Collective Impact as an Approach to Address Social Determinants of Health and Promote Health Equity

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About the presenter...

- Glen Este High School
- Athletic Training & Health Education
- Educational Policy and Administration
- High School Health
- Educational Research and Evaluation
- Professor of Leadership and Public Affairs
- Program Director – Partnership for Community Health, Prevention, and Promotion
- Hockey Mama, Marathon Mama, CrossFit Mama
Objective 1

Describe Ohio’s Community Collective Impact Model for Change (CCIM4C) Initiative and how it is being used as a strategy to address the opioid epidemic and community trauma in Ohio communities.

collectiveimpact.mha.ohio.gov
The 21st Century CURES Act was enacted by Congress in December 2016.

The Act allocated $1B in funding for the opioid epidemic.

Ohio secured $26M/year for two years through the State Targeted Response to the Opioid Crisis Grants program.

CURES Act money in Ohio is administered by the Ohio Department of Mental Health & Addiction Services.

OhioMHAS Funding:
3HB0-2018 Cures Opioid STR (336503)
4222D-Opiate Prevention
Ohio University Awards:
Statewide Collective Impact Model for Change (Grant #1800552 & #1900584)
Goals

1. Reduction in OUD deaths as a result of increased collaboration across the continuum of care.
2. Increased access to OUD treatment, including medicated-assisted treatment
Together, we can change the course of the opioid epidemic.
Working together

Community Leaders:

13 County Behavioral Health Authorities

3 Community-based Prevention Providers

1 Local Health Department

1 Community Coalition

1 Community Action Agency
across the continuum of care

to change the course of the opioid epidemic

Reduce opiate use disorder deaths as a result of increased collaboration between prevention, treatment, and recovery supports.

Increase access to opioid use disorder treatment, including medication-assisted treatment.
using a planning process

- Collaborative
- Culturally Relevant
- Data-driven
- Sustainable
grounded in research-based frameworks.

Collective Impact
Kania & Kramer (2011)

Strategic Prevention Framework (SAMHSA)

ACE|R
Prevention Institute

THRXIVE
Prevention Institute
In a structured and supportive environment, 19 local ecosystems
Lorain County’s Opioid Action Team commits to work together through a comprehensive, data-driven plan that effectively blends, braids, and if necessary, acquires resources that address the priorities of prevention and reduction of factors contributing to the devastating human, economic, and societal impacts of opioid abuse, overdose, and death in Lorain County. This effort will empower every individual and community partner to strengthen our community’s wellness.

**Value Statement**

**Backbone Structure**
Alcohol and Drug Addiction Services (ADAS) Board of Lorain County

**Leadership Team**
Lorain County’s Opioid Action Team

**Data Subcommittee**
Members: ADAS Board of Lorain County, Lorain County Public Health, The Nord Family, Strategic Design Partners and Overdose Fatality Review Committee

**Community Engagement Workgroup**
Members: ADAS Board of Lorain County, Health Partners, Recovery Community, Mental Health & Addiction Advocacy Coalition, Treatment Community, Lorain County Public Health, Faith Leaders’ Roundtable, Communities that Care, and Philanthropic and Community Coalition to End the Opioid Epidemic

**Treatment & Recovery Subcommittee**
Members: ADAS Board of Lorain County, Treatment Community, Recovery Community, Justice Systems, Lorain County Children Services, Health Partners, Harm Reduction Partners, Quick Response Teams and Family Members of and Individuals in Recovery

**Economic Opportunity Committee**
ADAS Board of Lorain County, Workforce Partners, Employers, Individuals in Recovery

**Areas of Focus**
Data-Driven Community Response to the Opioid Crisis:
1. Reduce OUD deaths and 2. Increase access to treatment, including MAT

**Demand Reduction**
Increase knowledge and awareness of the risks associated with prescription medication misuse

**Supply Reduction**
Increase proper medication storage and disposal practices

**Overdose Prevention**
Increase the number of residents that are trained to administer and receive Naloxone

**Treatment**
Increase access to treatment, including MAT

**Recovery Support**
Increase the capacity of peer supporters

**Social Determinant of Health**
Increase and promote economic opportunities among people in recovery
Created comprehensive, outcomes-based strategic plans in five areas across the continuum of care.

1. Supply Reduction
2. Demand Reduction
3. Harm Reduction
4. Treatment
   - Access to MAT
   - Availability of E-B Modalities
   - Follow-up to Treatment
5. Recovery Supports
   - Peer, Family, Employment, Housing Support
   - Advocacy

Reduce OUD Deaths / Increase Access to OUD Treatment
Then, digging deeper into the data, local ecosystems determined that impacting the opioid epidemic required addressing social determinants of health.
What we learned:

It takes the full continuum of care and a commitment to address social determinants of health for communities to respond to and heal from the opioid epidemic.
Objective 2

Articulate the core concepts of the collective impact approach and identify elements of other prevention frameworks that may enhance a collective impact approach.

Collective Impact (Kania & Kramer, 2011)
What is collective impact?

Collective Impact
Kania & Kramer (2011)
Collective impact is continuously evolving.

Collaborating for Equity and Justice
Wolff et al. (2017)
The Nonprofit Quarterly
Common Agenda

Preventing Suicide: A Technical Package (CDC)

NIDA Cascade of Care Model

http://www.collaborationforimpact.com/collective-impact/
Common Progress Measures

- Whole School, Whole Community, Whole Child Model
  https://www.cdc.gov/healthyschools/wscc/index.htm

- Strategic Prevention Framework
  https://www.samhsa.gov/capt/applying-strategic-prevention-framework

- Positive Behavioral Interventions and Supports
  https://www.pbis.org/

- Community Health Assessment (CHA)
  - Community Health Improvement Plan (CHIP)
  https://www.naccho.org/

http://www.collaborationforimpact.com/collective-impact/
Mutually Reinforcing Activities

Community Coalition Action Theory
Butterfoss & Kegler, 2002; 2009

Ecosystem Approach – Deloitte University Press

http://www.collaborationforimpact.com/collective-impact/
Communication

Organizational Structure
- Formal
- Informal

According to Direction
- Downward Communication
- Upward Communication
- Horizontal Communication

According to Expression
- Oral
- Written
- Visual
- Digital

http://www.collaborationforimpact.com/collective-impact/
Collective impact is hard, important work.

Collective impact is not magic.

Collective impact requires an investment in people, project, and process.

http://www.collaborationforimpact.com/collective-impact/
Objective 3

Discuss the successes, difficulties, and lessons learned from using a collective impact approach to address the opioid epidemic and the social determinants of health associated with it.
How difficult is it to engage in collective impact?

Objective 4

Mobilize leaders to engage in policy, systems, and environmental change activities in support of health equity.
Where do I start?

This [quote] has guided me in almost all of my works ... It is as follows, “start anywhere, follow it everywhere.” ... It’s the idea of really working actively with emergence. You don’t have to have the answers now; you have to start with what’s in front of you, and then you have to actively notice where it is leading you and follow it.”

- Deborah Frieze

Reference. Leadernetwork.org’s National Leader of the Month, 2/2008; https://berkana.org/
Stages of Play

SOCIAL STAGES OF PLAY

Unoccupied Play
The random movements that infants make with no clear purpose is the beginning of play.

Solitary Play
When children start to play on their own. Children do not seem to notice other children sitting or playing nearby during this type of play.

Onlooker Play
When children watch others play. The child who is looking may ask questions but there is no effort to join the play.

Parallel Play
When children begins to play side-by-side with other children without any interaction. They are paying attention to each other.

Associative Play
When children start asking questions of each other. They have similar goals but there are no set rules.

Social Play
When children begin to share ideas and toys, and follow established rules and guidelines.

www.encourageplay.com

How do I lead collective impact?

1. Bring the whole system to the table.
2. First job is not to solve problem, but to build and sustain trust.
3. Next job is ensuring short-term wins for all, on the way to longer term solution.
4. Build ongoing, adaptive learning into the process.
5. Be aware of your power, and share it responsibly.
6. Manage relationships at home in tandem with those of your problem-solving community.

Objective 5

Assess the value of working toward community change using a collective impact approach by asking “Can we do it? Will it work? Is it worth it?”

Reference. Gellar, ES. People-Based Leadership Enriching a Work Culture for World-Class Safety.
If you can mitigate the challenges and capitalize on the strengths/synergies of collective impact:

1. It can be used to address any pressing issue in a community, especially social determinants of health.

2. The structure and relationships can transcend the ever-changing landscape of community work.
Is collective impact the right approach at the right time to address SDoH in my community?

When faced with a new initiative, framework, idea, etc. ... ask:

1. Can I do it?
2. Will it work?
3. Is it worth it?

Reference. Gellar, ES. People-Based Leadership Enriching a Work Culture for World-Class Safety.
https://www.researchgate.net/publication/254508297_People-Based_Leadership_Enriching_a_Work_Culture_For_World-class_Safety
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