New Mexico Health Equity Partnership

Overview of a collective impact strategy to address the root causes of poor health for low-income and minority children and families in New Mexico

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Achieving Large-Scale Change on Health Disparities Involves Five Key Conditions For Shared Success

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
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<tr>
<td>Common Agenda</td>
<td>A diverse group of participants have a <strong>shared vision for change</strong> including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
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<td>Shared Measurement</td>
<td>Collecting <strong>data and measuring results consistently</strong> across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
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<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be <strong>differentiated while still being coordinated</strong> through a mutually reinforcing plan of action.</td>
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<td>Continuous Communication</td>
<td><strong>Consistent and open communication</strong> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.</td>
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<td>Backbone Support</td>
<td>Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.</td>
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Health Equity Partnership has goals that will mobilize communities to reduce health inequities for vulnerable children and families

1. **Common Agenda**
   - **Problem Definition:** Racial/ethnic and geographic disparities exist for children in NM due to social and environmental factors.
   - **Key Levers for Change:** Educate and activate policy makers and community members around the root causes of poor health for low-income and minority populations.

2. **Shared Measurement Systems**
   - Currently under development but will include:
     - **Process:** Completion of capacity building activities for Health Councils, Place Matters Teams, and Health Impact Assessments.
     - **Outcomes:** Communities will identify specific health outcomes and policy objectives to achieve them.

3. **Mutually Reinforcing Activities**
   - Transformation requires coordinated activities among stakeholders including: private (e.g., WKKF, SFCF, Con Alma, Place Matters, and Human Impact Partners), government (e.g., Health Councils) and non-profits (social service providers).

4. **Continuous Communication**
   - Currently under development but will include:
     - Establishment of a representative and strategic advisory group
     - Monitoring & evaluation of performance against goals
     - Periodic convening of committed investors for information sharing, progress reporting, etc.

5. **Backbone Organization**
   - Santa Fe Community Foundation will play this role for three years while incubating the Health Equity Institute. The work of this period is to leverage and integrate the work of HIA, NMAHC, and PM. The Institute will become the backbone for this work.
Values Alignment with SFCF

• The Santa Fe Community Foundation is devoted to building healthy and vital communities in the region where:
  – Racial, cultural or economic difference that do not limit access to health, education or employment
  – Diverse audiences enjoy the many arts and cultural heritages of our region
  – All sectors of our community take responsibility for ensuring a healthy environment
• To this end, we commit our resources to building:
  – Philanthropy that is robust, effective and focused on critical issues facing the community
    • We create opportunities for foundations and other philanthropic partners to leverage each other’s knowledge and resources to achieve lasting change
  – Nonprofits that achieve their missions with excellence
    • We build a sustainable infrastructure that provides nonprofits with technical and financial assistance needed to be highly effective
    • We make it possible for organizations to collaborate in tackling complex community problems, developing promising approaches, and executing shared strategies

*Incubating this project is aligned with values and functions of SFCF*
Santa Fe Community Foundation Will be the Backbone Organization While we Incubate the Health Equity Institute

Key Functions of Backbones

1. Providing Overall Project Strategic Coherence
2. Facilitating Effective Dialogues
3. Managing Data Collection & Analysis
4. Supporting Community Engagement*
5. Developing Effective Communications*

Successful Backbones

- Have a high level of credibility within the community
- Serve as neutral conveners
- Have a dedicated staff
- Build key relationships across members of the initiative
- Focus people’s attention and create a sense of urgency
- Frame issues in a way that presents opportunities as well as difficulties
- Use the measurement and evaluation process as a tool of learning and progress not only accountability

*These skills can exist within a single organization or within another organization in the effort.
Initial Health Equity Partners

Local Partners
- New Mexico Alliance of Health Councils
- Place Matters teams
- Health Impact Assessments

National Partners
- Joint Center for Political and Economic Studies
- Human Impact Partners

Funding Partners
- WK Kellogg Foundation
- Santa Fe Community Foundation
- Con Alma Health Foundation

We expect the number of partnerships to grow over time
Health Equity Institute Over Three Overlapping Key Phases

**Phase I**
Initiate Action (8-12/2012)
- Develop group of key staff/champions/advisors; Identify and structure group communication and decision making processes

**Phase II**
Organize for Impact (2013-)
- Create the support infrastructure and processes, i.e. integrated efforts among, HIA, PM, and NMAHC

**Phase III**
Prepare to Launch HEI (-2014)
- Lay groundwork for Institute governance and org structure

**Governance and Infrastructure**
- Develop group of key staff/champions/advisors; Identify and structure group communication and decision making processes
- Create the support infrastructure and processes, i.e. integrated efforts among, HIA, PM, and NMAHC
- Lay groundwork for Institute governance and org structure

**Strategic Planning**
- Map the landscape of players, strategies, and work underway
- Create Common Agenda: support partners in establishing common goals to build system level theory of change and action roadmap
- Generate mission, vision, and value proposition for the Institute
- Ensure business model achieves Institute’s sustainability

**Community Involvement**
- Engage partners in plan for sustainability
- Implement HIA trainings statewide; Start/Support PM teams in Bernalillo, San Juan, McKinley and Doña Ana
- Invite community engagement through PM teams and NMAHC
- Publish reports, expand community engagement, create political will through advocacy

**Evaluation and Improvement**
- Analyze baseline data in order to develop an understanding of key disparities gaps in the policy landscape
- Support stakeholders in establishing a set of key shared metrics; develop data infrastructure and indicators
- Collect/track/report progress; Launch HEI with a solid evidence-based case statement. Address future data needs
Questions?