NASDOH
NATIONAL ALLIANCE TO IMPACT THE SOCIAL DETERMINANTS OF HEALTH

MULTI-SECTORAL ALLIANCE RESOURCE COMPENDIUM

National Alliance to Impact the
Social Determinants of Health

WINTER 2021

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I. INTRODUCTION

The National Alliance to impact the Social Determinants of Health (NASDOH) is a group of stakeholders that seeks to make a material improvement in the lives of individuals and communities and, through multi-sectoral partnerships, advance holistic, value-based, person-centered health care that can successfully impact the social determinants of health (SDOH). NASDOH focuses on addressing federal regulatory frameworks, funding environments and opportunities, and practical challenges at the national level to implementing and sustaining SDOH efforts at the community level.

Although we are a national alliance, our members have experience building, participating in, and sustaining multi-sectoral alliances to address SDOH in communities across the country. In accordance with NASDOH's shared learning priority, we sought to develop a compendium that clearly articulates why multi-sectoral partnerships are essential to address adverse SDOH, provides a framework to guide establishment of multi-sectoral alliances, and highlights a curated set of resources, with a focus on guidance and best practices for structures and processes to support community capacity to build multi-sectoral alliances.

Broadly, this compendium is intended to support multi-sectoral alliances focused on SDOH. We believe that stakeholders at different stages of that journey will find it valuable. We have included resources that will be useful to stakeholders who are:

- Interested in addressing SDOH in their community and want to learn more about why multi-sectoral alliances can be an effective approach,

- Committed to developing a multi-sectoral alliance but need resources to get started, or

- In established alliances and looking for guidance on certain topics.

Similarly, these resources offer value for organizations from the many different sectors that should be involved in this work, and who have different roles in an alliance (e.g., leader, convener, participant). Although many of the resources are focused on or call attention to the roles of health care, public health, and community-based organizations, the processes and programs described within are generalizable to varying degrees across sectors.

HEALTH IS MORE THAN HEALTH CARE

The World Health Organization (WHO) defines the social determinants of health as "conditions in the environments where people are born, grow, live, work, and age that affect health outcomes and risks, and the broader systems that shape those conditions, including social, political, and economic programs, and policies." Health outcomes are strongly impacted by upstream social determinants of health, which include a variety of non-medical factors like food access and nutrition, transportation, housing, incarceration and recidivism, jobs and wages, safety, education, and other community-based and environmental conditions. Nations and states with a higher ratio of social to health spending have significantly better health outcomes in areas including adult obesity, diabetes, lung cancer, asthma, and heart disease.[1]

While stakeholders increasingly recognize and seek to mitigate SDOH as part of a solution to improve health outcomes and reduce overall health care cost, their efforts to date have focused on bilateral relationships and the outcomes of SDOH: social need. These efforts are an important element to address the needs of individuals, and they are capturing the attention of public- and private-sector policymakers. However, to make a lasting impact on health, it is essential to target the upstream SDOH factors and impact the community-level conditions before they result in the social and clinical needs that contribute to poor health.

SOCIAL NEEDS:
The immediate, non-medical needs of an individual. Efforts to address social needs provide invaluable assistance to individuals—for example, providing food, housing and transportation to a person or family—but do not address the underlying economic or social conditions that lead to social needs.

SOCIAL DETERMINANTS OF HEALTH:
The conditions in the environments where people are born, grow, live, work, and age that affect health outcomes and risks, and the broader systems that shape those conditions, including social, political, and economic programs and policies. Efforts to address SDOH prioritize the underlying social and economic conditions in which people live, rather than the immediate needs of any one individual.

ADDRESSING SDOH REQUIRES MULTI-SECTORAL PARTNERSHIP

Individual sectors have been deploying their own resources to address SDOH and social need. These efforts may chip away at the edges of larger structural issues, but to encourage this on a wider scale, contributions from a broader swath of community players will be needed. While each individual sector has a role to play, it cannot be the responsibility of a single sector alone.

Addressing SDOH demands greater collaboration and innovation among sectors and public and private stakeholders. This can only be accomplished through multi-sectoral collaboration, in which stakeholders bring their individual assets to the table and build solutions to impact SDOH together. Across the country, multi-sectoral collaborations, or alliances, are emerging and achieving success in addressing SDOH.

[1]Rubin, J., Jirka Taylor, Joachim Krapels, Alex Sutherland, Melissa Francisca Felician, Jodi L. Liu, Lois M. Davis, and Charlene Rohr (2016), Are better health outcomes related to social expenditure? A cross-national empirical analysis of social expenditure and population health measures, Santa Monica, Calif.: RAND Corporation, https://www.rand.org/pubs/research_reports/RR1252.html

However, multi-sectoral alliance efforts are not necessarily simple to develop. To be successful, an alliance must have a clear vision, innovative organizational structure, identified avenues for collaborative action, and strong management to develop and operationalize a long-term roadmap for creating health, equity, and resilience in communities. This requires cooperation between multi-sectoral stakeholders that may have limited experience working together, and in some cases, may even represent competitors or have adversarial interests. Building broad support for multi-sectoral work also requires partnership between the public and private sectors at the local, state, and federal level so that efforts transcend partisanship, promote inclusion of traditional and non-traditional stakeholders, and highlight the opportunity costs of inaction.

SYSTEMS CHANGE FOR MAXIMUM IMPACT

In compiling the compendium, we seek to surface common challenges that can inhibit multi-sectoral collaboration and highlight opportunities and effective tools to advance action. Importantly, we intend to elevate the need for systems thinking and foster systems change to address the community conditions which moderate health. Systems thinking requires us to consider the broader system in which an issue is contextualized, including the many stakeholders the system encompasses, and the ways those stakeholders interact; systems change is about addressing the root causes of social issues by altering the components and structures that cause the system to behave as it does.[2] Integral to systems change is including community representatives in the multi-sectoral alliance and centering the community priorities in the alliances' efforts.

Recognizing that our health is influenced by SDOH, NASDOH stresses the need for comprehensive action at a systems level. Individual interventions make meaningful differences in individual lives, but adverse SDOH are best improved through collaborative initiatives which address the upstream and systemic causes which lead to poor SDOH.

We want to be explicit in stating that each resource is valuable, and the compendium as a whole seeks to provide guidance and actionable tools to advance systems thinking and support systems change. We encourage compendium users and stakeholders to adopt a systems change approach to addressing SDOH for meaningful and lasting improvements in health.

A NOTE ABOUT SUSTAINABILITY AND SCALE

Alliances focused on improving health often face a magnitude of need in the community that exceeds the scale at which they have the means or infrastructure to meet initially. In addition, they may lack the capacity to sustain operations over time. Without appropriately scaling efforts to meet their goals and objectives and securing funding and financing to sustain operations over time, the tangible impact of collaborative efforts may be severely underminded. Stakeholder confidence may erode and commitment may waiver. It must be said that addressing SDOH is a long-term investment and it is essential that the work be appropriately scaled and resourced to the outcomes communities wish to achieve.

In the compendium, we address critical factors that can inhibit a multi-sectoral collaboration from achieving impacts at scale: data, funding and financing. Data that captures the most comprehensive community health landscape is critical to determine existing needs and the scale of efforts needed to effectively address them. Seeking sufficient resources and developing sustainable funding strategies are essential to meet the scale of existing need in a community and fundamentally improve community conditions to improve health. We have included resources which can help multi-sectoral alliances to address scale and sustainability. We encourage stakeholders to prioritize these considerations as they develop and deploy their efforts for maximum impact.

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[2]Misra, S., & Maxwell, J. (2016). Three keys to unlocking systems-level change. Stanford Social Innovation Review. Retrieved October, 31, 2016.

USING THIS RESOURCE COMPENDIUM

The NASDOH compendium includes a variety of resources that:

- Help collaboratives develop a strong foundation, which involves identifying the needs of their communities from the start;
- Allow users to identify the right sectors, representatives, and conveners in these collaboratives and identify the populations to impact;
- Help alliances to accurately assess their strengths and weaknesses to achieve its mission; and,
- Are accompanied by guidance on when the resources are appropriate to use and have evidence to suggest they are effective.

FORMING MULTI-SECTORAL ALLIANCES
- A. Identifying Purpose
- B. Composition

GOVERNANCE, LEADERSHIP, AND COLLABORATION
- A. Governance
- B. Leadership
- C. Building Aptitude for Collaboration

BUILDING STRATEGY
- A. Identifying Needs and Objectives
- B. Developing Strategy
- C. Assessing the Coalition

BUILDING CAPACITY
- A. Consumer and Community Engagement
- B. Data and Coordination

SUSTAINABILITY
- A. Financing
- B. Policy and Advocacy

TAKING ACTION
- A. Intervention Development
- B. Intervention Assessment

We list relevant resources, which include guidance documents and best practices, case studies and examples, and tools in each section. NASDOH has provided a brief description of the resource, the value our members think the resource provides, and what the resource is useful for. Each resource is accompanied by an icon, which links you to each resource available online.

We know from NASDOH members' experience that the process for forming and sustaining an alliance is not linear. Therefore, the compendium is not necessarily intended to be used chronologically or sequentially. We encourage users to review and use the resources and tools based on where they are in the process of developing a multi-sectoral alliance. We have cross-listed resources if they are relevant in multiple areas.

The resources included were current at the time we published this compendium. We will regularly update the **NASDOH website**, which also provides links to these resources.

The content was reviewed by NASDOH to ensure relevance and importance. However, the resources were compiled from a variety of sources and we make no representation or warranty regarding the availability, completeness, quality, or adequacy of the resources.
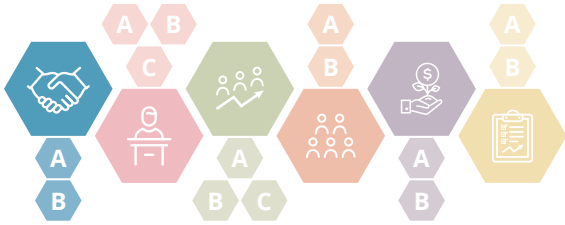
II. FORMING MULTI-SECTORAL ALLIANCES

This section addresses the fundamentals of building an alliance, with a focus on resources that help an organization to develop a shared vision and bring different sectors to the collaborative table.

A. IDENTIFYING PURPOSE

A critical element for building a multi-sector alliance to impact SDOH is identifying and agreeing on a common pain point in the community and setting a vision. As each community is unique, the problems and pain points will look different depending on the community's social, political, and economic factors. These factors act to create unique health challenges. The most effective alliances are those that identify pain points felt across many sectors and stakeholders throughout the community and bring those together to work on common solutions. It is important that those interested in building multi-sectoral alliances not only consider the common pain points in their community, but also set a vision for how the community should look with absence of challenges.

Identifying common pain points and articulating a vision solidify the purpose of the the multi-sector alliance. These tasks require the input of a diverse set of stakeholders. Gathering many perspectives, especially those of the community members themselves, can ensure that the alliance's vision is representative of the community's needs and goals. It is equally important to gather the challenges stakeholders face in their communities as well as the values and goals they hope to see their community achieve. Focusing time and energy on gathering these insights will provide the foundation for a strong and effective alliance.

Community Toolbox

Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The two toolkits below can assist you in forming your alliance and identifying the community problem(s) central to your alliance.

SOURCE	HOW THIS CAN BE HELPFUL
Creating and Maintaining Coalitions and Partnerships (Toolkit 1) 🪧🔧	• Form cohesion within your alliance • Begin conversations on the shared values, goals, visions, objectives that will hold your alliance together • Identify barriers to alliance success and financial requirements • Consider the alliance structure and the alliance's recruitment plan • Access additional resources for convening an alliance
Analyzing Problems and Goals (Toolkit 3) 🪧🔧	• Identify and frame priority problems or goals • Understand the social, political, and physical environment surrounding the problem(s) or goal(s) • Find targets to address the problem(s) or goal(s) • Connect with additional resources to identify and understand priority problem(s)

Developing a Community Health Improvement Vision

National Association of County and City Health Officials (NACCHO) (2011)

NACCHO provides tools and resources to improve community health, including its comprehensive framework "Mobilizing for Action through Planning and Partnerships." We have selected resources that are useful for anyone striving to improve community health whether or not you are implementing the full NACCHO framework. This resource is particularly useful in creating a vision for health improvement.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece 🪧	• Generate a community health improvement vision statement • Find additional resources from the Mobilizing for Action through Planning and Partnerships Framework

Questions to Consider When Organizing a Coalition

HHS Office of Disease Prevention and Health Promotion (ODPHP) (n.d.)

ODPHP leads the Healthy People 2030 initiative. We have chosen Healthy People resources relevant to community level health and alliance efforts. This resource provides questions that prompt a thorough consideration of the factors that influence alliance building.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• **Brainstorm the desired makeup of your alliance**

Developing Effective Coalitions: An Eight Step Guide

Prevention Institute (2002)

The Prevention Institute partners with communities, local government entities, foundations, multiple sectors, and public health agencies to bring cutting-edge research, practice, strategy, and analysis Although the examples given in this paper are specific to injury prevention coalitions, most can be applied to coalitions working on a variety of health-related issues.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• **Determine whether to form an alliance**
	• **Recruit the right alliance members**
	• **Convene and manage an alliance**
	• **Maintain a strong alliance**

Four-Step Path to Community Development-Healthcare Partnership™

Build Healthy Places Network (2018)

The Build Healthy Places Network framework provides tools and lessons for cross-sector collaboration. This report poses questions with accompanying resources to prompt consideration of the factors that influence alliance building.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Assess the need for a collaborative effort and the capacity to form one**
	• **Map and network a potential alliance**
	• **Develop the case for your alliance**
	• **Build partnerships**

B. COMPOSITION

SDOH are the environments in which we live, work, and play that determine our health and health behaviors. For an alliance to successfully impact these overarching factors that broadly affect the health of the community, it must bring the right stakeholders to the table. In addition to which sectors to bring together, you must also consider what types of stakeholders. Factors to consider when selecting stakeholders include stature and influence in the communities; representation of both public and private interests; diversity in backgrounds and perspectives; and, the roles and responsibilities a representative has within their own organization.

Health care and public health sectors play an important role in building alliances to impact SDOH. However, they are not the only sectors that have a stake in SDOH. Impactful sectors include, but are not limited to, the health care sector; the business sector including individuals companies, business groups, and chambers of commerce; local government entities including public health, social services, human services, economic development, safety and justice; community-based organizations like faith-based groups, food pantries, nonprofit legal service organizations, local advocacy groups and other community representatives; and, individuals from the community that bring lived experience and community expertise.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Collaboration: Engaging Diverse Sectors (Section 2)
The Practical Playbook II: Building Multisector Partnerships That Work, de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. We point users to Section 2 of the Playbook, which offers several chapters (10 – 16) that users may select based on the particular stakeholder type you seek to gain, beginning with an overview (10) and ending with guidance to scale up collaborations (16).

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Foster collaboration
	• Identify the appropriate sectors need for an alliance
	• Engage a diverse set of stakeholders

The Practical Playbook II: Building Multisector Partnerships that Work
de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. The following five chapters provide lessons specifically on gathering members for an alliance.

SOURCE	HOW THIS CAN BE HELPFUL
Improving Health Through Cross-Sector Partnerships (Chapter 3)	• Learn about the importance of cross-sector work • Become aware of the challenges to cross-sector work • Understand how the public health sector can lead in this area
Insight from National Experts: From the Community-Based Organization Sector (Chapter 4)	• Discover examples of community-based, multi-sector health partnerships • Learn about efforts at improving community health through housing
Business and Public Health: Why Corporate America Will Soon Help Lead the Public Health Charge (Chapter 7)	• Discover examples of community-based, multi-sector health partnerships • Learn about efforts at improving community health through housing
The Path Forward: The Role of Hospitals and Health Systems in Advancing Health and Well-Being for Individuals and Communities (Chapter 8)	• Make the financial case for community health alliances • Understand the inherent connection between individual and population health • Attract health care parties towards community health efforts
Primary Care and the Social Determinants of Health: Lessons on Care Models, Capacity, and Culture for the Journey Upstream (Chapter 9)	• Understand the concept of "moving upstream" to address health • Establish a stronger notion of the social determinants of health (SDOH) • Learn about the range of care models

Mobilizing for Action through Planning and Partnerships, Engaging Local Public Health System Partners
National Association of County and City Health Officials (NACCHO) (2011)

NACCHO provides tools and resources to improve community health, including its comprehensive framework "Mobilizing for Action through Planning and Partnerships." We have selected resources that are useful for anyone striving to improve community health whether or not you are implementing the full NACCHO framework. The resources below contain advice on gaining buy-in from public health systems, hospitals, and academic communities.

SOURCE	HOW THIS CAN BE HELPFUL
Public Health System Partners (Slide Deck)	• Learn about the importance of cross-sector work • Become aware of the challenges to cross-sector work • Understand how the public health sector can lead in this area
Hospitals (Slide Deck)	• Understand reasons to partner with the health care sector • Identify opportunities to involve the health care sector • Become aware of the challenges to involving the health care sector and ways to overcome these challenges
Academic Community (Slide Deck)	• Understand reasons to partner with an academic institution • Identify opportunities to involve academic institutions • Become aware of the challenges to involving academic institutions and ways to overcome these challenges

Creating and Maintaining Coalitions and Partnerships (Toolkit 1)
Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. This toolkit offers factors to consider about the structure and organization of the alliance itself.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• Form cohesion within your alliance • Begin conversations on the shared values, goals, visions, objectives that will hold your alliance together • Identify barriers to alliance success and financial requirements • Consider the alliance structure and the alliance's recruitment plan • Access additional resources for convening an alliance

Brainstorm: Potential Valuable Partners
HHS Office of Disease Prevention and Health Promotion (ODPHP) (n.d.)

ODPHP leads the Healthy People 2030 initiative. We have chosen Healthy People resources relevant to community level health and alliance efforts. This resource offers a list of potential entities to involve within each sector.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• Identify the potential organizations within each sector related to community health

Environmental Scan: Role of Corporate America in Community Health and Wellness
Health Enhancement Research Organization (HERO) (2014)

HERO is a national leader in employee health management, research, education, policy, strategy, leadership, and infrastructure. We have chosen this resource for its value added in presenting the rationale for businesses to be involved in addressing health at the community level and the role that businesses can play in this environment.
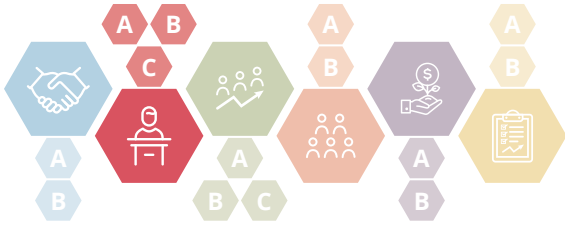
SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Case Study	• Identify what organizations are the major players in the business-community space. • Understand the current state of business-community partnerships and initiatives. • Learn about the business case or logic model for corporate investment in community health improvement.

III. GOVERNANCE, LEADERSHIP, AND COLLABORATION

This section focuses on the alliance structures and processes. The resources included provide guidance on how an alliance may be governed and led, and how to foster collaboration among its members.

A. GOVERNANCE

The impact of an alliance is highly influenced by the strength of its governance. Good governance sets clear expectations about alliance member roles and outlines the rules for engagement as well as the internal system of decision-making. Good governance prevents confusion or misunderstanding among alliances members and establishes streamlined systems for communication and decision-making. Defining the structure and rules of engagement for the alliance is key to ensuring that the alliance reaches its full potential, achieves impact within the community, and sustains itself over the long run.

Governance structures can include many inner layers, including a steering committee, a management team, operations teams, and working groups depending on the community and alliance context. To ensure mutual understanding, governance structures can be visually represented to depict the various subgroups and respective information flows among the subgroups.

Improving Organizational Management and Development (Toolkit 15)

Community Toolbox, Center for Community Health and Development, University of Kansas
(1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. We have included the tool below for its detailed guidance on building and improving an alliance through governance and management strategies.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• **Create a governance structure**
	• **Manage and enhance alliance efforts**
	• **Enable internal and external alliance communication**

Public Health Governing Entity Assessment Handbook 3.0

National Association of Local Boards of Health (2011)

This handbook is designed to implement the Governance Assessment for the National Public Health Performance Standards. We have chosen this resource for users within or outside this frame to learn helpful tips about the process, the people, and the logistics of governance assessment. This resource is targeted at the public health sector but offers valuable insights in governance that extend beyond this sector.
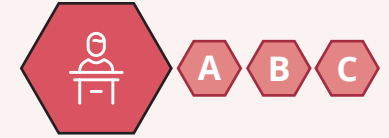
SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• **Improve public health practices**
	• **Understand governance and oversight for local public health efforts**
	• **Plan for, conduct, and use the results of a governance assessment**

CAPGI Governance (Slide Deck)

The Urban Institute (2019)

This resource is designed for participants using the Collaborative Approach to Public Goods Investments (CAPGI) frame. We have selected certain resources that provide valuable information whether or not you are implementing the full CAPGI framework. Though it uses CAPGI-specific terms and language, the resource highlights a useful process for governance that can serve CAPGI users and users unassociated with CAPGI alike.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• **Learn tips to build a governing system for an alliance**

B. LEADERSHIP

Leadership is a key component of a successful alliance. An effective alliance leader engages in the community and has a familiarity with existing partnerships or interest in growing partnerships across multiple sectors. An alliance leader has the responsibility of developing and carrying out the alliances vision, goals, strategic plan, interventions, and evaluations. Additionally, it must strive to continually develop the competencies of the group, and its own leadership competencies.

Often, an alliance leader acts as the convener for the alliance and serves as the backbone organization that supports the alliance. A backbone organization guides the creation of the vision and strategy as well as support aligned activities to achieve its vision. While all members of an alliance assume some form of responsibility, the backbone organization is integral in fostering collaboration, coordinating across members, and acting as the central point contact to ensure that the alliance's work is aligned and proceeding as planned.

Organizations in the public health and health care sectors are naturally positioned to assume a leadership role for a SDOH alliance. These organizations typically have a strong understanding of the community's existing health system structure. They are likely to understand where the gaps in the health system exist and where an SDOH alliance would best fit. Nonetheless, organizations from other sectors, such as community-based organizations and advocacy groups, can also lead an alliance. Regardless of the leader, the key to an effective alliance is bringing together a comprehensive set of stakeholders from all relevant sectors.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Building Leadership (Toolkit 6)

Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The toolkit below serves users from almost any sector and offers universally valuable guidance to improve leadership.

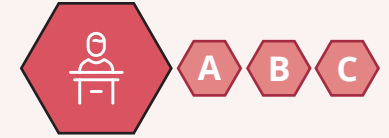| SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Become an engaged community leader**
	• **Assess your strengths and identify what competencies you can bring to lead an alliance**
	• **Set leadership goals and mechanisms to develop as a leader**
	• **Consider the alliance structure and the alliance's recruitment plan**

Build Community Alliances
Health Equity Guide, A Human Impact Partners Project (n.d.)

The Build Community Alliances, an initiative of the Human Impact Partners Project, is designed for community health departments. Though this resource primarily targets local health departments, it offers valuable tools and examples for users in any sector to build an alliance to impact health equity.

SOURCE	HOW THIS CAN BE HELPFUL
Case Studies	• Discover cases and best practices for alliance development • Build an alliance to advance health equity • Strengthen your leadership capacity

The Essential Skills of Cross Sector Leadership (Guide)
Stanford Social Innovation Review (2018)

The Stanford Innovation Review provides research and practice-based knowledge to social change leaders. This resource provides a high-level overview that consists of advice to build teams and solve problems.

| SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Build and manage strong cross-sector teams • Identify the challenges and opportunities in leading an initiative

C. BUILDING APTITUDE FOR COLLABORATION

To harness the collective power of an alliance, there must be mechanisms in place to build and maintain an aptitude for collaboration. In communities across the country, many stakeholders from different sectors have similar, parallel work streams; in some case, stakeholders may be competitors or have adjacent interests. A key component of effective alliances is collaboration; fostering partnerships and coordinating is crucial to successfully impact change.
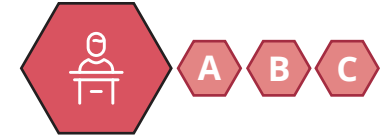
It is essential that an alliance has mechanisms to foster and harness the benefit of collaborative efforts to achieve its goals it set out for its community. Regarding community health and SDOH, collaboration can ensure that all factors influencing health are effectively and broadly addressed.

TOOLS AND RESOURCES

GUIDANCE   **EXAMPLE OR CASE STUDY**   **TOOL**

Increasing Participation and Membership (Toolkit 8)

Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. While the toolkit here provides a broad range of advice relating to the beginning stages of an alliance, its advice serves an ongoing purpose for alliances to continue to grow and strengthen.
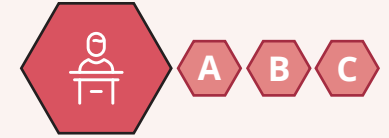
SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Determine the need for an alliance**
	• **Identify the right parties to involve**
	• **Conduct outreach to parties of interest**
	• **Create an alliance atmosphere that fosters collaboration**
	• **Assess the collaborative efforts**

Taking Collaborations to Scale

The Practical Playbook II: Building Multisector Partnerships That Work, de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. Section 16, Taking Collaborations to Scale, offers information and advice on data, responsibility, trust building, and other elements to strengthen collaborative efforts.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Case Study	• Learn about data and relationship building within an alliance to foster strong, collaborative partnerships.
	• Discover case examples that illuminate successful attempts to scale up.

Developing Effective Coalitions: An Eight Step Guide

Prevention Institute (2002)

The Eight Step Guide, a resource from the Prevention Institute, identifies health equity as a central focus. This focus proves to be a useful element for internal alliances building whether or not you have intentionally chosen to focus on health equity externally in your community.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Determine whether to form an alliance
	• Recruit the right alliance members
	• Convene and manage an alliance
	• Maintain a strong alliance

Four-Step Path to Community Development-Healthcare Partnership™ (Report)

Build Healthy Places Network (2018)

The Build Healthy Places Network framework provides tools and lessons for cross-sector collaboration. This report poses questions with accompanying resources to prompt consideration of the factors that influence alliance building.
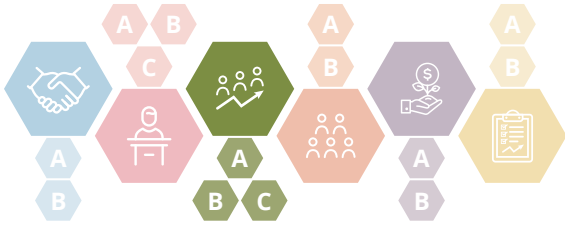
SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Assess the need for a collaborative effort and the capacity to form one
	• Map and network a potential alliance
	• Develop the case for your alliance
	• Build partnerships

IV. BUILDING STRATEGY

This section focuses on developing an alliance's strategy in support of its vision. The resources include tools on identifying needs in the community, strategic planning to address those needs, and assessing the impact of the alliance's effort towards it mission.

A. IDENTIFYING NEEDS AND OBJECTIVES

Assessing needs, building a strategy, and assessing your alliance inform how the alliance will achieve its vision and purpose. Goals are meant be practical devices to facilitate the alliance in carrying out tasks that are specific, timely, and measurable. It is important for goals to be aligned with the community needs and alliance priorities. Therefore, before setting goals, the alliance must identify the community's health needs and priorities.

Conducting a community needs assessment involves identifying qualitative evidence on health challenges and priorities in the community and selecting data to capture the needs of the community. After needs are assessed, an alliance can work to ensure that its focus aligns with the identified needs. Tools like community needs assessments are useful resources to evaluate the work that the alliance needs to do in the community.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Assessing Community Needs and Resources (Toolkit 2)

Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The toolkit here provides a comprehensive road map to assess community needs.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Explore priorities in your community and among alliance stakeholders**
	• **Understand the evidence related to your priority/priorities**
	• **Describe the barriers and resources for addressing the identified issues**

Social Need Screening Tools Comparison Table
Social Interventions Research & Evaluation Network

This table is a compilation of several resources. We have included it so that users can evaluate several screening tools and select the tool most useful to you based on the criteria provided on the website.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• Compare the most widely used social health screening tools
	• Select the screening and assessment tool best for your initiative

Community Needs Assessment (Guidebook)
The Centers for Disease Control and Prevention (CDC) (2013)

The CDC's Community Needs Assessment guidebook is a lengthy resource, but offers an abundance of tips to conduct a community needs assessment. Particularly useful is Section 1: Overview (pg 6-11) and Section 2: Prepare for a Community Needs Assessment (pg 12-26). Section 5: Create a Community Action Plan (pg 40-48) offers important insight on the steps you can take following a community needs assessment.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Plan a needs assessment
	• Find resources to conduct a needs assessment
	• Review and rate data
	• Record and review consolidated data
	• Develop an action plan

Conducting a Community Needs Assessment (Guidebook)
Community Action Partnership (2018)

This resource, from the Community Action Partnership, offers an abundance of information, guidance, and examples on Community Needs Assessments, with helpful information for users in any sector.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Case Studies	• Conduct a needs assessment, including collecting quantitative and qualitative data, analyzing data, preparing, and communicating report

B. DEVELOPING STRATEGY

A strategic plan acts as the bridge between community needs and alliance objectives. The most effective strategic plans are those with specific tasks that are actionable, measurable, and set on an established timeline. The strategic plan considers and incorporates all the following: the community needs, the community vision, the alliance goals and objectives, relevant health data and indicators, and mechanisms to assess and evaluate alliance performance. Whereas the vision and objectives can be aspirational, the strategic plan is concrete and actionable. It informs how the alliance will move from goals to tangible tasks.

TOOLS AND RESOURCES

🪧 GUIDANCE   🔨 EXAMPLE OR CASE STUDY   🔧 TOOL

Community Toolbox

Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The two toolkits below offer extensive and in-depth guidance to help your alliance as it builds out its strategy to affect change.

SOURCE	HOW THIS CAN BE HELPFUL
Developing Strategic and Action Plans (Toolkit 5) 🪧🔧	• Developing a vision, mission, objectives, strategies, and action plan for your collaborative effort
Analyzing Problems and Goals (Toolkit 3) 🪧🔧	• Identify and frame priority problems or goals • Understand the social, political, and physical environment surrounding the problem or goal • Find targets to address the problems or goals • Connect with additional resources to identify and understand priority problems

Mobilizing for Action through Planning and Partnerships
National Association of County and City Health Officials (NACCHO) (2011)

NACCHO provides tools and resources to improve community health, including its comprehensive framework "Mobilizing for Action through Planning and Partnerships." We have selected resources that are useful for anyone striving to improve community health whether or not you are implementing the full NACCHO framework. We chose the below resources for their usefulness in guiding users through the process of developing, strategizing, and prioritizing goals and issues.

SOURCE	HOW THIS CAN BE HELPFUL
Developing Goals, Strategies, and an Action Plan (Phase 5)	• Develop goals, strategies, and an action plan for your alliance • Review sample reports of successful strategy plans • Discover resources to utilize for strategy development
Developing Goals, Objectives, and Performance Indicators for Community Health Improvement Plans (CHIPs) (Slide Deck)	• Develop goals and objectives for your community health collaboration • Identify performance indicators to measure progress towards your goals and objectives
Prioritizing Issues (Slide Deck)	• Identify strategic issues • Find tools to assist you with priority identification • Plan a prioritization process and plan, considering stakeholder and community interests
Identifying Effective Strategies to Address the Social Determinants of Health (Slide Deck)	• Discover effective strategies to address SDOH • Learn about the elements of intervention strategies • Find evidence to support and measure your strategy

Healthy People 2030

HHS Office of Disease Prevention and Health Promotion (ODPHP) (n.d.)

ODPHP leads the Healthy People 2030 initiative. We have chosen Healthy People resources relevant to community level health and alliance efforts. This resource provides users with an extensive list of health measures that you can select to track the impact of your alliance's work.

SOURCE	HOW THIS CAN BE HELPFUL
Potential Health Measures (Worksheet)	• Identify different types of measures to track your community plan
	• Explore a comprehensive, categorized list of potential community measures
Setting Targets for Objectives (Worksheet)	• Set targets for health outcomes and performance
	• Refine your performance measurements

Tools for Intersector Collaboration (Report)

The Intersector Project (2017)

This resource is for users in the government, business, and non-profit sectors and was chosen for its value added in lessons and insights of cross-sector community collaboration, whether or not you are implementing the full Intersector framework. Though its content encompasses multiple layers in this compendium, its design and implementation sections are most useful for developing a strategy.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Diagnose, design, implement, and assess successful multi-sector collaborations
	• Review case studies in successful multi-sector collaboration strategies

C. ASSESSING THE COALITION

For an alliance to continually improve and adapt to the input from its community and stakeholders, it must establish mechanisms to assess the impact of its efforts. Assessment should evaluate the strengths and weaknesses of the alliance itself, as well as the impact or returns the alliance generates and whether it is achieving the objectives articulated in its shared vision.

A robust assessment system includes assessments on the alliance leadership, each alliance member, the collaborative nature of the alliance, the relationship between alliance and community, and the programs/impacts generated by the alliance. Assessments themselves serve little use. The benefits of an assessment are only achieved if the results and feedback are meaningfully digested and incorporated back into the work of the alliance. It is up to the alliance's leadership to determine how assessment results will inform the alliance going forward.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Framework for Assessing Accountable Communities for Health
Funders Forum on Accountable Health (n.d.)

This resource uses the Accountable Communities for Health (ACH) framework. We have chosen it for its value added to users to achieve collaborative, community goals whether or not you are implementing the full ACH framework.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• Consider your alliance's community context, sustainability, shared vision, and capacity for development

The Platform to Analyze, Record & Track Networks to Enhance Relationships (PARTNER)
Visible Network Labs (n.d.)

This resource uses the PARTNER framework; however, it is helpful for building and maintaining a strong alliance whether or not you are implementing the full PARTNER framework.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Manage your alliance**
	• **Improve resource allocation**
	• **Conduct network mapping**
	• **Enhance collective transparency**
	• **Ensure maximum collective impact**
	*NOTE: this is a proprietary resource

Assessment (Fact sheet and Guide)
National Association of Local Boards of Health (2011)

We have chosen this resource for users within or outside the National Public Health Performance Standards (NPHPS) framework to learn helpful tips about assessment. This resource is targeted to the public health sector but offers valuable insights in assessment that extend beyond this sector.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Assess capacity and performance of public health systems and public health governing bodies**
	• **Identify partners and community members in the public health system**
	• **Engage those partners in health assessment and health improvement planning**
	• **Promote improvement in agencies, systems, and communities**

Coalition Self-Assessment (Worksheet)
HHS Office of Disease Prevention and Health Promotion (ODPHP) (n.d.)

ODPHP leads the Healthy People 2030 initiative. We have chosen Healthy People resources relevant to community level health and alliance efforts. This resource offers a checklist to guide you through an assessment of your alliance.
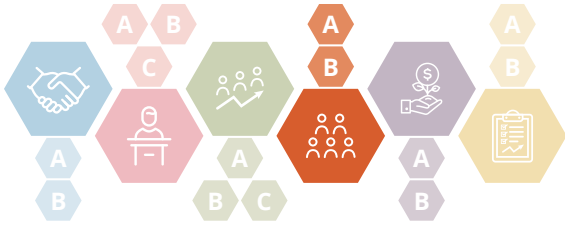
| SOURCE	HOW THIS CAN BE HELPFUL
Tool	• **Assess your alliance's staff, leadership, members, coalition, and characteristics**

V. BUILDING CAPACITY

This section addresses the capacities and competencies an alliance needs to harness to have impact in its community. There is an explicit focus on processes for authentic community engagement, and data and coordination capacities needed to support the work of the alliance.

A. CONSUMER AND COMMUNITY ENGAGEMENT

Meaningfully improving community health and health equity requires robust community engagement to ground the alliance in the values and priorities of the community. Community engagement is not a single, static task. It must be embedded into every step of an alliance's effort to constantly ensure that the alliance is aligned with the community.

Engagement can be achieved by working directly with community members as well as utilizing the knowledge of alliance members as representatives of their community. Various techniques, such as community mapping and participatory community assessments, provide community members the opportunity to engage in and inform the work of the alliance. Additionally, alliance members can use their established relationships within communities to engage with and understand the priorities of the community over time.
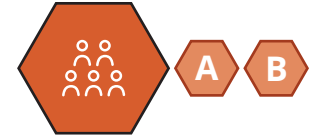
TOOLS AND RESOURCES

🪧 GUIDANCE   🔦 EXAMPLE OR CASE STUDY   🔧 TOOL

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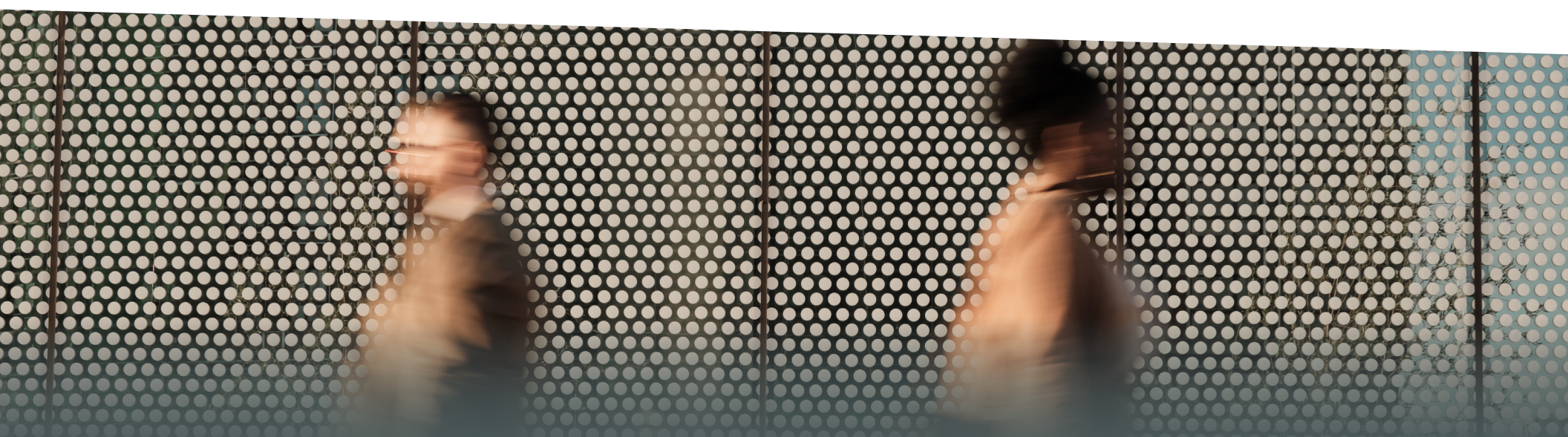
Engaging Community Members (Slide deck)

National Association of County and City Health Officials (NACCHO) (2011)

NACCHO provides tools and resources to improve community health, including its comprehensive framework "Mobilizing for Action through Planning and Partnerships." We have selected resources that are useful for anyone striving to improve community health whether or not you are implementing the full NACCHO framework.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece 🪧	• **Learn about Arnstein's Ladder of Citizen Participation** • **Understand the importance of civic participation in your initiative** • **Brainstorm methods and identify strategies to engage your community** • **Understand the benefits and challenges associated with engaging community members**

A Handbook for Participatory Community Assessment (Slide Deck)

Alameda County Public Health Department (2004)

Though it is specific to one locality, this resource provides exemplary practices in engaging the community. Particularly relevant is Step 6: Collecting the Data, Focus Groups.
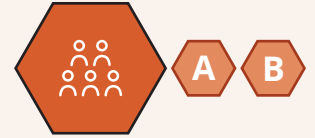
SOURCE	HOW THIS CAN BE HELPFUL
Case Study 🔦	• **Understand how community members can be engaged in every stage of your community health initiative from initial planning to data review and evaluation**

Community Health Survey Tool

North Central Health Advisory Board (2002)

This resource is an example of a practical tool that a community health stakeholder can use to engage the community. We have chosen it as an example of a useful tool to collect primary information in your community.

SOURCE	HOW THIS CAN BE HELPFUL
Tool 🔧	• **Analyze a practical resource used in one health district to collect on-the-ground community needs information** • **Assist in conducting a community needs assessment with community members**

Participatory Asset Mapping

Community Research Lab (2012)

Advancement Project is a public policy change organization that engineers large-scale systems change to remedy inequality, expand opportunity, and open paths to upward mobility. Healthy City is an information and action resource that unites community voices, rigorous research and innovative technologies to solve the root causes of social inequity. We have chosen this resource as an exemplary toolkit in engaging the community through a participatory asset mapping process.

SOURCE	HOW THIS CAN BE HELPFUL
Tool 🔧	• **Guide users through the concepts and methods of participatory asset mapping** • **Learn how to host an event and run mapping exercise with community members** • **Work with the community to identify community strengths and support change initiatives**

B. DATA AND COORDINATION

Data are of critical importance; they provide the evidence to show that needs exist in the community and that the alliance's efforts are contributing to tangible and measurable progress. It is important for an alliance to identify relevant and robust data sources. To work towards health equity, data should be selected based on the identified community needs and priorities. Many community-level data sources exist. Therefore, it is important for an alliance to examine all relevant data sources and clearly articulate the rationale behind its choice of data. Moreover, using data to coordinate with community partners is essential to ensuring that your alliance is capturing the entirety of the community's needs in all sectors impacting SDOH as well as advancing and promoting health equity.
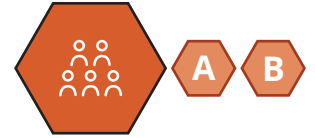
TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Section 3: Data: Finding and Using Information

The Practical Playbook II: Building Multisector Partnerships that Work, de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. We point users to Section 3, which offers guidance and resources for users to identify what types of data you need and how to use and understand the data you have.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• **Find and use data for your initiative**
	• **Learn how to draft data-sharing agreements**
	• **Understand the limitations you may face in data collection**

Community Health Tools

National Association to Impact the Social Determinants of Health (NASDOH)

NASDOH provides several tools and resources to facilitate users in identifying data and resources for a community health improvement initiative. The Community Health Tools page offers a list of resources for users to explore and select the data most appropriate for your initiative.
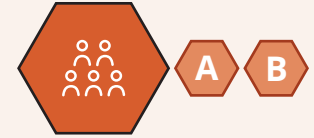
SOURCE	HOW THIS CAN BE HELPFUL
Tools	• **Discover and select appropriate data sources for your community health initiative**

Better Data for Better Health
Robert Wood Johnson Foundation (RWJF)

This resource, offered by RWJF, is a compilation of social determinant of health data sources for users to scan and select independently depending on the needs of your initiative.

SOURCE	HOW THIS CAN BE HELPFUL
Tools	• Discover health data sources for public health and social services initiatives
	• Understand how to leverage health data to advance community health initiatives

Community Information Exchange (CIE)
Community Information Exchange Summit San Diego (2018)

The Community Information Exchange is a specific mode for data and information sharing at the city level. It offers users insight on how to coordinate and facilitate information flow and collection within a community.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• Understand how a community information exchange can be an effective strategy for community data gathering and data sharing
	• Brainstorm channels for data flow and data sharing in your community

CAPGI Data Flows (Models)
The Urban Institute (2019)

This resource is designed for participants using the Collaborative Approach to Public Goods Investments (CAPGI) frame. We have selected certain resources that provide valuable information whether or not you are implementing the full CAPGI framework. This resource brings value through visually depicting data flows within a community.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Illustrate the data flows of a collaborative community health initiative, including all entities that feed data into the initiative to track and measure progress

Developing Culture of Health Metrics That Really Matter to Companies and Communities

Health Enhancement Research Organization (HERO) (2016)

HERO is a national leader in employee health management, research, education, policy, strategy, leadership, and infrastructure. We have included this resource for its guidance on health collaborative efforts as well as presentation of measures associated with those efforts, particularly for engaging a diverse set of stakeholders in the collaborative efforts.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece, Case Studies, and Tool	• Learn about strategies and measures that can be utilized by collaborations to engage nontraditional stakeholders. • Review measures to track progress and impact of the collaborative effort. • Discover culture of health frameworks, collaborative case studies, measure perceptions, and challenges/obstacles to engaging the business community in collaborative efforts.
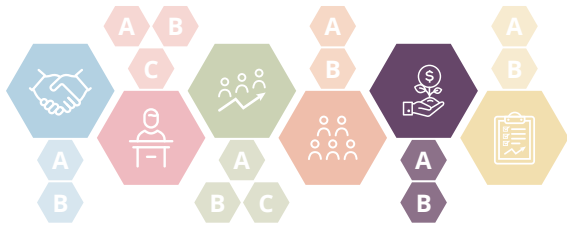
VI. SUSTAINABILITY

This section focuses on sustaining alliances over time. The resources included focus on financing resources and developing policy and advocacy capacity to sustain the alliance's impact over time.

A. FINANCING

Innovative financing approaches are needed to support multi-sectoral partnerships and interventions that address SDOH. Traditional funding mechanisms have not paired well with multi-sectoral SDOH initiatives because SDOH work provides benefits to the entirety of a community rather than a select funder or recipient. Recently, greater attention has been placed on new framing of financing models that support SDOH investment. While conventional financing models pose a challenge to SDOH work, the following resources showcase that there are promising opportunities and methods to engage in and finance SDOH work.

TOOLS AND RESOURCES

GUIDANCE   **EXAMPLE OR CASE STUDY**   **TOOL**

Section 5: Sustainability and Finance: Supporting Partnerships Over Time

The Practical Playbook II: Building Multisector Partnerships that Work de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. We point users to Section 5, which offers multiple chapters for users to build mechanisms for sustainable funding and sustaining work.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• **Identify strategies to support an initiative over time** • **Learn how to sustainably finance your public health effort** • **Understand the role of anchor institutions to improve community health over time**

Beyond the Grant: A Sustainable Financing Workbook
ReThink Health (2018)

ReThink Health's Financing Workbook provides an extensive set of resources to guide the financing of community health efforts.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tools	• Discover modules with practical tools to answer questions about financing your initiative, including finding money, estimating the cost to achieve your initiative's goals, determining what value your initiative adds, and more • Develop action plans to move beyond grants

Social Determinants as Public Goods: A New Approach to Financing Key Investments In Healthy Communities (Report)
Health Affairs (2018)

The public good model offered in this Health Affairs report offers an innovative approach to rethinking and reframing SDOH work, encouraging greater investment in this area.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Understand a new framing and financing model for SDOH and its influence on healthy communities • Make the business/financial case for SDOH investment

Accountable Communities for Health: Strategies for Financial Sustainability (Report)
JSI Research & Training Institute, Inc. (2015)

The JSI Research and Training Institute report calls for shared investment beyond the level of a single organization. It is particularly useful for alliances striving to make a collective impact.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Understand the core components of financing as they relate to the various stages of your initiative including formation, implementation, and reinvestment

CAPGI Business Case (Worksheets)

The Urban institute (2019)

This resource is designed for participants using the Collaborative Approach to Public Goods Investments (CAPGI) frame. We have selected certain resources that provide valuable information whether or not you are implementing the full CAPGI framework. This resource assists users in determining the monetary value of SDOH investment.

SOURCE	HOW THIS CAN BE HELPFUL
TOOLS	• **Compute the value added for SDOH interventions**
	• **Learn how to express that value as a price to appeal to funders**

ROI Calculators

ROI of Addressing SDOH Calculator (Unite US)
ROI for Social Services Calculator (Commonwealth Fund)

The two ROI calculators included here act as practical tools for users to compute the return value of investment in social determinants of health

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• **Make the business case for investment in SDOH interventions**
Tool	

B. POLICY AND ADVOCACY

Policy and advocacy sustain the mission of a multi-sectoral alliance beyond its discrete programs. While the alliance may make progress on community health through interventions, it is important that the impacts are sustained in the long term. Advocating for policy change that encourages and promotes improved community health is a way for the alliance to expand its work to the systems level. If an alliance has effectively captured and addressed the needs and priorities of its community, there is great value in advancing policy solutions that support similar efforts or sustain existing ones.

Many alliances will dedicate at least some time toward advocacy to achieve the greatest impacts. Alliance members with existing relationships with elected officials and policymakers are uniquely positioned to engage in this work.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Section 6: Policy: Achieving Sustained Impact

The Practical Playbook II: Building Multisector Partnerships that Work
de Beaumont Foundation (2019)

The de Beaumont Foundation Practical Playbook II offers a comprehensive road map for health-improving partnerships. We have selected specific sections and chapters to point users towards relevant tips and guidance pieces. We point users to Section 6, which offers insight on the importance of sustaining community health efforts through policy.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece	• Understand how your initiative can achieve sustained impact through policy and advocacy

Sustaining the Work of an Initiative (Toolkit 16)

Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The toolkit here provides practical tips for users to sustain you alliance's impact in the long term.
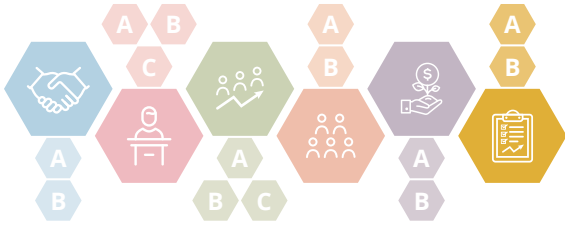
SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• Find resources to sustain your community initiative
	• Create a business plan and identify tactics to understand what resources your initiative will need long-term

VII. TAKING ACTION

This section addresses intervention design, deployment, and assessment. The resources will be helpful to alliances that seek to develop interventions in their community or seek guidance on assessing interventions.

A. INTERVENTION DEVELOPMENT

Interventions are tangible programs to address community needs and demonstrate actions the alliance can take towards its goals. Deployed interventions demonstrate the concrete actions the alliance will conduct in its community. An effective intervention is one that follows neatly from the alliance's vision and strategic plan.

An alliance may develop and deploy multiple interventions over time depending on the community needs and the evolving focus of an alliance. Interventions must be informed by both community members as well as evidence to produce targeted, concrete, and measurable impacts in the community.

TOOLS AND RESOURCES

GUIDANCE   EXAMPLE OR CASE STUDY   TOOL

Developing an Intervention (Toolkit 7)

Community Toolbox, Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The toolkit listed here provides useful recommendations and resources on developing an intervention.

SOURCE	HOW THIS CAN BE HELPFUL
Guidance Piece and Tool	• **Develop core components of a community intervention** • **Adapt your intervention to fit the community context**

Action Plan Template
National Association of County and City Health Officials (NACCHO) (2011)

NACCHO provides tools and resources to improve community health, including its comprehensive framework "Mobilizing for Action through Planning and Partnerships." We have selected resources that are useful for anyone striving to improve community health whether or not you are implementing the full NACCHO framework. This resource is a practical tool to develop and implement an action plan.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• Plan for action, implementation, and evaluation based on your identified goals and objectives

Social Determinants of Health Evidence-Based Resources
HHS Office of Disease Prevention and Health Promotion (ODPHP) (n.d.)

ODPHP leads the Healthy People 2030 initiative. We have chosen Healthy People resources relevant to community level health and alliance efforts. The resource here guides users to a list of exemplary cases in evidence-based interventions.

SOURCE	HOW THIS CAN BE HELPFUL
Case Studies	• Scan an exhaustive list of evidence-based resources • Select evidence-based resources to assist your intervention plan

Toward Data-Driven, Cross-Sector, and Community-Led Transformation: An Environmental Scan of Select Programs
Academy Health (2017)

Academy Health's report offers an exhaustive list of cases and best practices for intervention development. We selected it for its abundance of intervention cases and inclusion of many elements critical to intervention development.

SOURCE	HOW THIS CAN BE HELPFUL
Case Studies	• Discover case studies and best practices in developing and implementing interventions • Find sources of data and evidence to guide an intervention and learn how to select data and develop interventions based on predetermined goals and objectives

Intervention Development Resources

National Association to Impact the Social Determinants of Health (NASDOH)

The page listed here brings users to a brief catalogue of intervention development resources. Users can navigate through and select the resources that will best assist your intervention development process.
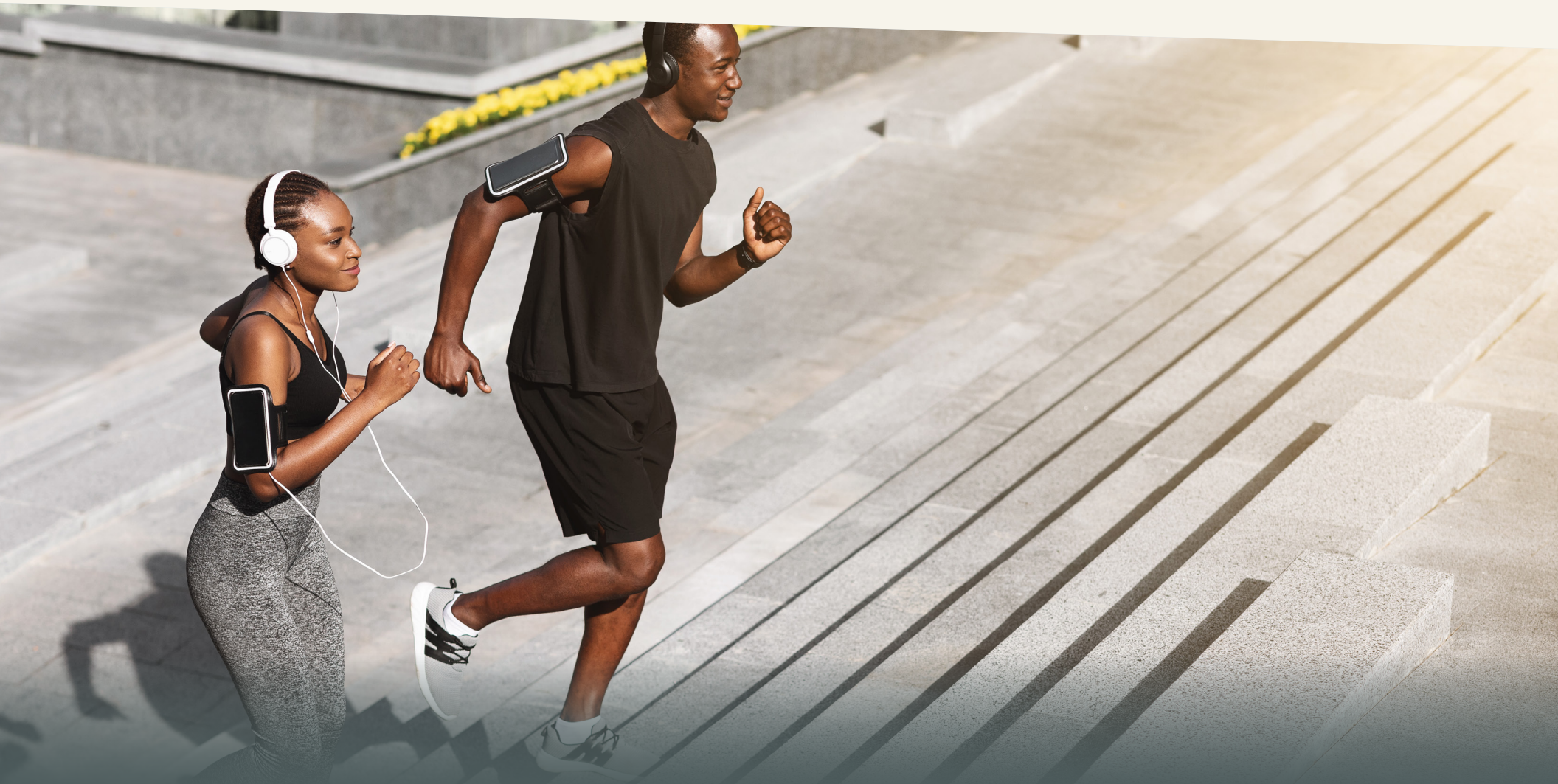
SOURCE	HOW THIS CAN BE HELPFUL
Tools	• **Discover and select appropriate resources to develop interventions**

B. INTERVENTION ASSESSMENT

Just as internal alliance assessments are essential to encourage alliance growth and progress, evaluating whether interventions are successful in meeting their intended goal is essential to make tangible progress on SDOH overtime. Intervention assessment tools target a number of aspects of interventions before, during, and after deployment, including: community capacity to conduct the intervention, alliance capacity to conduct the intervention, success of the intervention in addressing community needs, degree to which the intervention fills the gaps in the existing health system, degree to which the intervention met the measurable goals it set out to achieve, and more. With more assessment mechanisms in place, the alliance has a greater opportunity to capture its impacts and successes as well as learn how to adapt and improve its efforts.

Community Toolbox

Center for Community Health and Development, University of Kansas (1994 – present)

The Community Toolbox is a living, free, online resource to help build healthier communities and spur social change. It connects people, ideas, and resources to promote community health. The resources listed below offer extensive guidance and resources on core components of evaluation, including evidence to turn to, tools to use, and methods to adopt.

SOURCE	HOW THIS CAN BE HELPFUL
Evaluating the Intervention (Toolkit 12)	• Evaluate your community program or initiative using evidence to determine if your initiative met the goals you set
Introduction to Evaluation (Chapter 36)	• Learn about gateway tools for program evaluation, and community-based participatory research • Understand community leadership, evaluators, and funders • Develop an evaluation plan, including participatory evaluation
Operations in Evaluating Community Interventions (Chapter 37)	• Plan your evaluation and select an evaluation design • Collect data for evaluation • Interpret your data
Some Methods for Evaluating Comprehensive Community Interventions (Chapter 38)	• Evaluate your initiative and measure success, relating to both internal collaborative success and external community impact success
Using Evaluation to Understand and Improve the Initiative (Chapter 39)	• Understand evaluation results • Use evaluation results to improve your initiative • Communicate your results to funders for support and accountability

Logic Model and Assessment Framework for Accountable Communities for Health
Funders Forum on Accountable Health (2017)

This resource uses the Accountable Communities for Health (ACH) framework. We have chosen it for its value added to users to achieve collaborative, community goals whether or not you are implementing the full ACH framework. Though this resource applies to other sections in the compendium, its assessment framework is particularly useful in addressing the elements necessary for evaluation.

SOURCE	HOW THIS CAN BE HELPFUL
Tool	• Assess the community's capacity to undertake a community health initiative
	• Assess the policies, relationships, and efforts at improving health in your community
Tool	• Assess the extent to which your effort achieved the outcomes associated with the goals you set

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