



PLACE MATTERS Design Lab Six: A Concept Paper
October 24-26, 2007 – Jackson, Mississippi

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OVERVIEW & PURPOSE

We are delighted you are joining us for this PLACE MATTERS Design Lab (DL) meeting. This meeting marks our sixth learning experience, and includes an exciting expedition through several areas of Mississippi, including parts of the Delta. For the benefit of all participants, and especially for new members of our national learning community, this concept paper provides a brief overview of the PLACE MATTERS initiative and context for the meeting in Jackson, Mississippi.

We are grateful for the Mississippi Teams’ willingness to host us and for their dedicated planning efforts that will contribute to our national learning community. Additionally, we are pleased to share good news regarding the growth of our national family; please help us extend a warm ‘PLACE MATTERS welcome’ to Ms. Ruby Haughton-Pitts, a public affairs expert with broad community-based work in public health and president of R. Haughton-Pitts Communications, who recently joined the HPI facilitation team. We also extend a warm welcome to Ms. Barbara Sabol, Program Director with the W.K. Kellogg Foundation, whose leadership, contributions, and support helped to create PLACE MATTERS. Others invited to support the PLACE MATTERS Teams include Barbara Sugland and Brenda Henry of CARTA (Center for Applied Research and Technical Assistance), who will assist during the Design Lab with using data and benchmarking progress.

In mid-October, the HPI technical assistance facilitation team convened to explore our collective progress as a national effort and design our technical assistance approach for the upcoming year. Based on feedback we continue to receive from all Teams, we will leverage the expertise of each facilitator to benefit all Teams.

This model will utilize a primary contact for each Team and include a triage function whereby the lead facilitator will engage peer facilitators as a function of expertise needed by the respective Team (see lead facilitator assignments in Appendix A). This approach should enable sharing of collective knowledge and cross-pollination of ideas and lessons learned.

Design Lab Six: Meeting Goals

1. Explore innovative approaches to use data in PLACE MATTERS activities including benchmarking progress toward Team goals and objectives
2. Further encourage “upstream” approaches
3. Plan for sustainability of PLACE MATTERS on the county team level
4. Discuss strategies to communicate PLACE MATTERS activities effectively
5. Learn about the Delta’s SDOH challenges/progress and how their lessons learned can be applied to other PLACE MATTERS sites
6. Identify next steps for implementation of county strategy plans
7. Engage in teambuilding activities that support the continued development and implementation of county strategy plans
8. Convene and network with colleagues participating in PLACE MATTERS counties
9. Provide a safe place to brainstorm and test new approaches
10. Share milestones achieved and active progress to address social determinants of health in participating counties

Teams can expect to be in regular communications via phone or e-mail with their primary facilitator. In some instances (as resources are available), site visits may be conducted by a facilitator to assist a Team in moving forward with their PLACE MATTERS work. Facilitators may also assist with the development and implementation of a stakeholder meeting that encourages the expansion of spheres of influence and promotes the addition of new PLACE MATTERS Team members.

Similar to previous meetings, this Design Lab provides an opportunity for peer networking and collaborative learning across PLACE MATTERS communities through discussion and strategizing within and among your Teams. We hope you find this *working meeting* productive and invite you to leverage your participation in PLACE MATTERS to enhance your efforts and to strengthen your capacity to improve the health and well-being of your community. As always, we encourage participants to provide feedback via the evaluation forms disseminated at the meeting.

Learning How PLACE MATTERS in Mississippi

Currently, two Mississippi PLACE MATTERS partnerships represent five counties; the Mid-Mississippi Delta Partnership (Coahoma, Sunflower and Washington counties) and Sharkey-Issaquena Counties. Based on highly favorable evaluation feedback from previous Design Lab tours, we've invited our Mississippi Teams to incorporate a very special learning component in this expedition. Towards this end, our gracious host Teams designed an exciting, multi-hour excursion through the Mississippi Delta to add to our knowledge base and understanding of how "place" shapes the social determinants of health. Linking the concept of 'Place' to the Delta, its history, culture, successes, challenges, and how these issues and this place matters enough to drive health status will be of paramount insight.

Environmentally, the Delta formed from river overflows containing natural alluvium deposits, helping to establish the landmass that comprises the many Delta communities (see <http://www.deltaculturalcenter.com/geography/>). The region has a unique history shaped by environmental and social factors that created an interesting combination of positive and negative social determinants. On the negative side, the results are poor health outcomes, high poverty, especially child poverty, high teenage pregnancy, obesity, and un- and underemployment. From a *social determinants of health* perspective, the aftereffects of slavery, continued racism, and lack of adequate employment (largely due to outsourcing and mechanization) pose unique challenges for the entire region. On the positive side, the Delta and surrounding areas enjoy a richness of community spirit, warm hospitality, and resilience. These assets, which we will experience firsthand during our visit, help to sustain the region today.

PLACE MATTERS: BRIEF RECAP

PLACE MATTERS is a national initiative of the Joint Center for Political and Economic Studies, Health Policy Institute designed to improve the health of participating communities by addressing social conditions that lead to poor health. As of July 2007, our national learning community now consists of 16 PLACE MATTERS Teams responsible for designing and implementing strategies that address the **social determinants of health** impacting residents in 24 jurisdictions (22 counties and two cities).

What are Social Determinants of Health?

Social conditions are major determinants of health. Social forces acting at a collective level shape individual biology, individual risk behaviors, environmental exposures, and access to resources that promote health. There is a graded relationship between social position and health status that affects people at all levels of the social hierarchy. While public health programs alone cannot ameliorate the social forces that are associated with poor health outcomes, developing a better understanding of the social determinants of health is critical to reducing health disparities among Washington State residents of differing socioeconomic position.

From *The Health of Washington State: The Social Determinants of Health*. 2002.

The Joint Center Health Policy Institute (HPI) approach to reducing/eliminating health disparities involves identifying the complex underlying causes of health disparities and defining strategies to address these root causes. A growing body of research clearly supports the notion that interventions targeting the social determinants of health can indeed modify patterns of health, illness, and health disparities. Systematic and evidence-based translation of this knowledge into policy and practice remains limited. Targeting upstream causes of health and measuring the indicators associated with social determinants of health are at the heart of our PLACE MATTERS work. With generous funding provided by the W.K. Kellogg Foundation, the PLACE MATTERS initiative attempts to address this gap.

To date, HPI has invited many resource partners to join on this important journey, including but not limited to: The California Endowment, the National Association of Counties (NACo), the National Organization of Black County Officials (NOBCO), the National Association of County and City Health Officials (NACCHO), the International City/County Management Association (ICMA), the Henry J. Kaiser Family Foundation, PolicyLink, the Praxis Project, The MXD Collaborative, Inc., CommonHealth ACTION, Burrell Project Consultants, R. Haughton Communications, and M. Hunter Assoc. Our CommonHealth ACTION role is to develop and implement the Design Lab learning experiences and to provide technical assistance to PLACE MATTERS participants. CommonHealth ACTION is a national, nonprofit organization whose mission is to help people and organizations maximize their potential to improve the health of individuals, families, and communities (for additional information, visit www.commonhealthaction.org).

PLACE MATTERS PROGRESS: REFINING IMPLEMENTATION AND CONSTRUCTING LOGIC MODELS

Over the past year, participating PLACE MATTERS Teams laid critical groundwork for framing and defining Team plans. As we enter our 16th month of PLACE MATTERS activity, continuing our focus on implementation, we encourage all Teams to enhance the clarity of goals and the interventions and actions planned. ***At this point in our national learning journey, based on the cumulative development work completed on Team vision, mission, values, goals, objectives, roles, and strategies, each Team should develop a logic model. This step will help inform action and to ensure the actions developed are measurable.*** We've incorporated a session at DL 6 to establish a menu of success indicators that Teams can leverage and adapt for local benchmarking. These success indicators can inform individual Team logic model development.

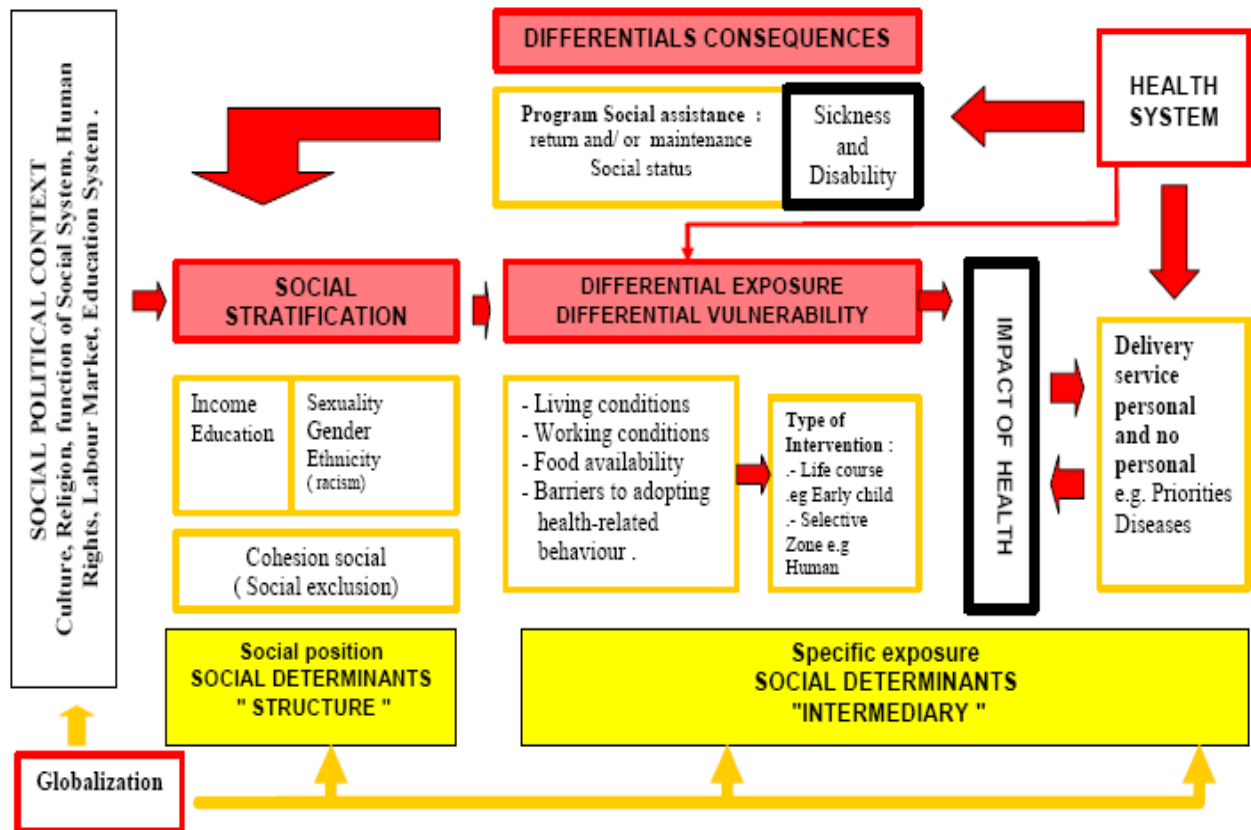
While there are various logic model methodologies, typically, a model identifies and defines five components: resources, activities, outputs, outcomes, and impact. It communicates (visually) programmatic assumptions and theories, internally and externally, and links activities to outcomes.

Joint Center Mission and History

The Joint Center for Political and Economic Studies, a national, nonprofit research and public policy institution, informs and illuminates the nation's major public policy debates through research, analysis, and information dissemination in order to: improve the socioeconomic status of black Americans and other minorities; expand their effective participation in the political and public policy arenas; and promote communications and relationships across racial and ethnic lines to strengthen the nation's pluralistic society. Founded in 1970 by black intellectuals and professionals to provide training and technical assistance to newly elected black officials, the Joint Center is recognized today as one of the nation's premier think tanks on a broad range of public policy issues of concern to African Americans and other communities of color.

The history of the Joint Center has not only mirrored the progress African Americans have made since the passage of the 1965 Voting Rights Act, but has also mirrored the nation's political and socio-economic progress over the last three decades. When the Joint Center first opened its doors, there were 1,469 black elected officials (BEOs). There are now over 9,000 BEOs in the United States.

WHO Equity Team social determinants framework³⁸



Logic models also serve as planning tools by aligning goals and measurements. Often used in grant applications, logic models inform the development of comprehensive strategic plans, which in turn inform work plans that guide day-to-day activities. It is not difficult to develop a model; all Teams can readily do so. The HPI facilitation team will assist all PLACE MATTERS Teams develop logic models. In the event that you are unfamiliar with logic model concepts, or if you need a quick refresher, visit www.usablellc.net for a free online tutorial. This narrated demonstration provides an excellent overview of logic models. The W.K. Kellogg Foundation also has a useful publication (attached herein), entitled, *Logic Model Development Guide*. Additionally, the Mississippi State Department of Health Website promotes the use of logic models and provides various tools for model construction (http://www.msdh.state.ms.us/msdhsite/_static/19,0,252,248.html), as does the Center for Disease Control and Prevention (see Appendix B for additional resources).

From CommonHealth ACTION's perspective, a logic model (typically an illustration) will help define and clarify the social determinants your Team is attempting to address, the resources you will need to achieve this, how it will accomplish said goals, and how it will measure accomplishment. Your Team model will also include theory and assumptions about 'how place matters' as well as short- and long-term outcomes anticipated. ***Moreover, a model will enable each Team to depict how 'place' determines health outcomes and where energies can best be placed to affect and measure change that addresses social determinants of health.***

As one illustration, we've included above a logic model developed by the World Health Organization's Equity Team. A model will help Teams refine goals and to identify measurable and achievable

benchmarks informed by locally relevant indicators to track progress. Logic models will also help Teams ensure a focus on upstream causes of population health, identify resources needed to address these factors, compete for new funding. Perhaps most importantly, a logic model will help illuminate the Team's sphere of influence and suggest potential new partners needed to accomplish Team goals. Understanding our collective spheres of influence is particularly critical in light of the PLACE MATTERS focus and need to address larger social issues that typically remain outside of the health system purview.

“In general, logic modeling can greatly enhance the participatory role and usefulness of evaluation as a management and learning tool. Developing and using logic models is an important step in building community capacity and strengthening community voice. The ability to identify outcomes and anticipate ways to measure them provides all program participants with a clear map of the road ahead. Map in hand, participants are more confident of their place in the scheme of things, and hence, more likely to actively engage and less likely to stray from the course – and when they do, to do so consciously and intentionally. Because it is particularly amenable to visual depictions, program logic modeling can be a strong tool in communicating with diverse audiences – those who have varying world views and different levels of experience with program development and evaluation.”¹

To facilitate effective implementation, in addition to the questions posed during DL 5 in Albuquerque, we encourage each Team to consider the following questions to guide its work:

Refining Implementation:

1. Based on learning during Design Labs 5 and 6, what additional refinements does your Team want to make to the goals and objectives?
2. Based on your Team plan, what additional partners does your Team need to implement PLACE MATTERS activities effectively vis-à-vis sphere of influence?

Sustainability:

1. What additional actions would enhance the Team building process to include strategy to achieve **breadth** (within your organization) and **depth** (across participating organizations)?
2. To what extent has your Team taken action on the **succession planning** completed during DL 5 in Albuquerque?
3. What progress has your Team made on plans to **formalize** the PLACE MATTERS infrastructure (e.g., establish a new division or area within an existing organization or create a collaborative entity to address social determinants of health in an ongoing manner)?
4. Has your Team taken steps to position it to secure funding via government or 501(c)3 entity?
5. What additional actions are necessary to support positive **culture change** to ensure that addressing the **social determinants of health** becomes a usual way of conducting business in your organizations and community?
6. How might your Team continue to secure additional **resources** (e.g., primarily financial and human)?
7. What roles can **policy** play to ensure **sustainability**?
8. As an individual participant in the Place Matters learning community, what do you plan to change or have you changed in your daily decision making processes to sustain the Place Matters vision and direction?

¹ W.K. Kellogg Foundation. *Logic Model Development Guide*, p. 3.

Appendix A: Lead Facilitator Assignments as of October 2007

Teams

1. Alameda County (CA) – **Ruby Haughton-Pitts**
2. Baltimore City (MD) – **Natalie Burke**
3. Bernalillo County (NM) – **M. von Nkosi**
4. Cook County (IL) - **Ruby Haughton-Pitts**
5. Cuyahoga County (OH) – **M. von Nkosi**
6. Mid-Mississippi Delta: Coahoma, Sunflower, and Washington Counties (MS) – **M. von Nkosi**
7. Jefferson County (AL) – **Judith Burrell**
8. King County (WA) – **Ruby Haughton-Pitts**
9. Marlboro County (SC) – **Judith Burrell**
10. Orleans Parish (LA) – **Vincent Lafronza**
11. Prince George’s County (MD) – **Judith Burrell**
12. San Joaquin Valley (CA) – **Ruby Haughton-Pitts**
13. Sharkey-Issaquena Counties (MS) – **M. von Nkosi**
14. Boston (MA) – **Judith Burrell**
15. Washington (DC) – **Vincent Lafronza**
16. Wayne County (MI) – **Natalie Burke**

**Appendix B: Additional Resources for Developing a Logic Model.
Centers for Disease Control and Prevention, October 2007**

Logic Model Resources (Note: The following include non-CDC sites)	
Document	Developer
Applying a Theory of Change Approach to the Evaluation of Comprehensive Community Initiatives	Aspen Institute
Bibliography: Logic Models in Program Evaluation	CDC Evaluation Working Group
Building a Successful Prevention Program (Step 7: Evaluation -- sections II, III, V, X)	Western Center for the Application of Prevention Technologies
Construct a Logic Model for Your Program (in Step 2 of Measuring Program Outcomes)	United Way
Designing Projects and Project Evaluations Using The Logical Framework Approach	Bill Jackson
Developing a Logic Model, Theory of Change, or Strategy that Details the Intermediate Outcomes or Milestones Required to Achieve the Longer-term Outcomes (p. 13-18)	United Way
Everything You Wanted to Know About Logic Models But Were Afraid to Ask	Connie C. Schmitz and Beverly A. Parsons
For Development Professionals: Online Evaluation Resources	Shared Learning, Inc.
Learning from Logic Models: An Example of a Family/School Partnership Program	Harvard Family Research Project
Logical Framework and Performance Indicators	World Bank
Logic Model Tools	Univ. of Wisconsin Cooperative Extension
Logic Model Excerpt: The Program Evaluation Tool Kit	Ontario Ministry of Health
Making Logic Models More Systemic: An Activity	Beverly A. Parsons
Logic Model Development Guide	W.K. Kellogg Foundation
Prevention Platform (SAMHSA)	SAMHSA/Center for Substance Abuse Prevention
Program Logic: An Adaptable Tool for Designing and Evaluating Programs	Sue Funnell
Some Practical Tools for Planning and Evaluation	InnoNet
Successfully Enhancing Program Performance Through Logic Models	Univ. of Wisconsin Cooperative Extension

PLACE MATTERS Communities as of July 2007

