

EXECUTIVE SUMMARY

ASSESSING COLLECTIVE IMPACT INFRASTRUCTURE OF THE HEALTHY LIVING COLLABORATIVE

INTRODUCTION

The Healthy Living Collaborative strives to foster a model of collective impact to effectively tackle systemic barriers that challenge communities. As part of their efforts, the HLC is continually evaluating its efforts to ensure maximum impact. This report summarizes the evaluation of the first year's worth of work in three separate ways: 1) Results from the Partner Tool designed to evaluate HLC's network, 2) Results from the qualitative stakeholder interviews that assessed the HLC's work around the components of Collective Impact, and 3) Results from the evaluation of the Community Health Worker pilot program training and efforts.

SURVEY RESULTS SUMMARY: EVALUATING THE NETWORK

Using the Partner Tool, we surveyed 34 HLC members, asking 34 questions designed to evaluate the strength of relationships within the HLC's network and track the success of associated outcomes.

- **THE NETWORK:** HLC members are already highly interconnected, with the "average" member working with 15 other members in a given year. There is considerable variation among members, however, with private sector partners tending to be less centrally connected to the HLC network than healthcare and the public sector. Attempts to diversify and grow partnerships may be best focused on improving engagement in this sector.
- **THE RELATIONSHIPS:** HLC members generally exhibit a high level of trust for one another. Differences by sector are not large, suggesting that the HLC has had some success in overcoming traditional barriers between disparate partners. There is variation among specific partners that bears examination; some key partners score considerably lower on the trust index than the average coalition member.
- **GOALS AND PRIORITIES:** HLC members identified the three most important goals for the HLC as increasing community capacity, improving health outcomes, and reducing health disparities. Members were largely optimistic about the HLC's potential to accomplish these goals.

QUALITATIVE RESULTS SUMMARY: EVALUATING THE COLLECTIVE IMPACT MODEL

We conducted 10 semi-structured interviews with key HLC stakeholders:

- **WORKING TOWARD COLLECTIVE IMPACT:** The HLC's partners are united behind the mission and engaged and excited about the potential to effect real change. Partners are also eager to track the progress of their efforts, but are not certain how best to build common data and reporting solutions that can allow them to work together more effectively. Top priorities for improvement include improved communication with each other, stronger external presence through web and social media, and more financial flexibility, including the creation of a nonprofit status.

COMMUNITY HEALTH WORKER RESULTS SUMMARY: EVALUATING THE TRAINING

- **THE CHW TRAINING:** Quantitative data revealed a high level of satisfaction with the course and identified the most and least popular sessions. Qualitative data revealed themes related to strengths and weaknesses of the training course and lack of role clarity among the CHWs, and reinforced the quantitative data regarding most and least popular sessions.
- **CHW-REPORTED CHANGES:** Regarding the pre-post survey data, CHW participants made statistically significant improvements in health knowledge and psychological empowerment from baseline to follow-up. Little to no change was detected in self-reported health status and health behavior. This could reflect reality or be related to implementation and/or small sample sizes.
- **CCC OBSERVATION:** Over time, participant observers noted that CHW participation became more balanced, with most members of the group speaking up during sessions. They also noted that coaches consciously stepped back to make room for CHWs to participate.

COMMUNITY HEALTH WORKER RESULTS SUMMARY: ASSESING THE CHW & COACH PROSPECTIVE

We conducted 12 in-depth interviews with two to four CHWs from each site and all three CHW coaches:

- **LAYING A FOUNDATION:** The CHW program has made substantial progress in laying a foundation for innovative work in three communities. It has also, and not surprisingly, faced substantial challenges.
- **BETTER CONNECTIONS:** CHWs and coaches felt that more training and skill development is needed at all levels of the organization about equity, power and privilege. Issues of equity, power and privilege need to be attended to directly at all levels of the project and could be addressed through creation of more connections between CHWs, members of the HLC, and the Funders' Collaborative.