and implemented for use in applications. Strategy Maps and Scorecards will be developed with the Washington Park CA group and parts of Belleville as demonstration sites.
Staff will continue to provide ongoing support for Work Group requests, communication & messaging, bookkeeping, meeting facilitation & support.			