The Health Improvement Partnership-Cuyahoga

Project Overview:

Advancing a Culture of Health and Equity in Cuyahoga County

Cross-Sector Innovation Initiative (CSII) Project
MEETING / PARTNERSHIP RULES

- Respectful listening
- Respectful talking
- “I” not “You” statements
- Principle of gratitude
- Be present
- Confidentiality
- Be honest
- Literacy moment
- Assume good intentions
Cuyahoga County CHNA 5 Selected Health Priorities

- Structural Racism
- Mental Health / Suicide
- Opioid / Substance Use Disorders

- Chronic Disease
  - Cardiovascular disease
  - Diabetes

- Community Conditions
  - Homicides / Violence / Safety
  - Poverty
  - Transportation

- Mental Health and Addiction
  - Mental Health / Suicide
  - Opioid / Substance Use Disorders

2019 Collaborative Community Health Assessment Priorities
Robert Wood Johnson-funded Cross-Sector Innovation Initiative

Public Health National Center for Innovations and Center for Sharing Public Health Services Announce $1.5 Million in Grants to Improve Population Health and Equity

The 10 grant recipients and their project titles are:

• Better Health Together (WA): A Collaborative Approach to Community Equity in Spokane County, WA
• Cabarrus County Partnership for Children (NC): Substance Use Network: A Collaborative System of Care for Pregnant Mothers with Substance Use Disorder, Their Infants, and Families
• Case Western Reserve University (OH): The Health Improvement Partnership: Cuyahoga’s Quest to Achieve Equity: Applying Community-Based System Dynamics to Tackle Structural Racisms in Greater Cleveland
• Chatham County Public Health Department (NC): Equity for Moms and Babies Realized Across Chatham (EMBRACE)
• Hennepin County Public Health Department (MN): Community Health Improvement Partnership in Hennepin County: Focus on Community Mental Well-Being and Housing Stability

• Employ Community-based System Dynamics and group-model building
• Develop an actionable systems model for structural racism in Cuyahoga County
Core Modeling Team
Community Members

Greg Brown - PolicyBridge
Delores Collins - A Vision of Change
Karen Cook - MetroHealth
Wihletta Davis - Finding the Miracle Within
Bianca Edwards - Sacred Apothecary, LLC
Karen Florence - Certified CHW
Martha Halko - CCBH
Vanessa Hawkins - Certified CHW
Dwain Johnson - PolicyBridge
Maryam Kiefer - United Way
Rita Knight-Gray - University Circle Resident
Samia Marchmon - A Vision of Change
Chevon Matthews - P5 Ventures

Janterria Matthews - Northcoast Nurses Coalition
Michael Matthews - P5 Ventures
Tracy McArthur - PQRST Ctr for EKG Training
Frances Mills - Cleveland Dept of Public Health
Alyssa Moore - PolicyBridge
Angela Newman - CCBH
Erica Penick - The Presidents’ Council
Danielle Price - University Hospitals
Nichelle Shaw - CCBH
Deana Washington - Journey Center for Safety and Healing

April 6, 2022
Core Modeling Team

Center for Community Health Integration Members
Heidi Gullett
Peter Hovmand
Kurt Stange
Robin Gotler
Robinson Salazar
Bethany Snyder
Brian Biroscak

Prior Team Members
Gina Cheverine
Kirstin Craciun
Andrea Lyons
Ben Miladin
Patricia Terstenyak

April 6, 2022
Developing theories that can heal and transform systems

“Essentially, all models are wrong, but some are useful”

“Theory is not inherently healing, liberatory, or revolutionary. It fulfills this function only we ask it do so and direct our theorizing towards this end”
Iceberg metaphor for structural violence

Events

Patterns over time

Structure

Values, attitudes, and norms

E.g., ‘family’, gender roles, culture, social needs, …
Racial Trauma and Healing Small Group

- Draft of simplified high-level overview of system map
- Emphasis on cumulative effects of racism, trauma, and healing as resilience
- Healing as resilience
- Gray causal links as connections to create or strengthen as examples of changing the structure of a system
- Family, community and spirituality central to resilience
Few changes to the initial structure on perspective transformation from the CMT
- Racial healing circles and story telling added as an intervention
- Building support for the short and long-term
Many factors related to access to basic social needs so students can focus

- Similar workforce and leadership issues across schools, government, businesses, etc.
- Look at/use existing structures?
Education and Economic Opportunity

- Example of workforce structure from Citizens’ Advisory Council on Equity
• Central role of community health workers (CHW) as creating connections between providers, communities, and education of medical providers

• Increasing stability of CHW jobs
Moving to simulation, preserving the “boundary object”

Qualitative causal maps

Educational Attainment
Net Change in Educational Attainment
Initial Educational Attainment
Effect of Education
Economic Opportunity
Effect of Economic Opportunity
IP Education
IP Education P

Formal computer simulation

Identical structure
Logic of feedback theory is preserved
Systems Change for Racial Equity (SCORE) Model
August 9, 2021

Levels of system insight—the type of model depends on the type of system insight needed

**Implicit models**
- There is a system
- The components of a system
- How the components are related through feedback
- How people might think about a system
- Where one could intervene
- What is transformation
- Are there common structures underlying racism
- How does history determine behavior
- What systems can generate the dynamic behavior
- Where are the leverage points
- Where are the tipping points
- Why do things happen

**Explicit models**
- Pictures, metaphors
- Causal maps, network diagrams
- Mathematical simulation models
Problem structuring—the purpose of a model depends on the type of problem being addressed.

Problem structuring—the purpose of a model depends on the type of problem being addressed

What’s the right level of aggregation for the model(s)?
How do we think about levels of data?

- Individual
- Census tracts
- Zip codes
- City/municipalities
- County

SCORE

Option A
Option B
Option C
Problem structuring—the purpose of a model depends on the type of problem being addressed

Radical Change

Community Based System Dynamics

- Perspective transformation
- Racial trauma and healing
- CHWs in Health and Healthcare
- SCORE
- Workforce development
- Neighborhoods and Housing

Status Quo

Problem structuring—the purpose of a model depends on the type of problem being addressed

Problem structuring—the purpose of a model depends on the type of problem being addressed

Overview of models developed in CSII

Merging perspective transformation, racial trauma, and healing (or “no perspective transformation without racial trauma and healing.”)

Overview of models developed in CSII

Overview of models developed in CSII

Draft program logic model from community health worker causal map.

Logic model is developed by drawing on the inputs to community health workers and the activities/outputs of community health workers and then tracing the effects on short, intermediate and long-term outcomes.

Note that outcomes appear in multiple columns because the effects of community health workers move through multiple pathways of various lengths.

### Draft CSII Community Health Worker (CHW) Program Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Short-term Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Public health dept. support</td>
<td>10. Increasing access to trusting medical providers</td>
<td>16. Access to trusted medical providers</td>
<td>22. Increased access to trusted medical providers</td>
<td>28. Increased access to primary care</td>
<td>36. Increased population level access to primary care</td>
</tr>
<tr>
<td>7. Specialty training for CHWs</td>
<td></td>
<td></td>
<td></td>
<td>33. More community health workers</td>
<td></td>
</tr>
</tbody>
</table>

**Assumptions:** Access to primary care depends on finding and having access to a trusted medical provider; lack of cultural humility and implicit bias among medical providers limit access trusted medical providers; individual and community level trauma limit number and overall capacity of community health workers; availability of funding.

**Contextual factors:** Environmental health, criminal and juvenile justice systems, food insecurity, access to primary care, access to emergency rooms, and trauma; prevalence of chronic conditions and their management; diversity in leadership in health care systems; diversity of healthcare workforce; quality of education; health literacy; geographic access to health care facilities; employer flexibility.

* Based on format from CDC Division for Heart Disease and Stroke Prevention Evaluation Guide: Developing and Using a Logic Model (available at [https://www.cdc.gov/dhdsp/docs/logic_model.pdf](https://www.cdc.gov/dhdsp/docs/logic_model.pdf))
Overview of models developed in CSII

Community Based System Dynamics

- Racial trauma, healing, and perspective transformation
- CHWs in Health and Healthcare
- Workforce development
- Neighborhoods and Housing

SCORE

Subjectivity

- Radical Change

Status Quo

Objectivity

December 2021

Toolkits, Logic Models
- Develop outline and draft Systems Thinking Toolkit that can serve as a template for other toolkits

Models
- Data supporting reference modes, initial conditions, and parameters; refine model specification, scope and testing/validation plan
- Develop (4) models with interfaces, documentation and preliminary testing/analysis
- Revise models, interfaces, etc., based on CMT feedback and supporting materials

Scripts & Manuals
- Review CMT and working group agendas and notes to document GMB agendas, scripts, and facilitation manual/handbook

January 2022

CACE update

February 2022

Model brief(s) and logic model(s) for community needs assessment and planning

March 2022

ISDC 2022 conference paper submissions and manuscripts drafted for peer review in journals

CMT review

Site visit
Options for Copyright Language

1. “No Rights Reserved” - The work will be completely unrestricted, for the public to use in any way.

2. "This work is licensed under a Creative Commons Attribution 4.0 International License". (Or, “This work is licensed under https://creativecommons.org/licenses/by/4.0/”) – The work is completely available to the public as long as it’s attributed to us as the authors.

3. "This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License". (Or, "This work is licensed under https://creativecommons.org/licenses/by-nc/4.0/") – The work is completely available to the public as long we are attributed as the authors AND for non-commercial uses only.
Sectors for future work
Sectors for future work

• Criminal justice and models of changing social norms
• Juvenile/criminal justice involvement, child welfare, and workforce development
• Affordable and stable housing
• Contracting and procurement
Crescive legitimation is the growth of informal agreement in a collectivity about the propriety of an object that differs from current normative expectations (Jacobsen, 1999, p. 256).

Workforce Development (based on CACE interviews, not simulating)
Criminal Justice (based on CACE interviews, not simulating)
Housing and Evictions (based on prior work on housing vouchers)
Contracting (based on CACE interviews, not simulating)