Health Disparities and Community Grant Program (HDCGP) Evaluation

EVALUATING MULTI-SECTORAL PARTNERSHIPS

Morgan Clennin, PhD | Evaluation and Research Investigator

CDC Evaluation Network Presentation | June 11, 2024

HDCGP Evaluation Team

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

MORGAN CLENNIN

SHERIDAN GREEN

BLYTHE DOLLAR

DENISE HARTSOCK

JAMES LAGROTTERIA

DANIEL MARTIN

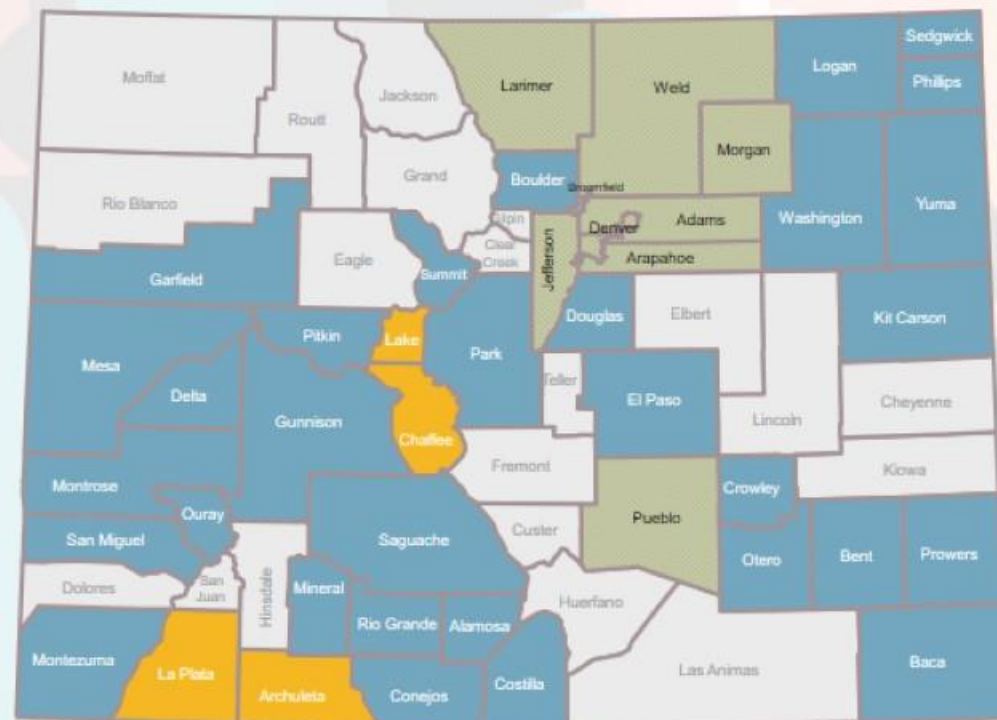ALLISON MAYTAG

ELIZABETH TUCKER

KAYLA TUTEUR

COLORADO Department of Public Health & Environment

Thank You

The PiER Center thanks the following groups for their support and contributions to the evaluation:

HDCGP grantees and their community and organizational partners & CDPHE Office of Health Equity staff and key stakeholders.

Presentation Outline

Health Disparities and Communities Grant Program (HDCGP) Evaluation Approach

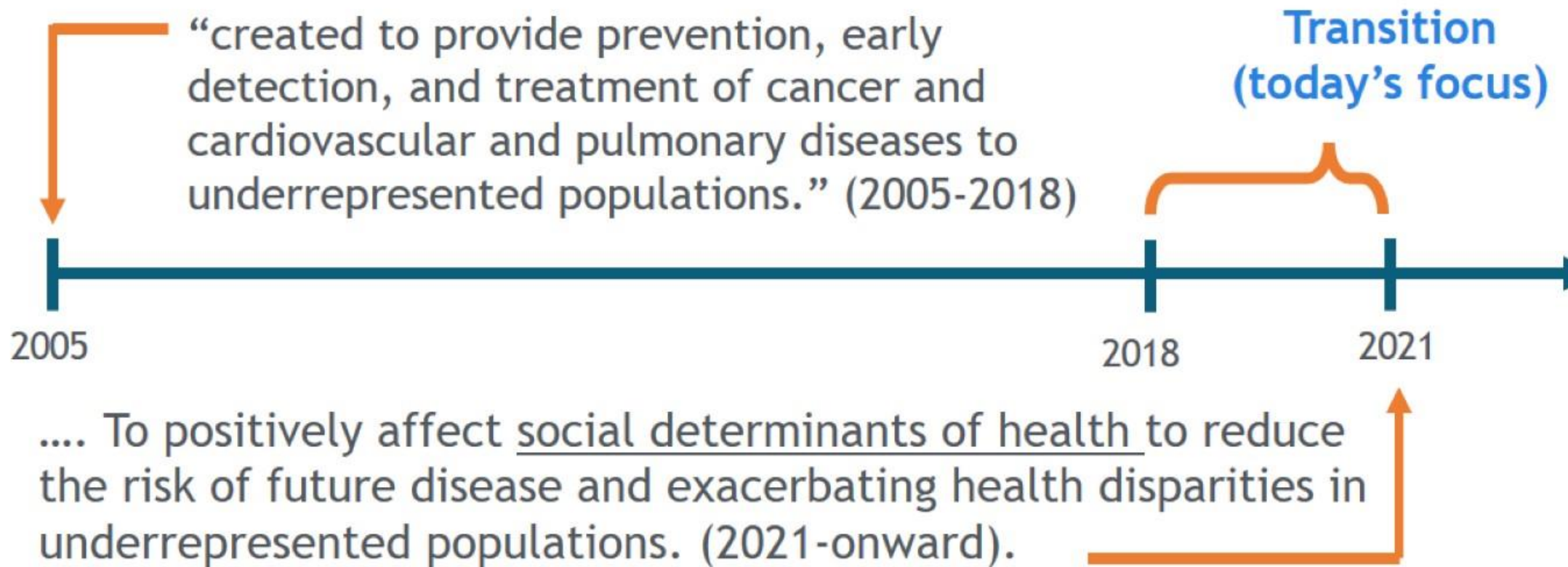**Evaluating Multi-sectoral Partnerships**

Approach and Sample Findings

Summary & Next Steps

HDCGP Overview

By statute, the HDCGP was:

"created to provide prevention, early detection, and treatment of cancer and cardiovascular and pulmonary diseases to underrepresented populations." (2005-2018)

Transition (today's focus)

2005

2018

2021

.... To positively affect social determinants of health to reduce the risk of future disease and exacerbating health disparities in underrepresented populations. (2021-onward).

PiER Center contracted to conduct a cross-site evaluation

Equity-Oriented Framework

Community-Driven Approaches to Address Social Determinants of Health
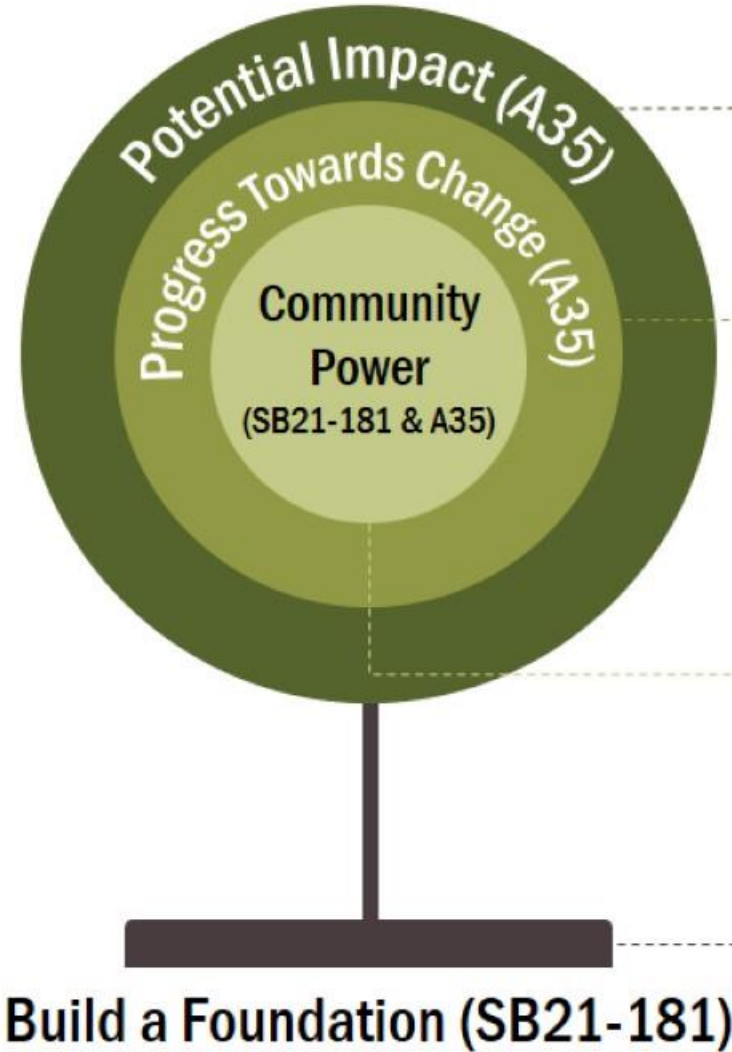
(adapted from CDC SDoH framework)

Evaluation Purpose

HDCGP Evaluation (SB21-181 and A35)

Potential Impact (A35)

Progress Towards Change (A35)

Community Power (SB21-181 & A35)

Build a Foundation (SB21-181)

Document potential impact of achieved (PSE) changes on **structural determinants of health**

Assess the extent to which improved community power advanced **progress towards policy**, system, and environmental (PSE) changes

Evaluate efforts to build community power through **community engagement, capacity building, partnerships**

Evaluate efforts to **create a foundation** to improve social infrastructure

PiER
Partners in Evaluation & Research

Today's Purpose & Learning Objectives

PURPOSE:

To describe the process used to evaluate attributes of multi-sectoral partnerships & 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

PiER
Partners in Evaluation & Research

Evaluation Question & Selecting Methods:

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.

PARTNER METHODS

PARTNER METHODS

Six Conditions of Systems Change

| | Structural Change (explicit) |
| Policies | Practices | Resource Flows |

| 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

Partnership Mapping – Roles

PARTNER METHODS

Category		Roles
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

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)
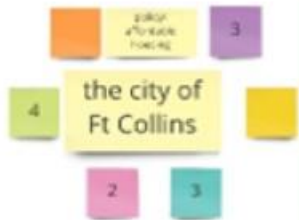- Partnerships (community)
- Resources

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

PARTNER METHODS

EXAMPLE:
Partnership Assessment Activity

Approach:

- Data triangulation of findings from the partnership activity and core evaluation metrics

    - 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.

Building Community Power

*Multi-sectoral partnerships have the capacity to solve systemic problems because they draw on the resources of all the sectors: business, government, and nonprofit. They can wield more power than one organization or even a group of similar organizations. ***

*The Community Toolbox, FSG Water of Systems Change

Community Engagement

Capacity Building

Multi-sectoral Partnerships

Number of Partners, Partnership Roles

What was the role of partners?

FINDINGS

Most common role partners played was **providing resources**

Number of partners ranged from 5 to 61 (with an average of 14.5 partners)

211 partners contributed through 5 distinct roles & responsibilities

- Providing Resources
- Action Planning
- Influential Connections
- Training for Advocacy or Policy Issues
- Lead Community Engagement

PiER
Partners in Evaluation & Research

Building Community Power

Partner Sectors

FINDINGS

Non-profit/Community Org 42.2%

Government 19.5%

Other 11.8%

Education 12.3%

Healthcare 6.2%

Business 4.7%

Faith-based 2.4%
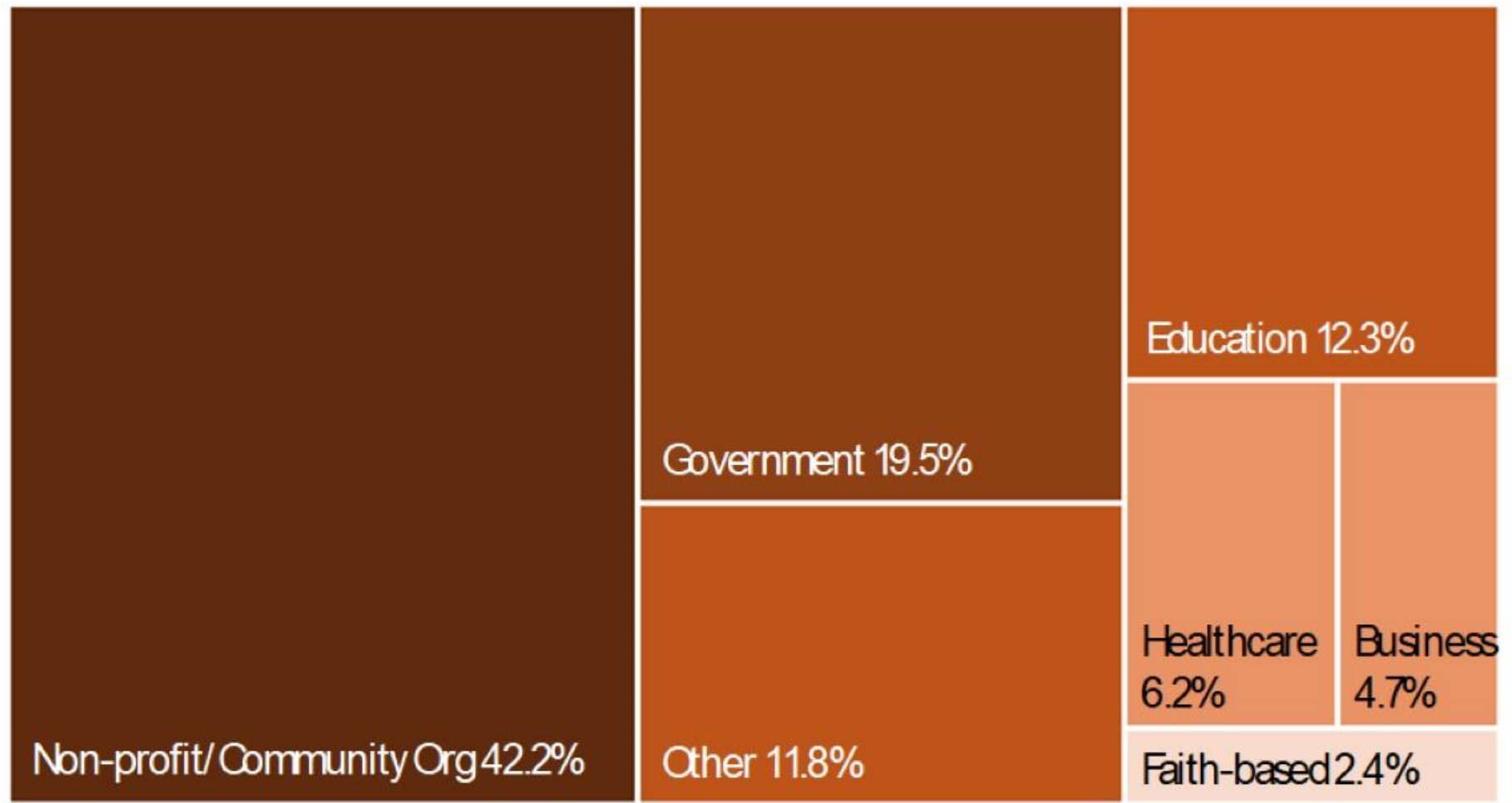
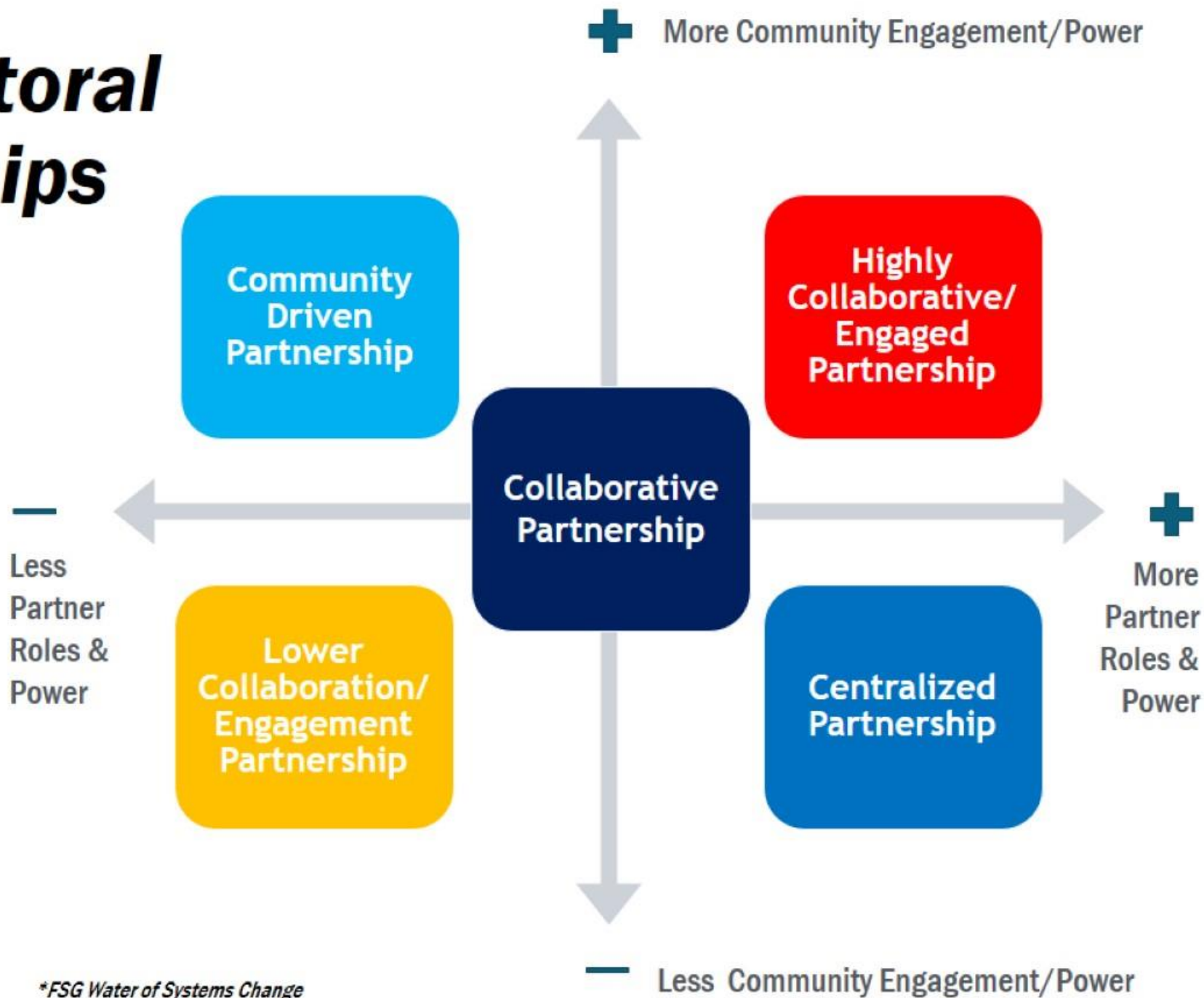Grantees reported working with **211** partners across diverse sectors.

Multi-Sectoral Partnerships

*Partnership Clusters**

FINDINGS

What were the types and structure of partnerships?

How was community engaged in the partnership?

+ More Community Engagement/Power

Community Driven Partnership

Highly Collaborative/ Engaged Partnership

– Less Partner Roles & Power

Collaborative Partnership

+ More Partner Roles & Power

Lower Collaboration/ Engagement Partnership

Centralized Partnership

– Less Community Engagement/Power

FSG Water of Systems Change

PiER
Partners in Evaluation & Research
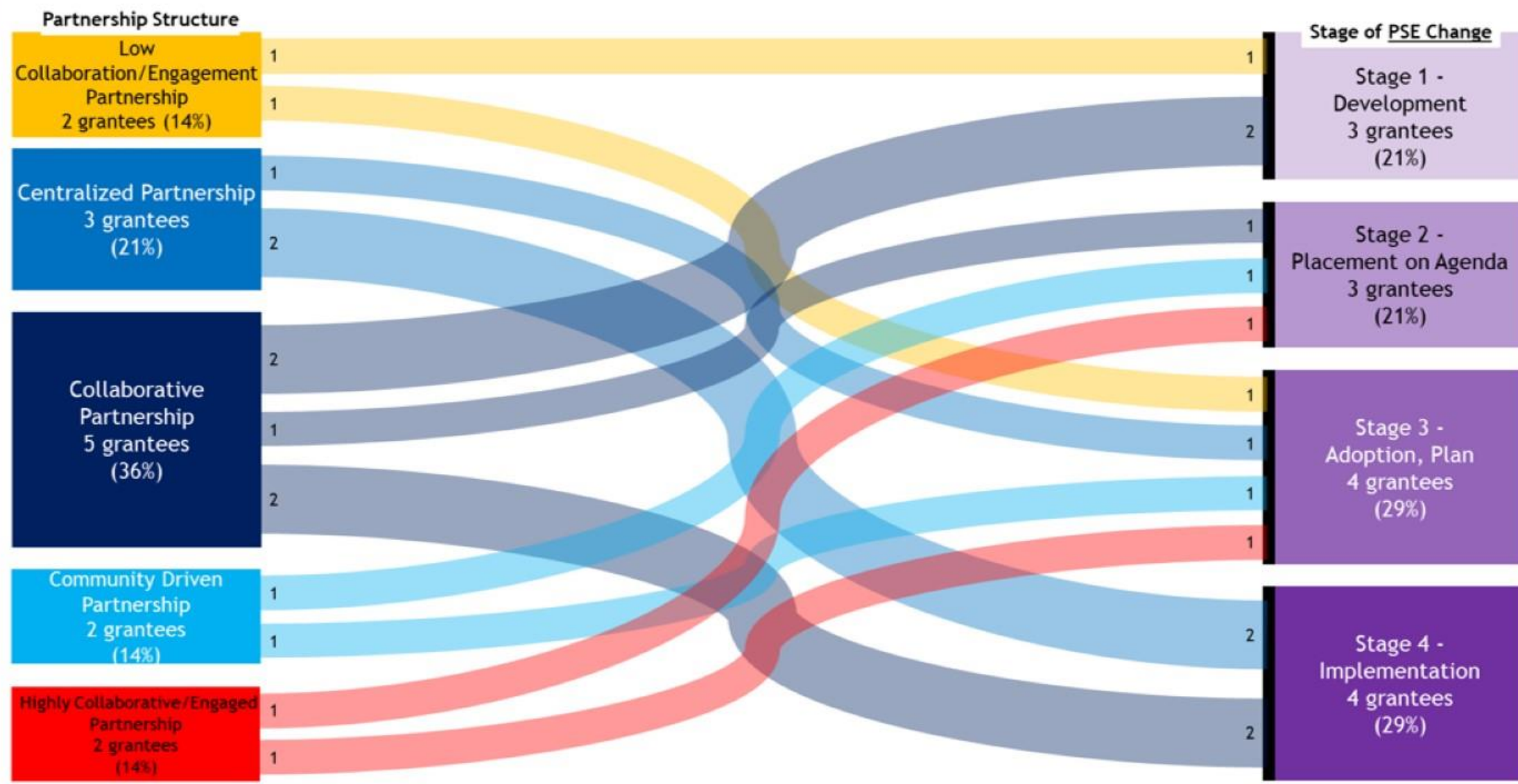
No direct relationship was identified between the Partnership Structure and Community Engagement Trends
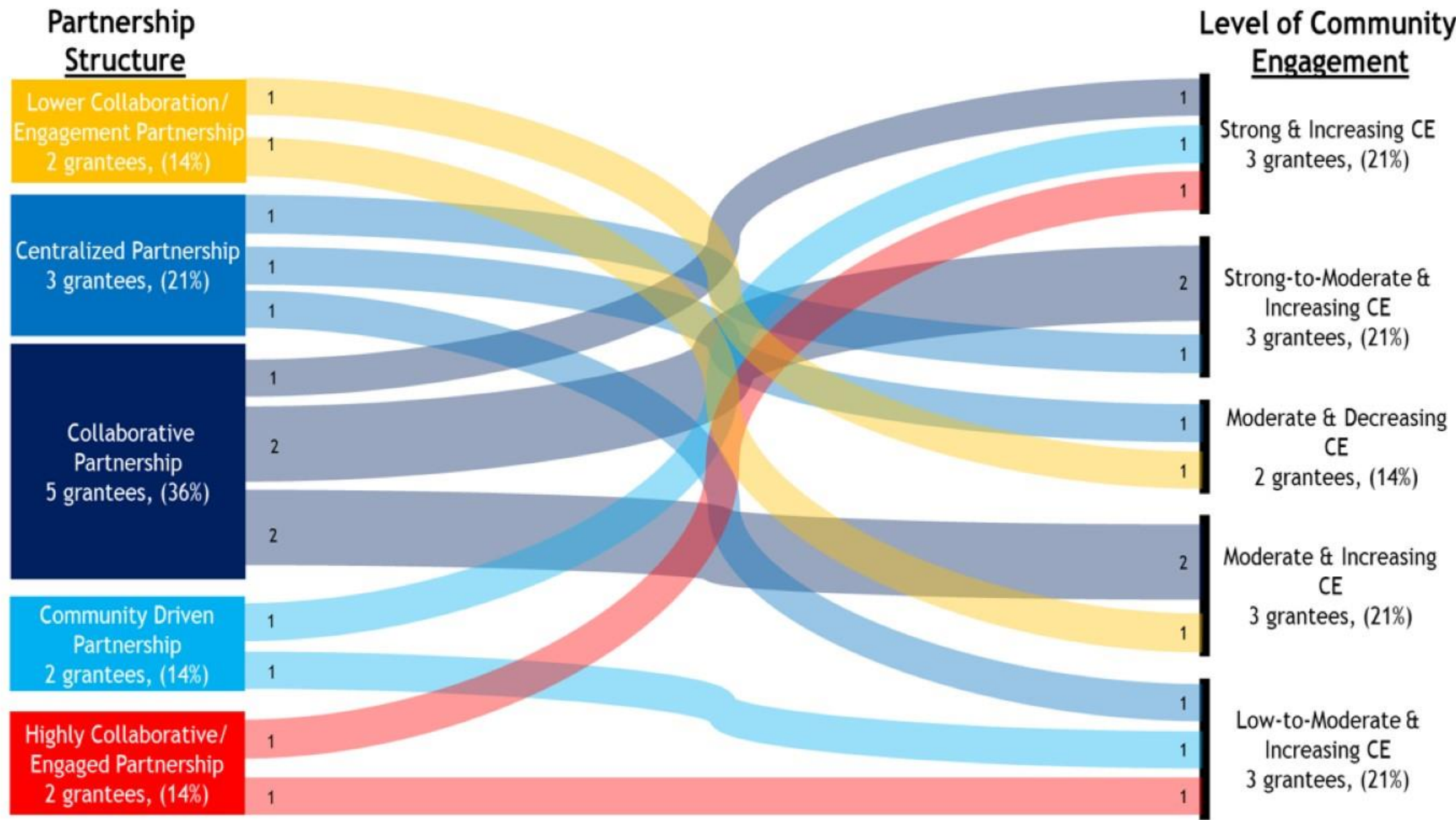
No patterns between partnership structures & PSE progress. Grantees with a **centralized partnership** structure tended to have PSE changes in the adoption and implementation stages.

FINDINGS

Partnership Structure

Low Collaboration/Engagement Partnership
2 grantees (14%)

Centralized Partnership
3 grantees (21%)

Collaborative Partnership
5 grantees (36%)

Community Driven Partnership
2 grantees (14%)

Highly Collaborative/Engaged Partnership
2 grantees (14%)

Stage of PSE Change

Stage 1 - Development
3 grantees (21%)

Stage 2 - Placement on Agenda
3 grantees (21%)

Stage 3 - Adoption, Plan
4 grantees (29%)

Stage 4 - Implementation
4 grantees (29%)

Key Take Learnings & Next Steps

➢ Contextual information is critical

➢ No one 'right' structure for partnerships

➢ Assess which partnership networks progress towards PSE changes

Partnership Structure Impact on PSE

What questions do you have?

HEALTH DISPARITIES & COMMUNITY GRANT PROGRAM