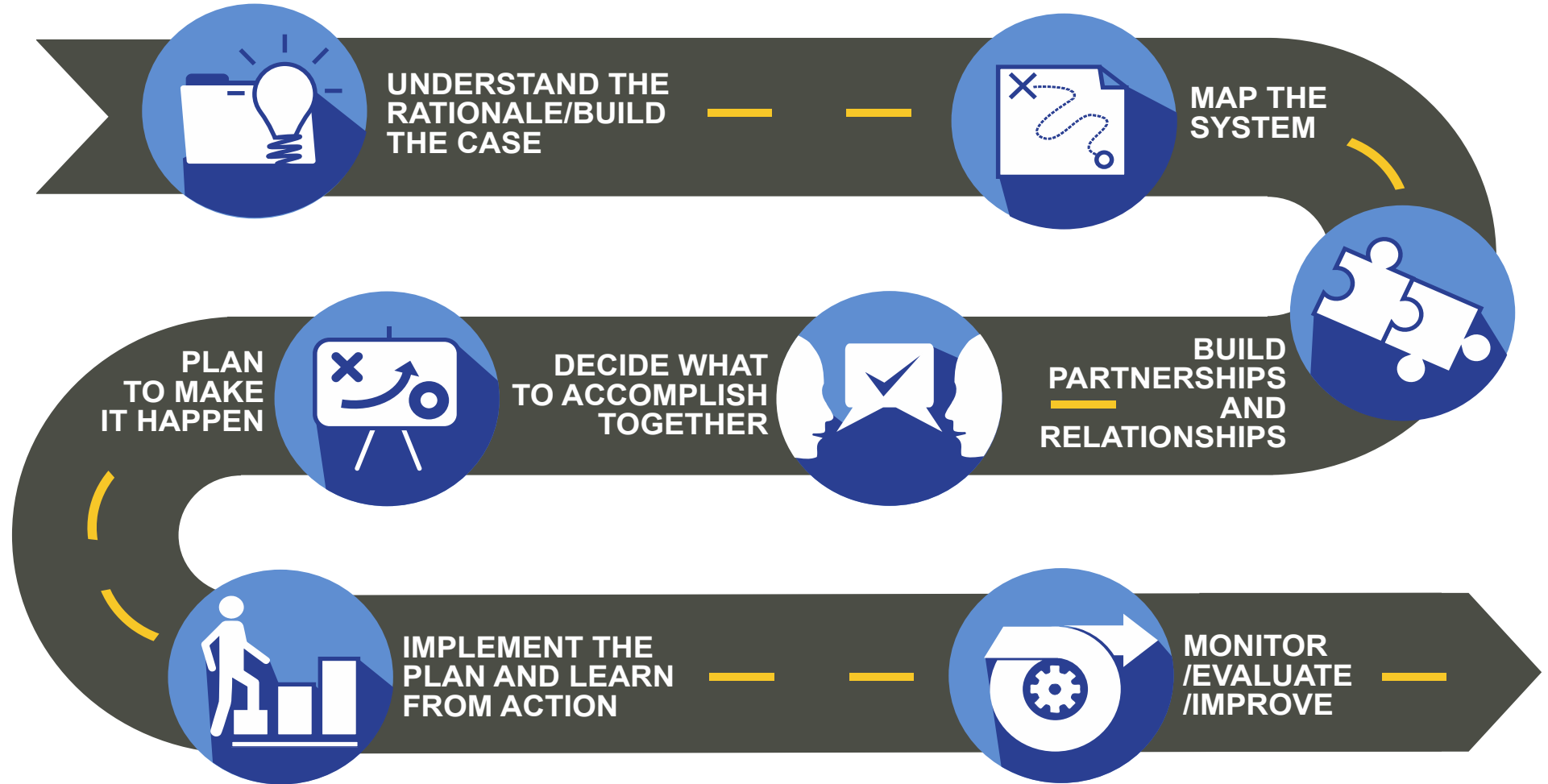


# PATH TO SYSTEMS CHANGE

## CORE ELEMENTS TO KEEP IN MIND AT EVERY STEP

- Clarify roles
- Commit to shared responsibility
- Leverage resources
- Communicate effectively
- Engage leaders and stakeholders
- Navigate cultural differences
- Implement continuous quality improvement (CQI)
- Maintain relationships to continue momentum
- Share progress with key stakeholders



# System Change Activities

## Understand the Rationale / Build the Case



- ☐ Identify the issues by looking at quantitative & qualitative data
- ☐ Identify equity gaps
  - How have you examined the data for health disparities?
- ☐ Identify related goals / strategies / mandates (state and local)
  - Is your organization operating under any existing laws or mandates impacting this issue?
  - How do other contractual obligations or mandates fit in?
- ☐ Ensure alignment with existing goals / strategies
  - How does the issue align with the goals of potential partners?
  - Have you considered competing priorities?
- ☐ Understand the organization and community perspective
  - Who will be impacted by this change and how have you gained an understanding of their perspective?

## Map the System



- ☐ Identify organizational partners and understand the landscape
  - What organizations and institutions are involved?
  - What is their role?
  - What is their connection to this issue?
  - How do they connect to each other?
  - Is there any opposition?
- ☐ Figure out who the relevant points of contact are specific to the issue within the organizations you've identified.
  - Leadership - does this person have decision making power?
  - Doers
  - Internal Influencers specific to the issue
  - Supporters
- ☐ Align on who needs to be involved in the change effort, internally and externally
- ☐ Identify possible leverage points

## Build Partnerships and Relationships



- ☐ Connect with key stakeholders
  - Reach out to key stakeholders through 1:1 meetings and informational interviews
  - Connect with key stakeholders through existing meetings (hosted or attend others) or trainings

- ☐ Communicate what your organization brings to the table; refine the business case
  - Clarify what you learned from 1:1 meetings and communicate this to potential partners
- ☐ Figure out alignment with specific stakeholder goals and values and uncover common intent; make a direct ask
  - Where do you see your organization fitting into this effort?
  - Would your organization be willing to come to the table to work on this effort?
- ☐ Identify messages and messengers (leadership, community advocates, etc.)
- ☐ Ensure alignment with organizational leadership
  - Who is communicating with leadership?
  - How are they making the case to leadership?
  - Is there leadership buy-in?
- ☐ Convene identified stakeholder group
  - ☐ Clarify jargon / find common language
  - ☐ Identify assets or barriers in prior collaborative projects
  - ☐ Assess political context and public support

# System Change Activities

## Decide What to Accomplish Together



- ☐ Identify the problem we are trying to solve
- ☐ Identify and align on the system change goal
- ☐ Identify and align on a strategy to meet the goal
  - Is there an evidence base supporting your strategy?
- ☐ Identify what success will look like
  - How will success be measured?

## Plan to Make It Happen



- ☐ Further identify and clarify roles specific to the collaboration
- ☐ Refine informal / formal agreements
- ☐ Discuss funding and resources. What does each organization bring to the table (e.g. staff time, expertise/knowledge, funds, data, existing relationships/partnerships, decision making authority or access to those who do, meeting venues, other).
- ☐ Consider sustainability plans
  - What infrastructure and capacity is in place?
  - What else is needed?
- ☐ Pick a pilot
- ☐ Write a 30-60-90-day plan
- ☐ Develop the workflow
- ☐ Communicate back to each organization

- ☐ Identify a lead to serve as point person on the effort
  - How will leadership be involved/informed?
  - What will be the roles & responsibilities of the lead?
- ☐ Prepare all organizations for change.
  - What are the resources readily available for the change? How am I going to utilize them to include and involve everyone that the change will affect?
  - Who are potential supporters of this change? How can their support be leveraged?

## Implement the Plan and Learn from Action



- ☐ Implement the plan
- ☐ Monitor and track progress
  - How will change be measured?
  - What is the plan for maintaining communication w/ partners? Impacted communities?
- ☐ Identify roadblocks and make changes (Continuous Quality Improvement)
- ☐ Ensure key partners for implementation are engaged and invested
  - How will you know?
- ☐ Revisit the power map
- ☐ Redefine role and responsibilities and refine to meet goals

- ☐ Explore necessary strategies for sustainability
  - Are the partners still relevant? Are there new partners that need to be brought on board?
  - What supports are necessary to ensure sustainability?
- ☐ Identify and celebrate accomplishments
- ☐ Share success stories

## Monitor, Evaluate, Improve



- ☐ Gather information (survey, data)
- ☐ Evaluate the process, outcomes and determine the cost / benefit
- ☐ Determine if objectives were met
- ☐ Communicate learnings
- ☐ Identify any new opportunities to resource the work
- ☐ Determine next steps for scaling / spreading
- ☐ Determine the transition and sustainability plans
- ☐ Recommit to the effort

# Systems Change Tools and Resources

## Understand the Rationale / Build the Case



- ☐ Qualitative community stories
- ☐ Community Health Improvement Plan (CHIP)
- ☐ CCO incentive metrics
- ☐ County health rankings and road maps
- ☐ Population level data
- ☐ Grantee work plans
- ☐ CCO transformation & policy strategies
- ☐ Department strategic plans
- ☐ Local strategic plans
- ☐ Health burden cost analysis
- ☐ Readiness assessment

## Map the System



- ☐ Power map
- ☐ Actors and assets diagram

## Build Partnerships and Relationships



- ☐ Stakeholder analysis / matrix
- ☐ Talking points / messages about big picture / end goal / rationale / strategy
- ☐ Role analysis
- ☐ Policy Change Model tools
- ☐ Network analysis (Rethink health)

- ☐ Strategic communication tools
- ☐ Host a training or educational event to continue to build new or strengthen existing relationships

## Decide What to Accomplish Together



- ☐ Appreciative inquiry
- ☐ World Café method
- ☐ Journey mapping

## Plan to Make It Happen



- ☐ Role clarification tool
- ☐ 30-60-90-day plan
- ☐ Organizational mapping
- ☐ Aims and drivers diagram

## Implement the Plan and Learn from Action



- ☐ Tracking / testing tool (Plan-Do-Study-Act tool)
- ☐ Community Power Map
- ☐ Key informant interviews

## Monitor / Evaluate / Improve



- ☐ Key informant interviews
- ☐ Self evaluation survey
- ☐ Oregon Data and Evaluation Reporting System / data reports
- ☐ CCO metrics performance reports
- ☐ Oregon Public Health Assessment tool
- ☐ Director's resource guide