



National **MCH** Workforce Development Center

Advancing Health Reform Implementation

Definitions and tools to help diverse teams
understand how to approach system strengthening

Kristen Hassmiller Lich

Systems Integration Core Lead at the National Maternal and Child Health
Workforce Development Center

Assistant Professor, Gillings School of Global Public Health at UNC-CH

Ever felt this way? (Isolated impact)



“The solutions we have come to expect in the social sector often involve **discrete programs** that address a social problem through a **carefully worked out theory of change**, relying on **incremental resources from funders**, and ideally supported by an evaluation that attributes to the program the impact achieved.”

Kania and Kramer. “Embracing Emergence: How Collective Impact Addresses Complexity.” SSIR 2013

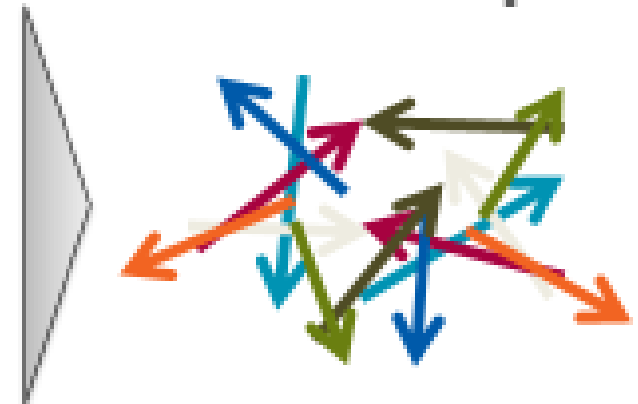
Traditional approaches are not solving our most complex social problems



REIMAGINING SOCIAL CHANGE

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- Corporate and government sectors are often **disconnected** from foundations and non-profits
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**

Isolated Impact





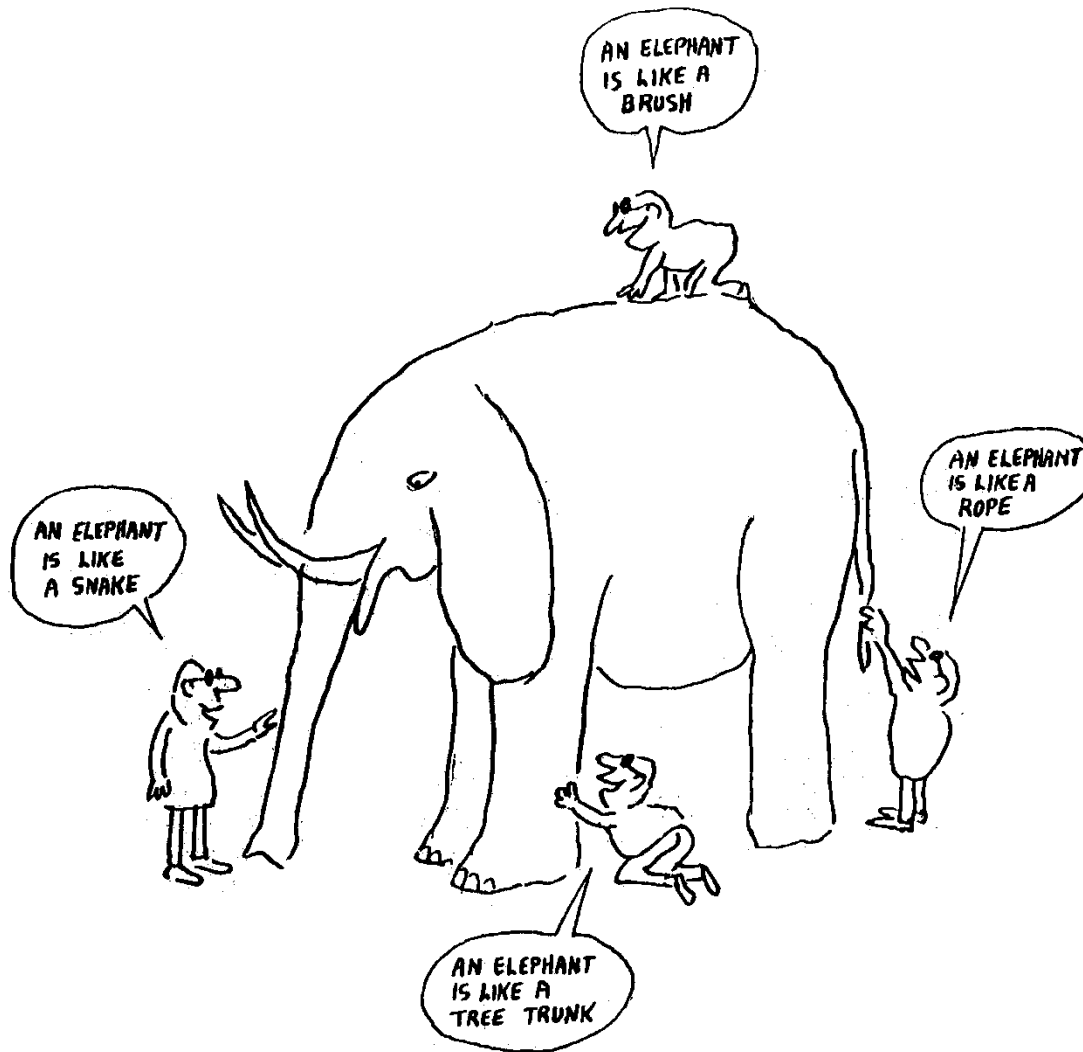
Web of factors crossing socio-ecological levels

Youth/Young adult	Family	Community	State	National
Personality characteristics	Financial security	Access to supportive services in the community	Medicaid expansion	Essential services (health insurance)
Physiology	Foster care versus living with parent(s)	Cultural appropriateness of community services	Level of mental health stigma	Federal program eligibility guidelines
Experience of trauma?	Role models/social support present	Educational opportunities	Appreciation for youth culture	Educational mandates
Race and Place	Support youth's transition to independence?	Employment opportunities	Age at which youth are tried as adults in courts	Public health resources given to states

The result...



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S. GROSS

Leading systems change...

So how can we lead
meaningful systems
strengthening work?

Definition

System:

a collection of parts that interact with each other to form an interdependent whole



Characteristics of Systems



- “Systems have **specific purposes...**
- A system’s parts **must all be present** for the system to carry out its purpose optimally
- A system’s parts must be **arranged in a certain way** for the system to carry out its purpose
- Systems **maintain their stability** through fluctuation and adjustments
- Systems have **feedback”**

Source: Anderson and Johnson. Systems Thinking: From Concepts to Causal Loops. Pp. 3-4.

Defining “complex”

- There is a difference between detail complexity (the watch) and dynamic complexity (the family)



Detail Complexity

- Systems with a large number of parts
- May not change much over time
- Difficult to understand as a whole



Dynamic Complexity

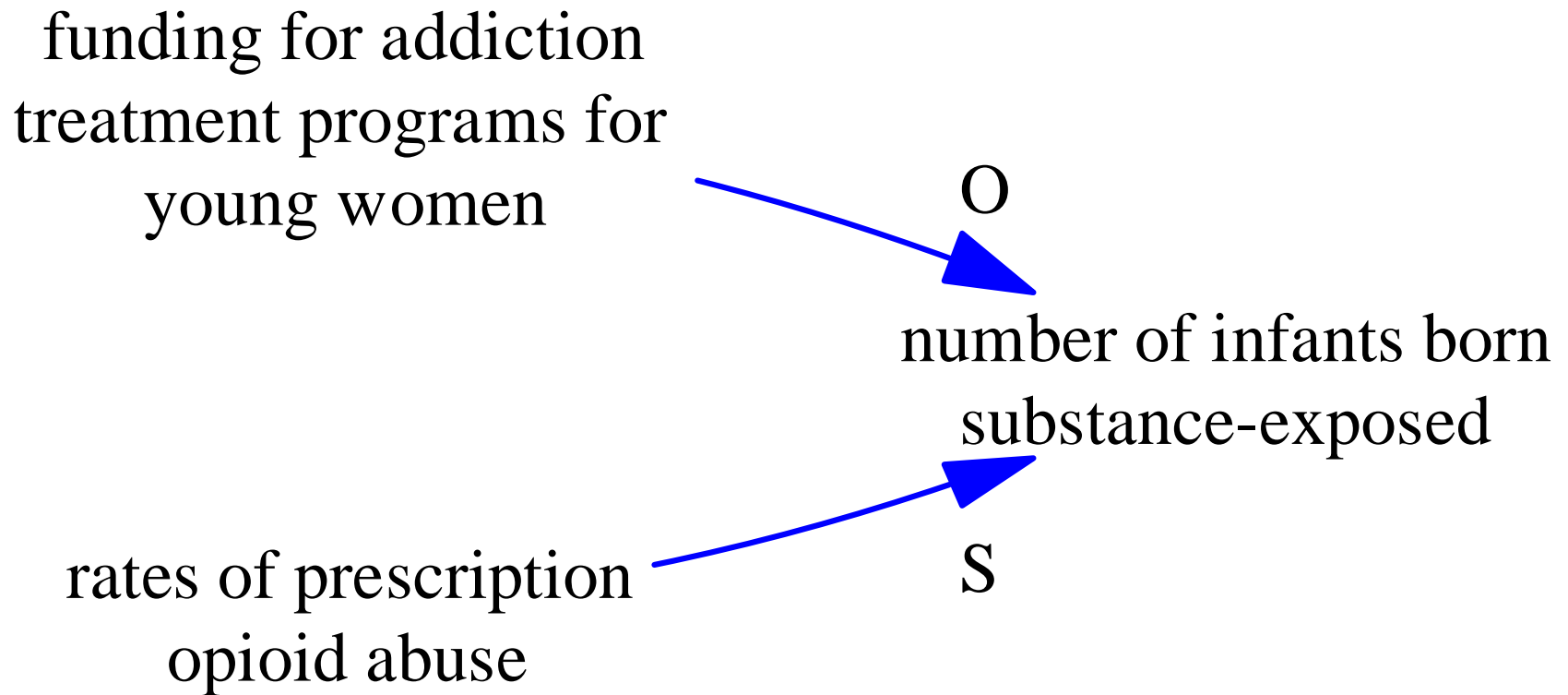
Dynamic complexity leads to counterintuitive behavior because:

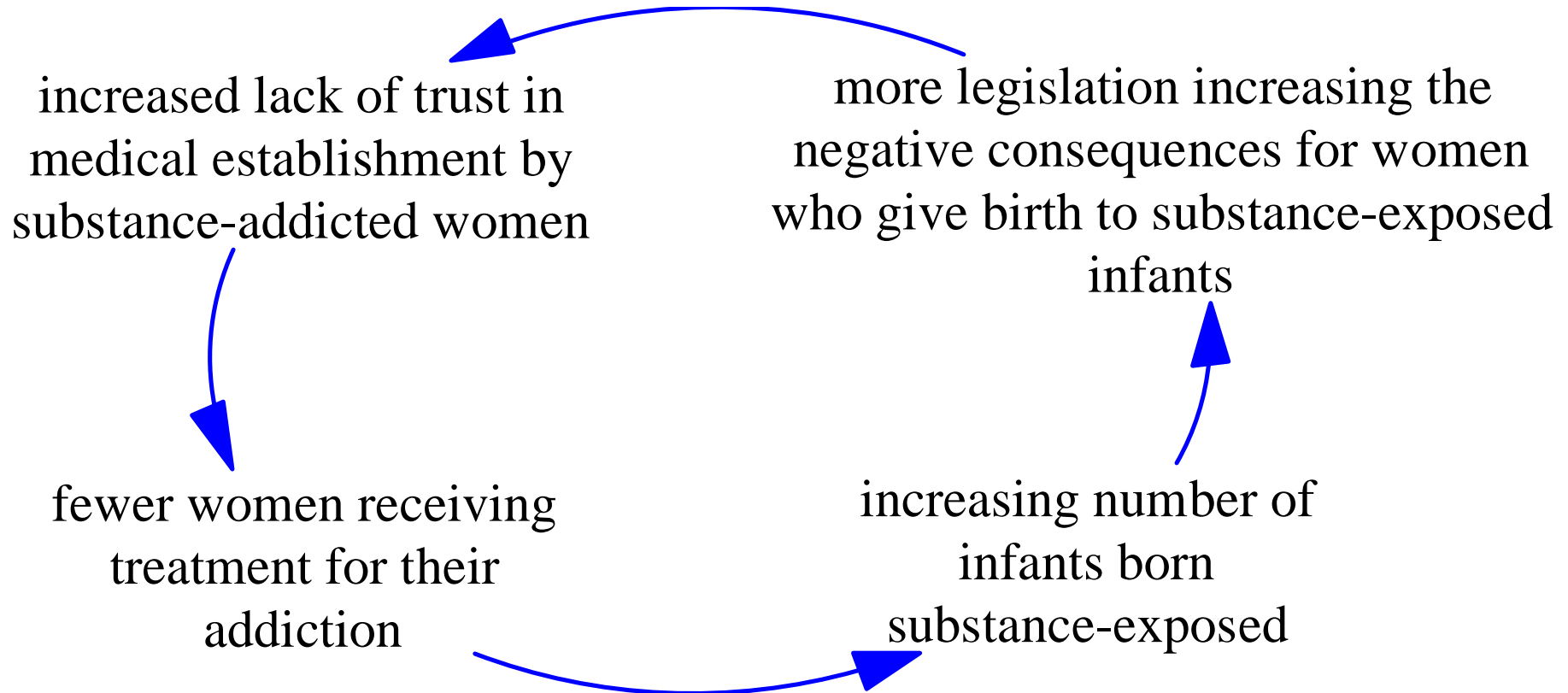
- Things change over time
- Lag time between cause and effect
- Nonlinear relationships
- Feedback loops



Causal Loop Diagrams: Basics

Variables + Causal Links/Arrows + Signs

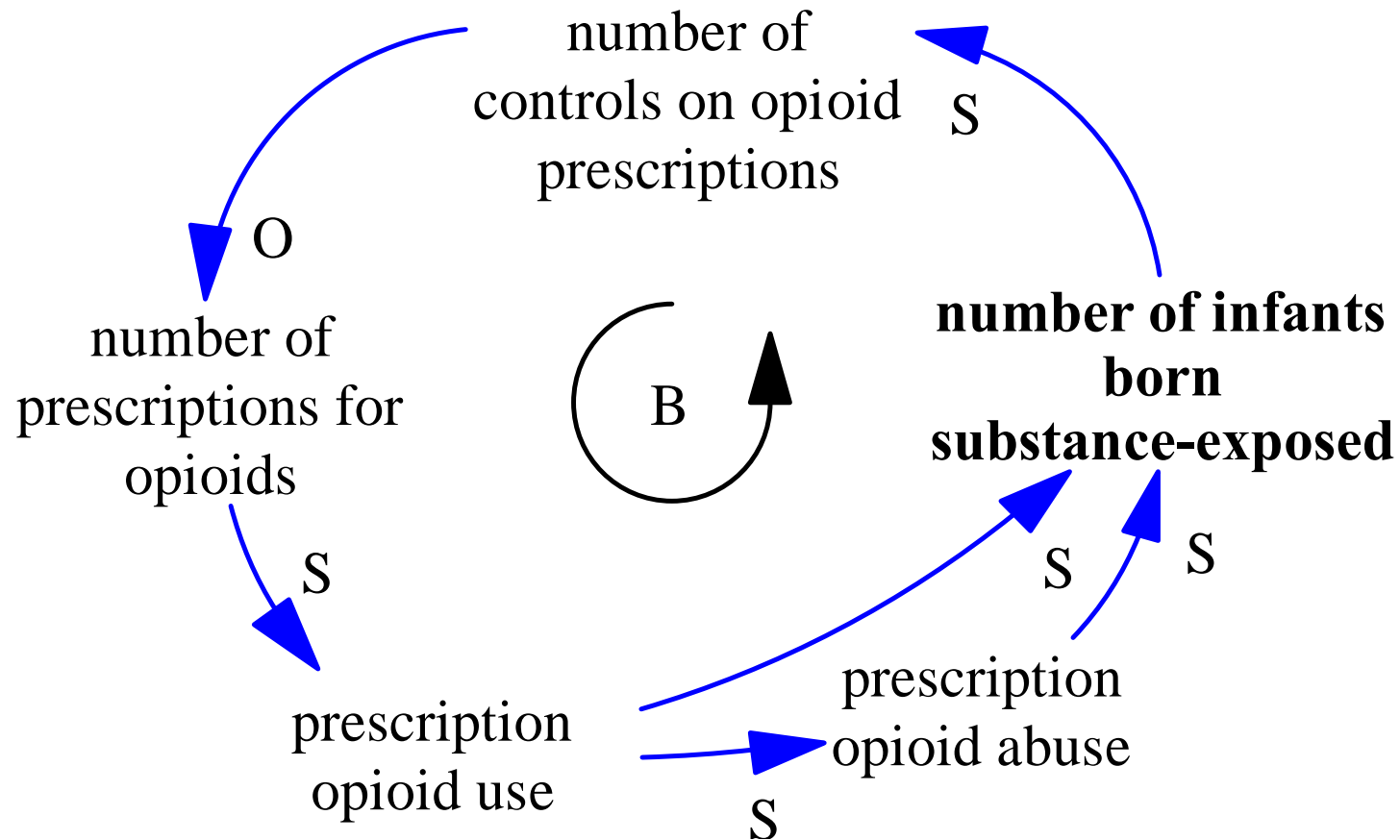






Loop Type #1: Balancing

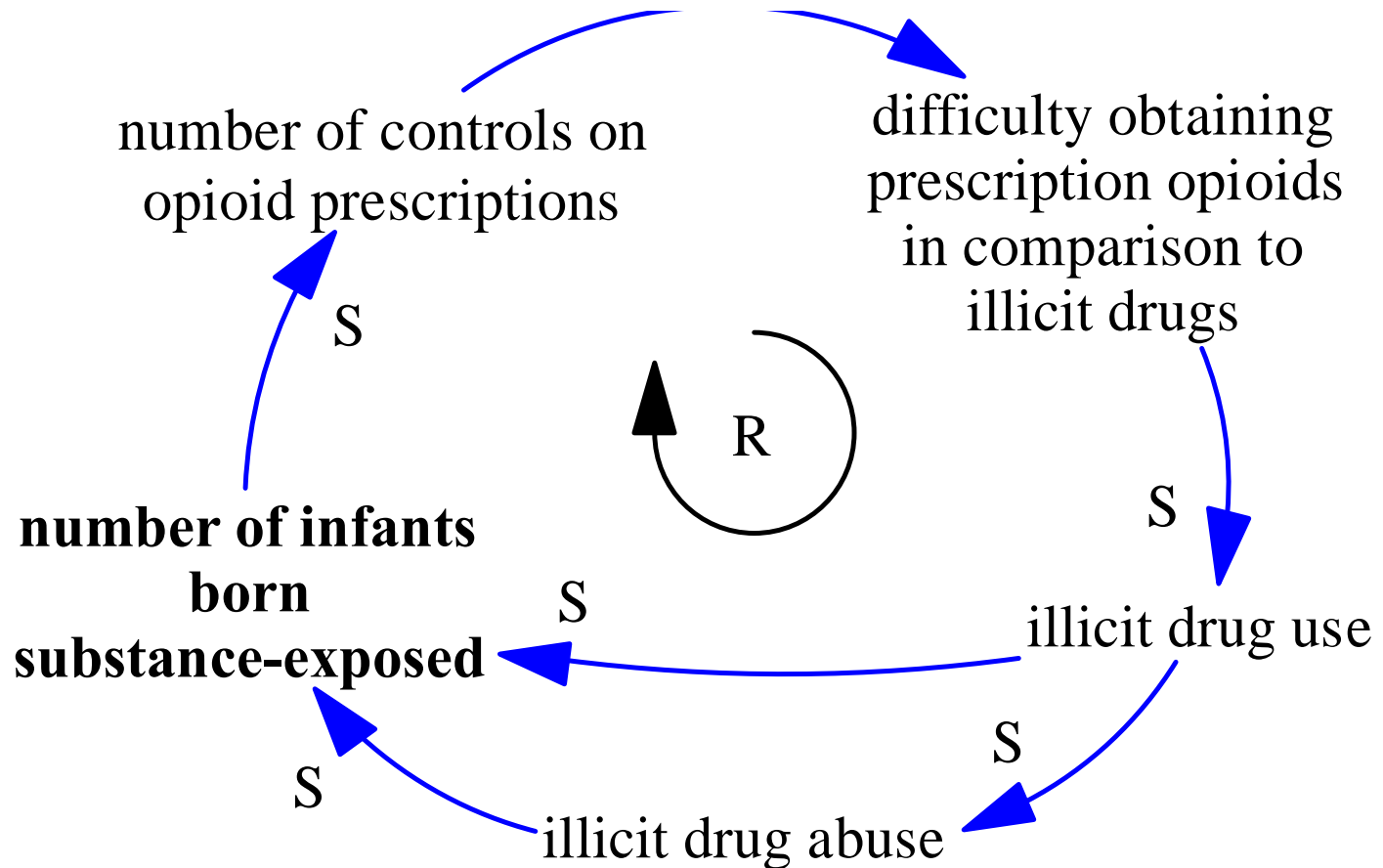
**Balancing
loops
counteract
change.**

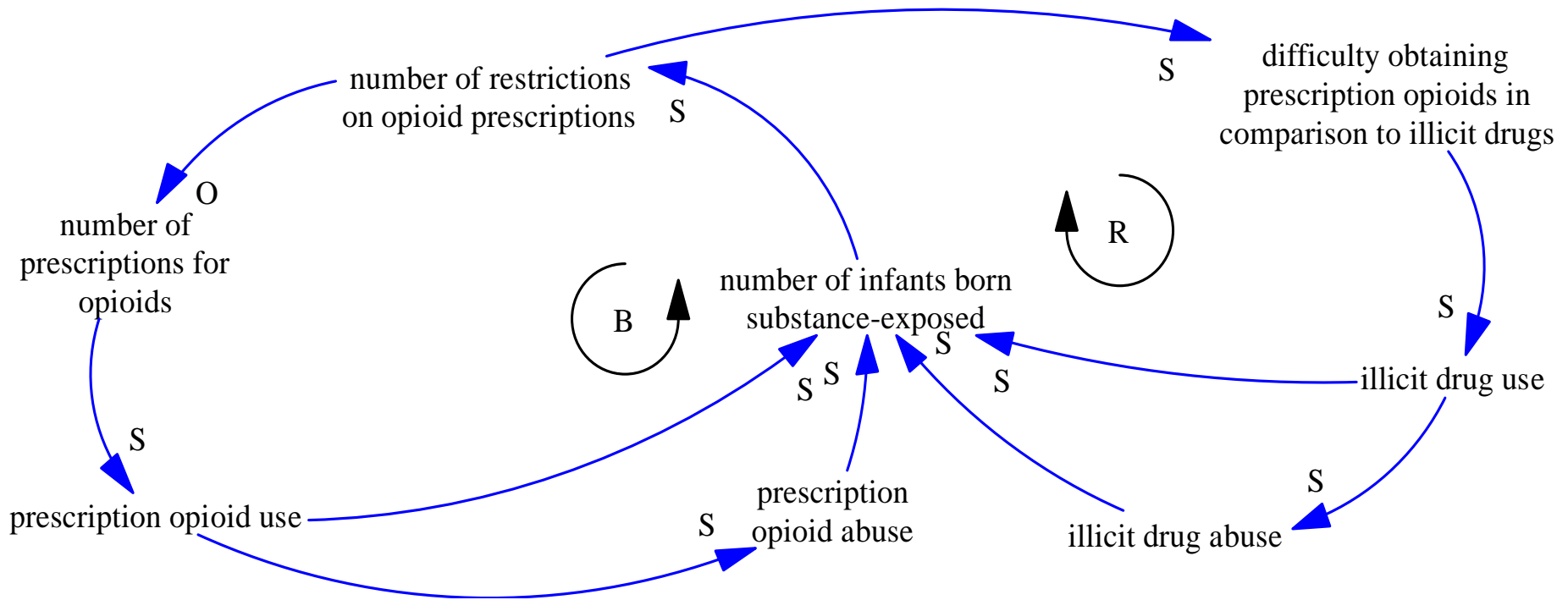




Loop Type #2: Reinforcing

**Reinforcing
loops create
vicious or
virtuous
cycles.**





We Humans Have A Long History of Unintended Consequences

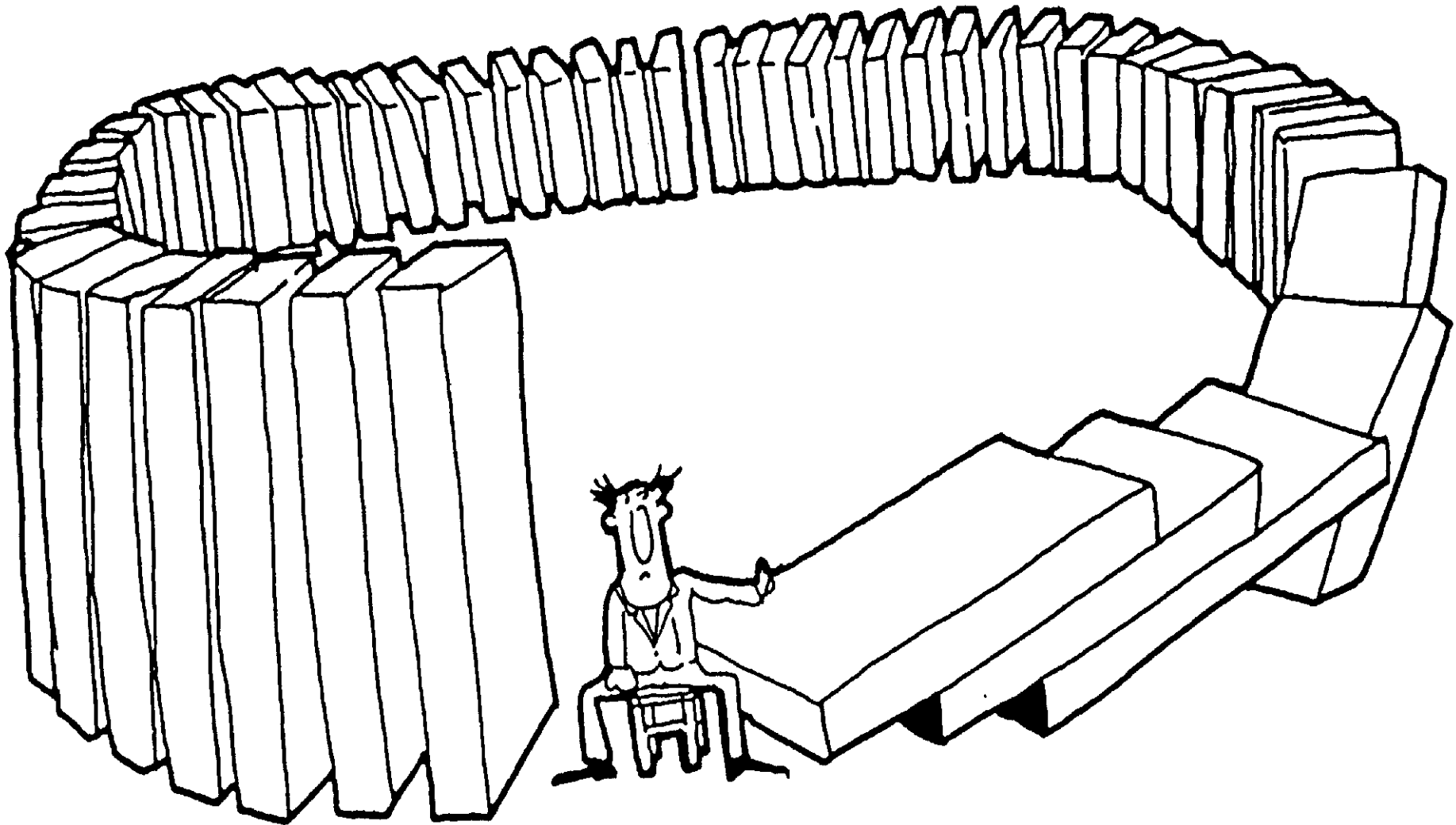


- Low tar and low nicotine cigarettes actually **increase** intake of carcinogens, CO, etc.
- Paving dirt roads in mountain areas leads to **decrease** in safety
- Fourth highest cause of death in U.S. is medical **treatments**
- Despite widespread use of labor-saving devices, Americans have **less** leisure today than 50 years ago
- US policy of fire suppression has **increased** the size and strength forest fires in many areas
- Road building programs designed to reduce congestion have **increased** traffic, delays, and pollution.

Without systems thinking, we are often
the source of our own problems



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Imagine a different approach – multiple players working together to solve complex issues



REIMAGINING SOCIAL CHANGE

Collective Impact

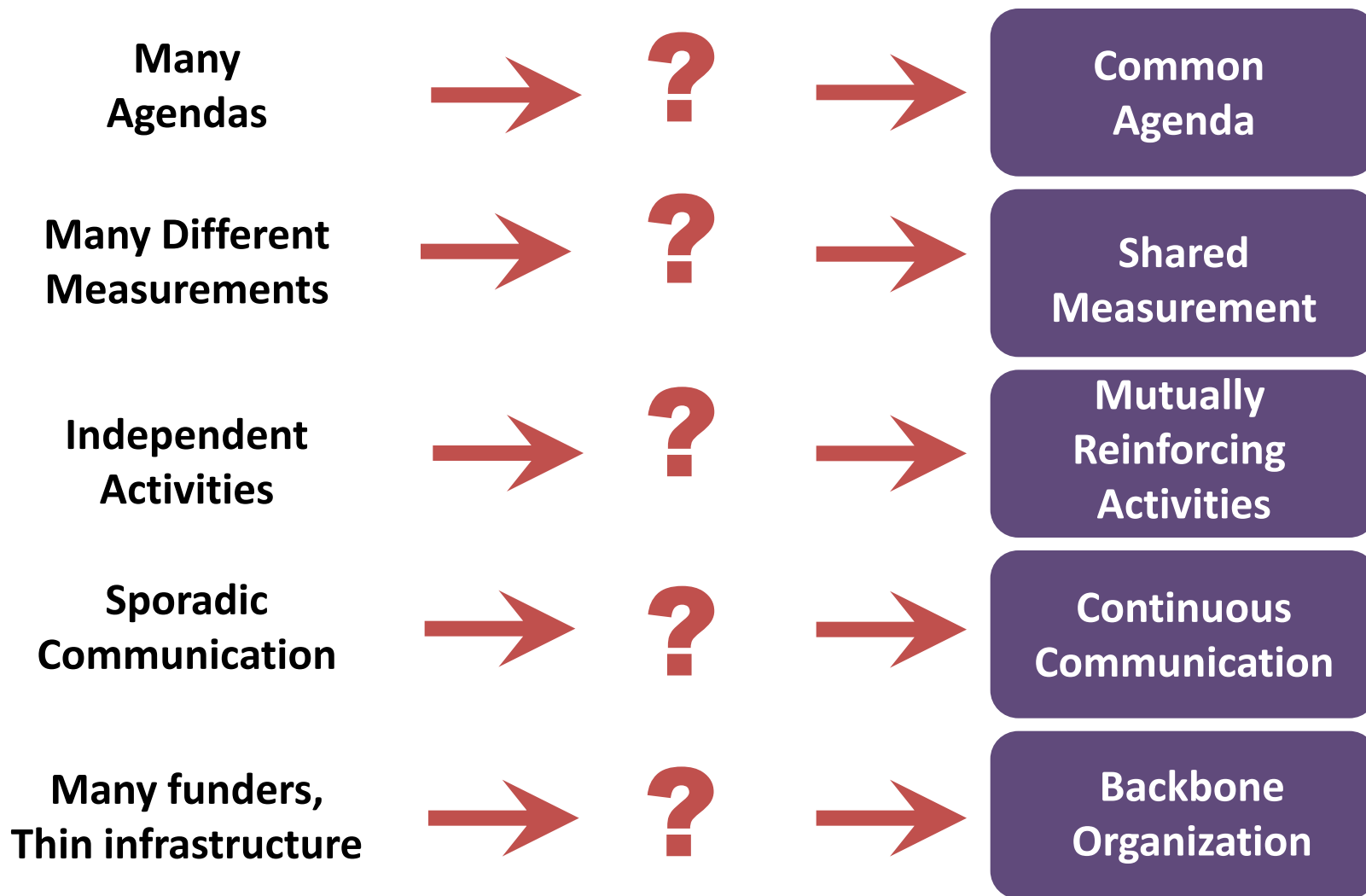


- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, non-profit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- All working toward the **same goal and measuring the same things**



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Five Conditions for Collective Impact



Many
Agendas

Many Different
Measurements

Independent
Activities

Sporadic
Communication

Many funders,
Thin infrastructure

Our approach:

Collaboration best practices

**Systematic and practical
systems thinking methods**

CoP and Social Learning

**Principled and intentional
stakeholder engagement**

**Common
Agenda**

**Shared
Measurement**

**Mutually
Reinforcing
Activities**

**Continuous
Communication**

**Backbone
Organization**

Leading in complexity

*Successful leaders in complexity
are defined by
their quality of **inquiry**,
and not
their quality of decisiveness.*

FIXED

2 MIND-SETS

FIXED mind-set:
intelligence is static.

This leads to a desire to look smart and therefore a tendency to...

CHALLENGES

...avoid challenges



OBSTACLES

...give up easily



EFFORT

...see effort as fruitless or worse



CRITICISM

...ignore useful negative feedback



SUCCESS OF OTHERS

...feel threatened by the success of others



GROWTH mind-set:
intelligence can be developed.

This leads to a desire to learn and therefore a tendency to...

...embrace challenges



...persist in the face of setbacks



...see effort as the path to mastery



...learn from criticism

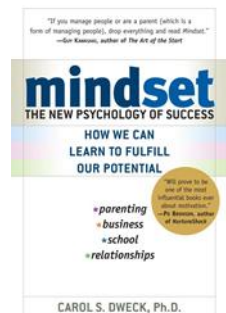
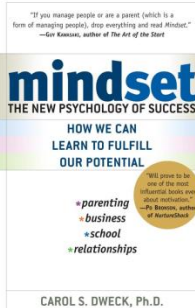


...find lessons and inspiration in the success of others



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Growth



Think about the challenges YIT face...

Are they routine or adaptive challenges?



Routine/technical Problems

- Easily defined
- An obvious, proven solution
- Often an expert on whom we can call to solve the problem for us

There is, in other words, a routine for dealing with the problem.

Adaptive Challenges

- Often hard to define
- No clear solution, and different people hold different views about its source
- No expert who can solve the problem for us

They are fundamentally different.

Adaptive Leaders:

- Recognize and then work to frame adaptive questions
- Convene a group of the relevant stakeholders
- Resist when stakeholders substitute technical fixes
- Create/hold space for problem-solving
- Cook the conflict – “embrace disequilibrium”

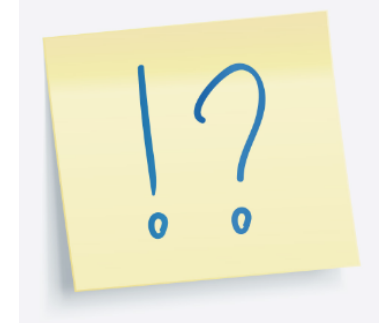
Adaptive Actions



Influence decisions



Educate others



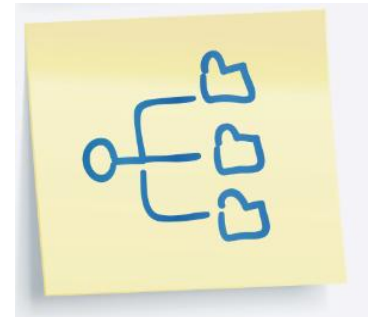
*Strategically plan
under uncertainty*



*Stay abreast of new
information that emerges*



Create new partnerships



*Build capacity: workforce,
information technology,
and care coordination*

Think about what this COP's role should be...

Is the focus more on service delivery or system improvement?



Improving service delivery

- Troubleshooting challenging cases
- Improving our referral-to-first-contact process
- Hiring the most qualified staff

I want to help my staff improve the lives of families.

Spreading improved service delivery

- Training front-line staff in cultural humility and equipping them to provide culturally appropriate care
- Documenting and disseminating best practices; knowing how to replicate with fidelity

I want to empower my organization to help families.

Improving systems

- Improving transitions and collaboration across programs
- Realizing service delivery can only go so far unless we address _____, and then doing something about it

I want to change practices, policies, and the environment to better support families.

Target for change	Improved service delivery	Spreading imp. service delivery	Improving systems (System-level change)
Youth & families are disconnected from community resources	Work with youth & families one at a time to help them identify supports and make connections	Your program inventories relevant resources and gives a list to youth & families	Co-locate youth-serving agencies; community-wide relationship building across programs/orgs
It can be hard for providers to connect, meaningfully, with youth & families	Encourage your caring, persistent, front-line workers/service providers not to give up!	Programs find and implement (or develop) best practices & coach their providers	Ongoing cross-program training on relationship building and cultural competence for youth- and family-serving agencies
Youth & families don't have access to healthy food	Work on what you can, help youth & families work (slowly) toward solutions, put out fires	Programs learn where to turn in emergencies and develop relationships	Coalition develops business case and advocates for addressing food deserts & improved food in schools

Think about what this COP's role should be...

How do we develop infrastructure and technical assistance to identify and spread best practices across local community collaboratives in NC?
How do we identify and address local priorities efficiently?



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Spreading improved service delivery



- Listen to YIT and families – what do they need, what sources of resilience could we support, what are some home grown successes we can spread (positive deviance)?
- Listen to your front-line staff – what do they need?
- Are there evidence-based practices?
- What resources are available? (Think creatively!)
- Prioritization, problem solving, work plan development and completion, learning and repeat...
 - Lots of ways to do this (needs assessments, interviews, storytelling, **System Support Mapping**)

Think about what this COP's role should be...



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How do we improve systems supporting YIT?



Improving service delivery

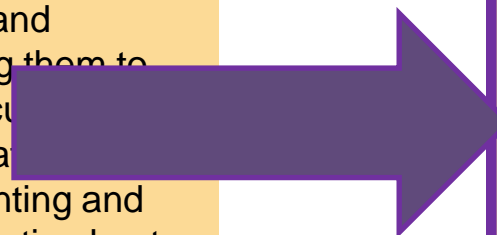
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Improving systems

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- Listen to your front-line staff – what do they need?
- Are there evidence-based practices?
- What resources are available? (Think creatively!)
- Convene, motivate, and empower a team of stakeholders who could help make meaningful change.
- Prioritization, problem solving, work plan development and completion, learning and repeat...

→ Often involves complex systems



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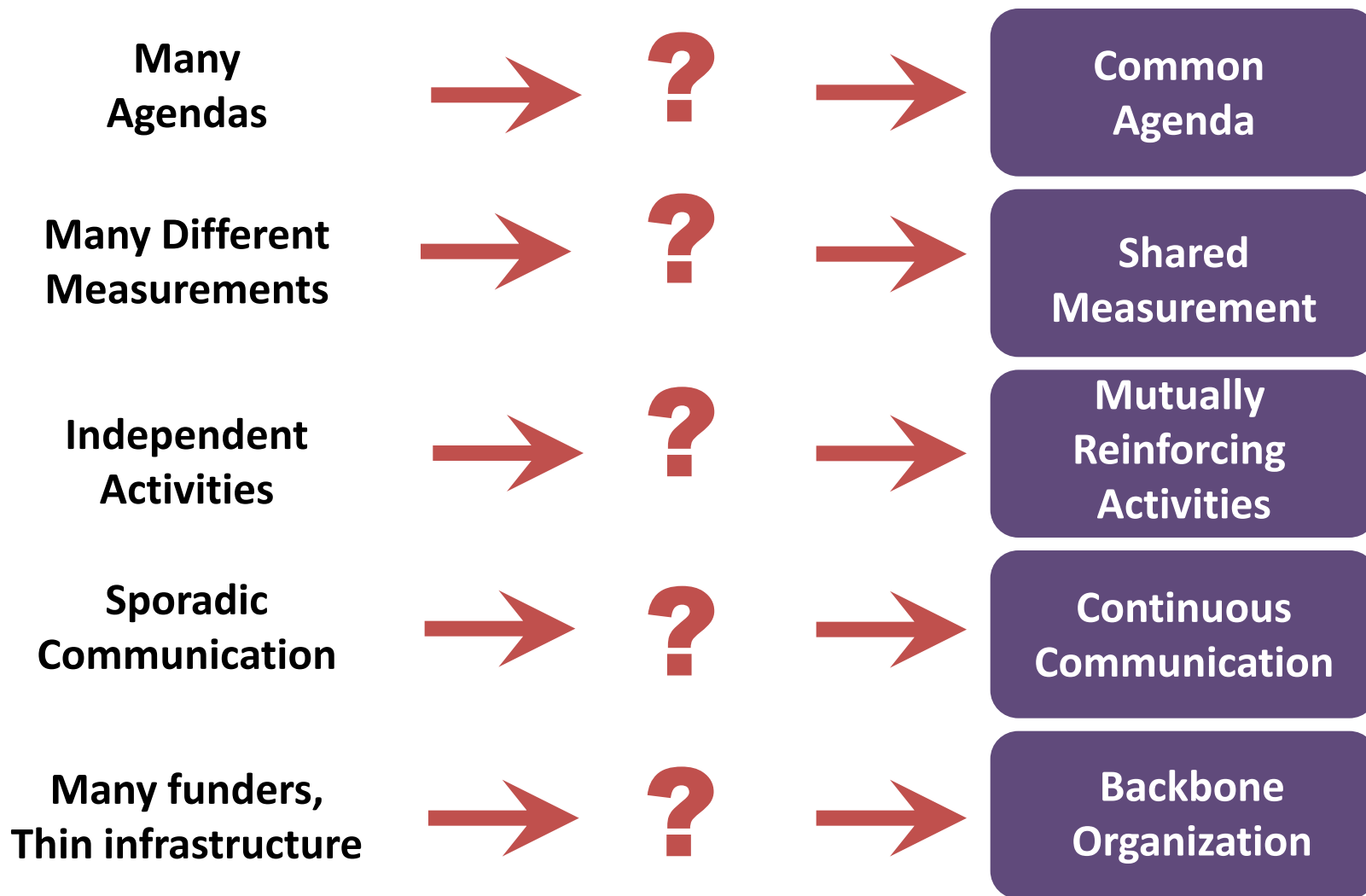
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Our Vision:
The possibility for this COP



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Five Conditions for Collective Impact



System mapping

- *Convene key players**
- *Identify responsibilities, needs, supportive resources, & wishes**
- *Identify gaps, inefficiencies, & opportunities for collaboration**
- *Understand incentives and constraints (e.g., for partner funding)**
- *Agree on best measures**
- *Engage stakeholders in brainstorming & action planning**
- *Make sure benefits outweigh any negative unintended consequences**
- *Ongoing mapping & modeling**
 - Build shared understanding**
 - Build shared language**
- *Define infrastructure needs**
- *Create system-wide business case for action**

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**Common
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Spreading improved service delivery

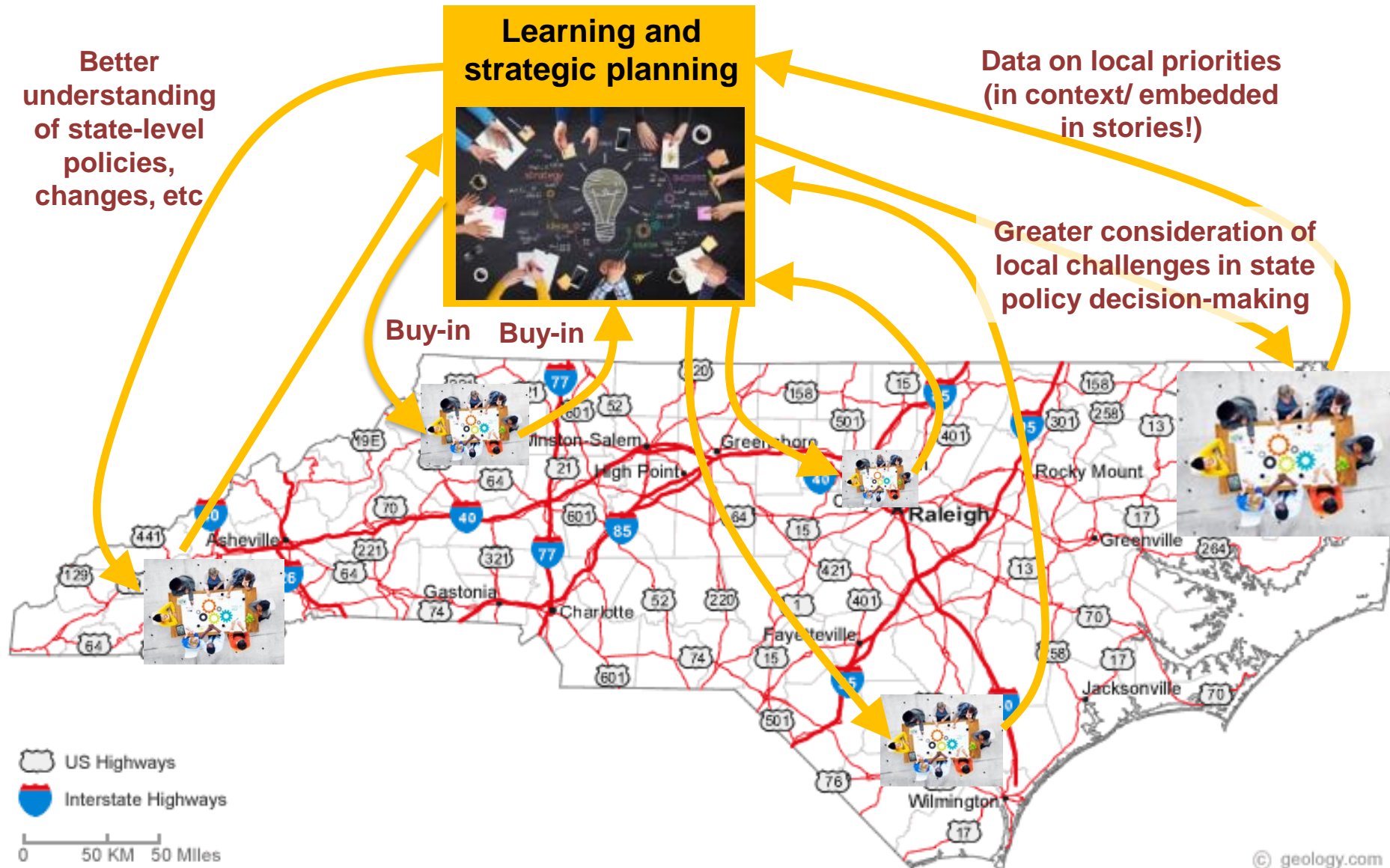
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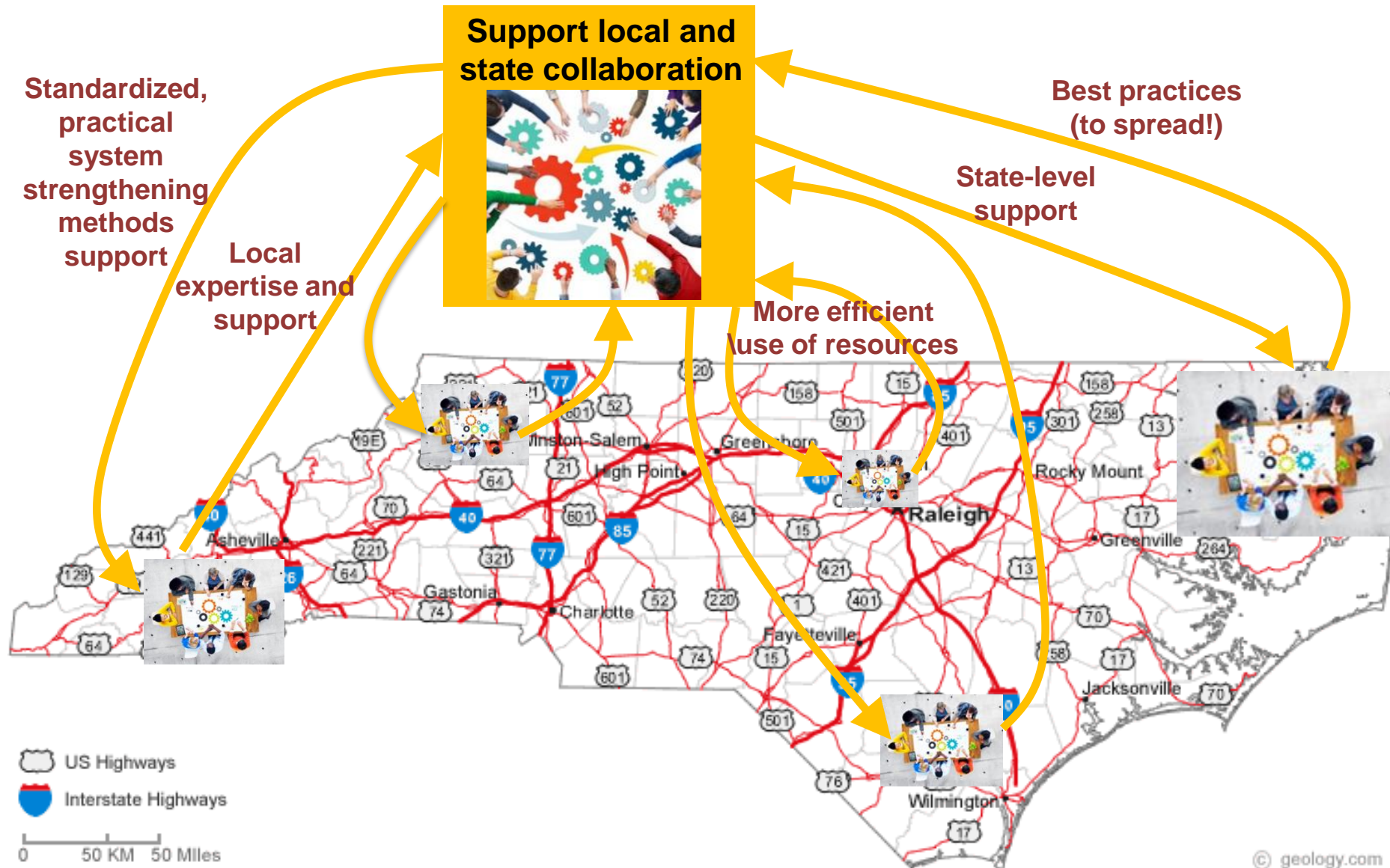
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TOOL: **The 5 R's Framework**

Source: USAID report

<http://www.usaid.gov/policy/local-systems-framework>

Why start with the 5 Rs?

- Identify additional, and hopefully “higher leverage,” interventions to test
- Better understanding of the broader system can help decision makers see otherwise unanticipated consequences of solutions



ROLES
RELATIONSHIPS
RESOURCES
RULES
RESULTS

How can we clarify our definition,
purpose, desired outcome and
target population for care
coordination for transition age
youth?



What are the important results that will help us understand how this system is functioning?

Results	
Actual	Desired (Shared)
<ul style="list-style-type: none">• SDAC Analytics• RCCO Care Coordination Report• HCP evaluation plan	<ul style="list-style-type: none">• Systems map of care coordination for CYSHCN population• Stronger data analytics capacity for healthy communities

Who are the stakeholders involved in the local system that is shaping these results?

Roles	
<i>Who affects your problem?</i>	
Actual (Shared)	Desired (Shared)
<ul style="list-style-type: none">• RCCO regions 3 and 5• Tri-County Health Dept and City Public Health• School districts	<ul style="list-style-type: none">• Strong understanding of roles and responsibilities for each of the identified care coordination programs
<i>Who is affected by your problem?</i>	
Actual (Shared)	Desired (Shared)
<ul style="list-style-type: none">• CYSHCN Medicaid members and their families• Primary health care providers	<ul style="list-style-type: none">•

What are the important relationships between stakeholders?

Relationships	
Actual	Desired (Shared)
<ul style="list-style-type: none">• Care coordinators• Provider support	<ul style="list-style-type: none">• Standard care coordination roles and referral processes reflected through formal and informal relationships

What are the resources available
to your local system?

Resources	
Actual	Desired (Shared)
<ul style="list-style-type: none">• MCH Block Grant supporting HCP• State General Fund supporting HCP	<ul style="list-style-type: none">• Real time member data• Increased number of child psychiatrists and specialists

What are the rules governing what happens in the local system?

Rules	
Actual	Desired (Shared)
<ul style="list-style-type: none">• Diagnosis driven treatment• Guardianship requirements• Medical home legislation	<ul style="list-style-type: none">• Standard, shared care coordination roles and referral processes represented in rules, regulations, program guidelines, etc.



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TOOL: **System Support Maps**

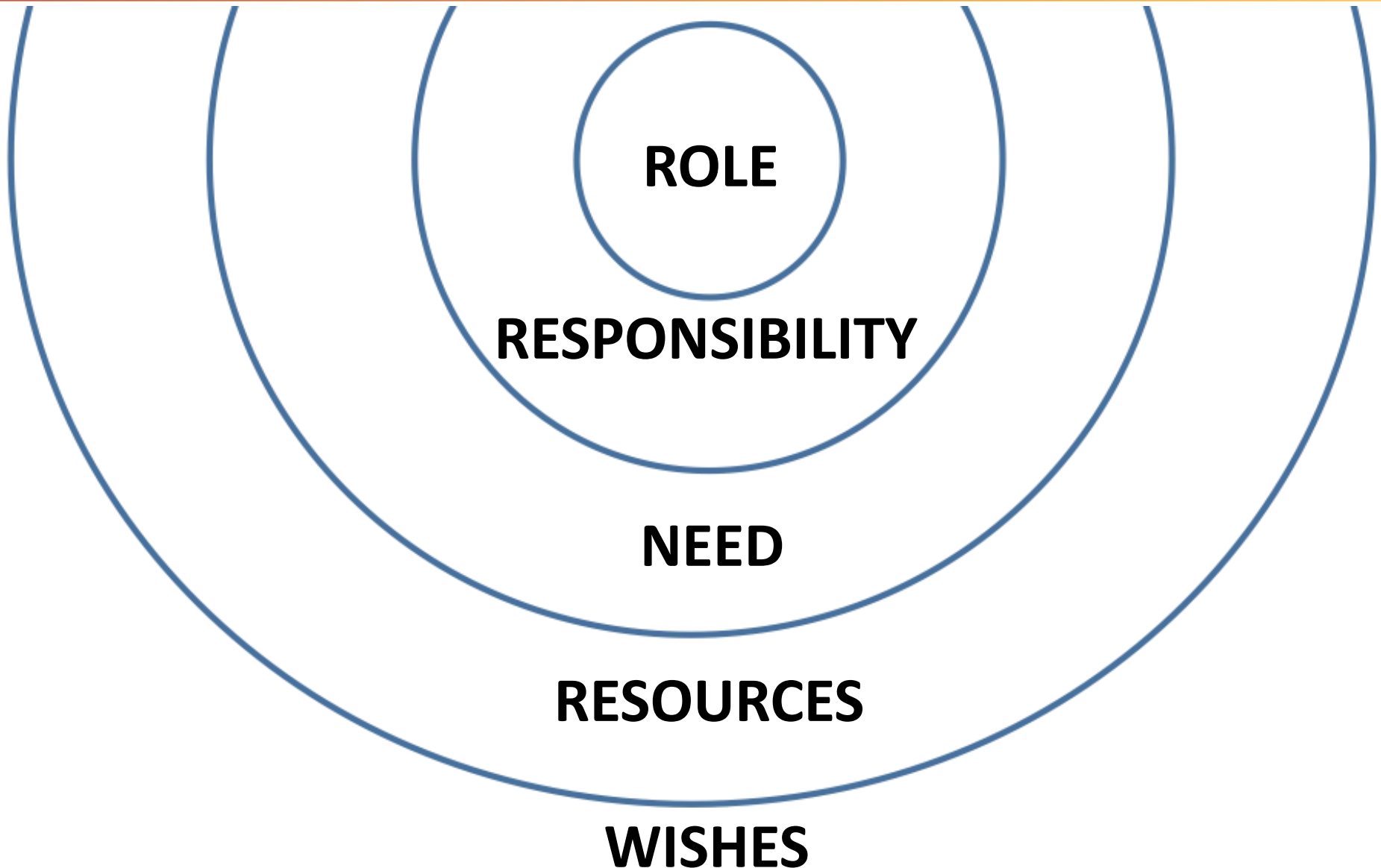
Why use system support maps?

System support maps offer a guided approach to help stakeholders think about and document a system from their perspective.

System Support Map



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Why System Support Mapping?



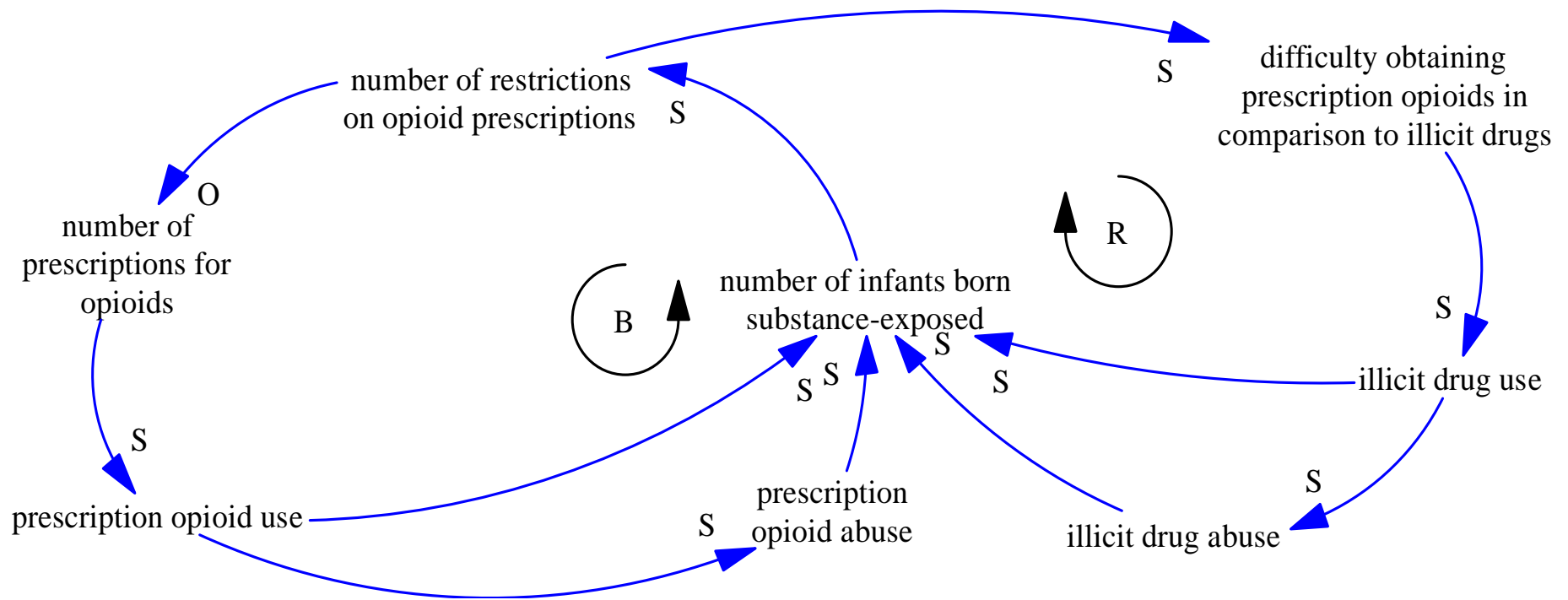
- **Learning and discussion among stakeholders** – to appreciate how pieces of the system fit together and grow understanding and empathy for what others are wrestling with and working on.
- **Brainstorming actions** that individuals can put into practice right away to improve broader systems, take back to their organization/agency, collaborate on with others “at the table”, or that the cross-sector collaboration could work on together
- Integrating maps can help a collaboration **define key responsibilities of the broader system, identify shared responsibilities, potential duplication and gaps**
- All of this can underpin more effective **strategic planning** and collaboration



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TOOL:
Causal loop diagramming





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FOR DISCUSSION....

What do we need from you?

- Endorsement from the State Collaborative for CoP-YEYA to move forward
- How do we secure adequate resources to support this work?
- Potential for synergy across State Collaborative workgroups



THANK YOU!

klich@unc.edu

<http://mchwdc.unc.edu/>