



## PLACE MATTERS Design Lab Seven: A Concept Paper

March 4-5, 2007 – New Orleans

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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 seventh learning experience. We are reconvening in New Orleans to support the city again and to leverage an additional learning opportunity with the PolicyLink Regional Equity Summit (March 5-7) immediately following the Design Lab. This approach will enable participation of four members from each PLACE MATTERS Team during the Design Lab and up to two members per Team to remain in the city through Friday for the Regional Equity Summit. 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 New Orleans.

Building on all previous Design Lab concept papers (Concept Papers from DL1 to DL6 are posted at <http://www.commonhealthaction.org/pmdl/document.asp>), the contents herein are intended to: frame Design Lab 7, provide a brief overview of the PLACE MATTERS initiative for new Team members, share our developing logic models for the national initiative, and share all planned technical assistance activities through 2008.

We are grateful for the New Orleans Team's willingness to host us once again. A great deal has happened in New Orleans since Katrina; the city's population is gradually returning, and many areas have been redeveloped to support revenue from tourism. But much work remains, especially with respect to violence prevention efforts across the city and creating housing options for those residents unable to afford returning home. On Tuesday evening (March 4), we will engage in a learning exchange with representatives from New Orleans about their progress and struggles as the city works to rebuild in the post-Katrina environment. During this dialogue, we will explore the relationships among land use planning, inspections, blight, housing opportunities and violence prevention.

### Design Lab Seven: Meeting Goals

1. Explore innovative approaches to use data in PLACE MATTERS activities including benchmarking progress toward Team goals and objectives
2. Share proposed national evaluation model, including a theory of change framework, and pilot a team assessment worksheet
3. Develop and enhance Team logic models
4. Share PLACE MATTERS Teams' progress, milestones achieved, completed activities, and future planned activities to address the Social Determinants of Health
5. Support New Orleans in their rebuilding efforts through an idea exchange with city officials
6. Engage in teambuilding activities that support the continued development and implementation of county strategy plans
7. Convene and network with colleagues participating in PLACE MATTERS counties
8. Participate in the PolicyLink Equity Summit in support of the national learning community goals
9. Provide a safe place to brainstorm new and innovative approaches

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.

We invite learning community participants to arrive prepared to:

- share your Team’s progress to date on the specific social determinants of health being addressed;
- learn about, participate in, and contribute to the national evaluation plan;
- develop and refine your Team’s logic model;
- ready to engage in Team work, taking advantage of formal and informal opportunities to solidify Team activities;
- ready to orient and engage new Team members to support social determinants of health approaches and the specific goals of the Teams; and
- seek opportunities to network with PLACE MATTERS sites and Regional Equity Summit participants to benefit your PLACE MATTERS work.

### **PLACE MATTERS FRAMEWORK**

**PLACE MATTERS is a national initiative of the Joint Center for Political and Economic Studies, Health Policy Institute (HPI) designed to improve the health of participating communities by addressing social conditions that lead to poor health.**

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 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. *Over a period of three to five years, PLACE MATTERS participants should be able to demonstrate and document progress, as well as the reasons for progress, toward redressing the social conditions associated with health inequities—and thereby toward reducing health disparities.*

#### **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.

With generous funding provided by the W.K. Kellogg Foundation, the PLACE MATTERS initiative attempts to address this gap. If successful, the outcomes of the participating Teams will provide evidence-based support for addressing social determinants of health. Adding to the knowledge base in this arena is critical so we can inform public health practice across the nation.

### **PLACE MATTERS Unique emphases:**

- 1. engage communities of color with poor population health status;**
- 2. support participants vis-à-vis a national learning community (supportive laboratory);**
- 3. reduce/eliminate health inequities by addressing social determinants of health (i.e., actions should specifically address social issues at their roots, e.g., housing policies, etc.);**

4. **develop benchmarks and other means to monitor progress that demonstrates the effectiveness of addressing social determinants of health; and**
5. **document lessons learned and outcomes of addressing social determinants of health.**

Several heretofore unwritten assumptions about PLACE MATTERS philosophy and approach deserve exploration herein. Specifically, in addition to addressing social determinants of health, the initiative strives to impact public health practice and policy development by transcending the traditional silos of health and other sectors that impact community health and well-being. Critical sectors within a community operate in relative isolation of each other, and therefore miss opportunities to ‘create the conditions in which people can be healthy.’ Leveraging the Design Lab methodology, we exposed PLACE MATTERS Team members to expert speakers from a wide range of disciplines including community health, public health, transportation, affordable housing, public policy, and smart growth. Additionally, we have encouraged Teams to engage a variety of stakeholders from these sectors within their communities. In many ways, PLACE MATTERS is an experiment. The developers strived to develop a safe place for experimentation and cross-fertilization of ideas and testing of strategies.

### **PLACE MATTERS PROGRESS, SUCCESSES AND CHALLENGES**

Clearly, HPI and its partners have made a great deal of progress on this national effort. The national learning community consists of 16 PLACE MATTERS Teams responsible for designing and implementing strategies that address the **social determinants of health** impacting residents in 24 jurisdictions. To date, HPI/CHA designed and implemented a total of six Design Labs. Thirteen of these Teams have participated in four Design Lab learning experiences (Reston, VA; Lisle, IL, New Orleans, and San Diego). With the addition of Baltimore, Prince Georges County, MD, and Washington, DC Teams, the entire cohort participated in two additional Design Labs (Albuquerque and Jackson, MS). Numerous site visits and stakeholder meetings have been conducted, and HPI engaged PLACE MATTERS Team representatives in several national policy fora. Throughout our collective learning journey, we have:

- convened in five PM communities and toured three of these locales;
- identified critical social determinants of health that must be addressed to improve population health;
- learned of and shared various models and approaches being tested across the US; and
- viewed through community tours social determinants of health in action.

Additionally, each Team has a) identified at least two social determinants of health they seek to address; b) developed a strategy plan to guide action; and c) convened local meetings to plan activities.

### **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.

## PLACE MATTERS RESOURCE LOGIC MODEL: PLANNING FOR 2008-2009

In January 2008, the HPI technical assistance facilitation team convened to explore our collective progress as a national effort and to design our technical assistance approach for the upcoming year. Based on feedback we continue to receive from all Teams, we will continue to leverage the expertise of each facilitator to benefit all Teams. Also in January, the Joint Center and CommonHealth ACTION completed an action plan outlining the activities that will support the PLACE MATTERS Teams through the 2008 calendar year. Table 2 contains the preview of activities planned. To guide this action plan, we have developed and included herein two logic models to provide useful frameworks to inform future activities for the initiative.

It's challenging to develop one, fully inclusive model that depicts all relevant factors driving the social determinants of health with PLACE MATTERS communities. As a first attempt, Figure 1 presents a phenomenological snapshot of the forces (some of which are social determinants)

identified by participating PLACE MATTERS Teams. **This model depicts the underlying factors that PLACE MATTERS Teams are working to influence by virtue of the social determinants identified.** The “community health and well-being” (light blue box on top) reflects the target goal or endpoint. The remaining boxes reflect the factors that influence and largely determine health outcomes, including the small red boxes on the left that reflect critical social determinants of Teams have identified. The directional arrows indicate the interrelationships among social determinants of health and community structures available as potential assets to achieve health equity.

PLACE MATTERS challenges participants working in health care settings to develop strategies that bring together groups outside of the traditional health arena to expand their collective spheres of influence. Teams must intentionally design such strategic expansion to impact the social determinants of health in action within a given community. The logic model workshop in which Teams will participate during this Design Lab will provide an opportunity to refine further individual logic models depicting these phenomena within each PLACE MATTERS community. Figure 1 is a work in progress. We will refine this model based on input and lessons learned from the national learning community.

While it is clear construct and reality of “place” are critically important, we also know firsthand from the PLACE MATTERS learning community that common forces influence how social determinants of health play out in each locale. These forces include the significant disinvestment that we see in both rural and inner-city environs and the long-term deterioration of communities driven by such disinvestment. Perhaps most striking is the absence of generational wealth that exists among residents living in PLACE MATTERS communities. While we see common forces influencing the social determinants of health in each locale, there is great variability in the interrelationships among the determinants and strength in which these determinants impact health. Addressing social determinants of health in each community

### Benefits of logic models:

- Convey the fundamental purpose of an initiative
- Show why the initiative is important
- Show what will result from an initiative
- Depict the actions/causes expected to lead the desired results
- Become a common language and reference point for everyone involved
- Serve as the basis to determine whether planned actions are likely to lead to the desired results
- Find gaps in theory or logic of initiative
- Builds a shared understanding of what the effort is all about and how the parts work together;
- Focuses attention of management on the most important connections between action and results
- Provides a way to involve and engage stakeholders in the design, processes and use of evaluation.

therefore requires developing and testing approaches that will work in the unique circumstances within participating locales.

The lessons from this work demonstrate that “place” per se is not what determines and drives this phenomenon, but larger social forces within American society that somehow result in certain communities being abandoned, as ‘unimportant’ or even nonexistent citizens separate from the fervent cycle of capitalism that sustains the mainstream majority. For example, the federal policies governing reservation-based tribal lands caused the absence of generational wealth among American Indian/Alaska Native communities remains a primary cause of long-term poverty cycles. Though the policy antecedents differ, we believe the PLACE MATTERS communities are in similar positions.

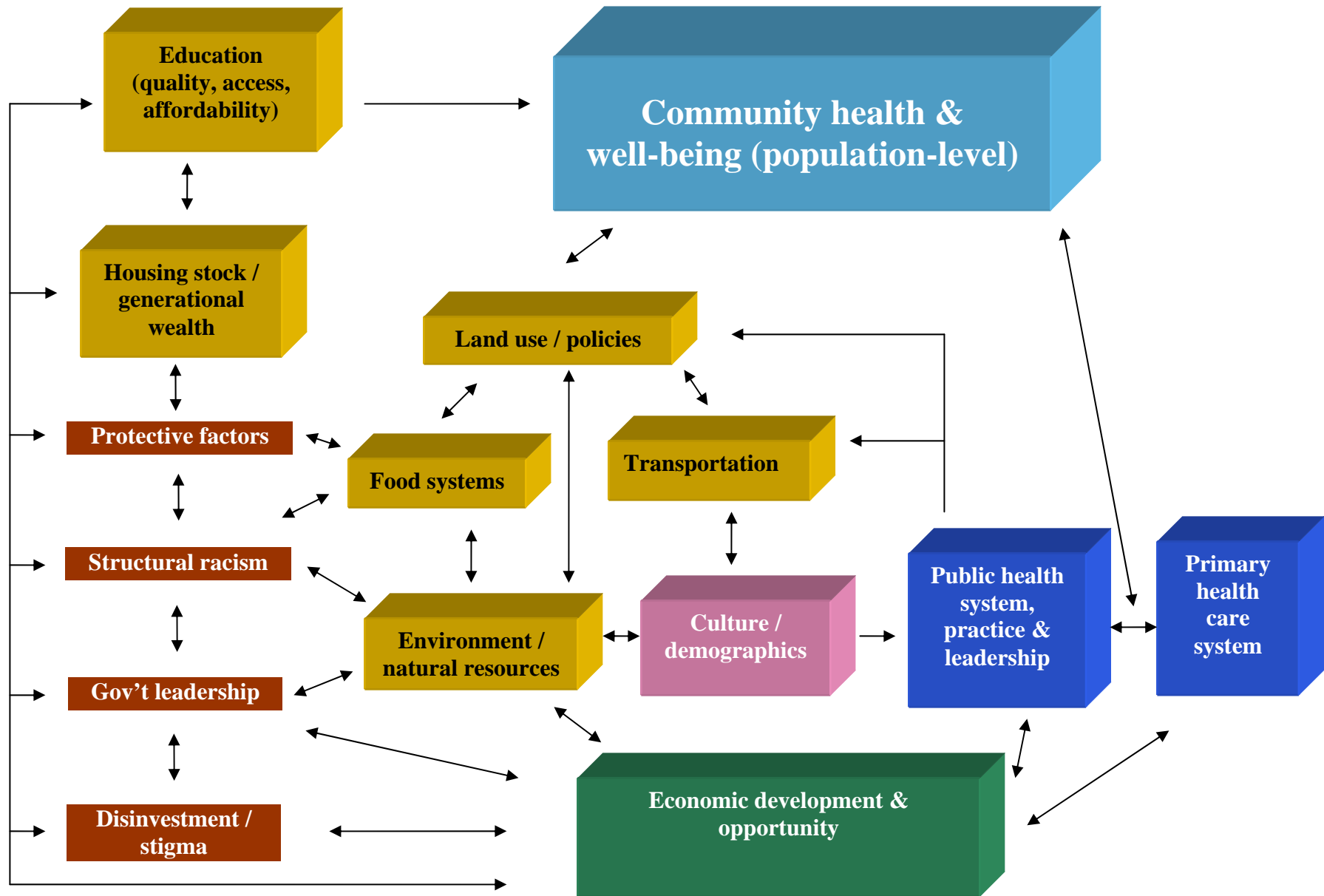
The second logic model (Table 1) focused on technical assistance (presented in table format) outlines the resources/inputs, activities, outputs, outcomes and impacts. Both logic models are works in progress that will require revision as we continue to learn from the collective activities, experimentation, and wisdom of the Teams.

### **PLACE MATTERS PROGRESS: REFINING IMPLEMENTATION AND CONSTRUCTING LOGIC MODELS**

Since the initiative’s inception in 2006, participating PLACE MATTERS Teams laid critical groundwork for framing and defining Team plans. As we enter our 21<sup>st</sup> 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.

Design Lab seven builds upon all previous learning experiences and provides a workshop to facilitate development of Team logic models. This step will help inform action and ensure that the actions developed are measurable. **We strongly encourage readers to review the Design Lab six concept paper that contains logic model development resources.** Additionally, representatives from CARTA will share the preliminary plans for the evaluation of the national effort and solicit input from participants regarding the theory of change and proposed evaluation model.

**FIGURE 1: PLACE MATTERS Phenomenological Social Determinants of Health Model**



## Color Code Legend for Figure 1

**Light blue** = community health status (outcome measures of disease, health and well-being)

**Green** = economic foundation needed to provide employment opportunities for sustainable communities

**Dark blue** = traditional primary care and public health capacity

**Gold** = mission-specific disciplines supported by organized community structures typically operating outside of the health arena

**Rose**: Critical social determinants of health related to culture and demographics often not well supported by organized community structures

**Red** = critical social determinants of health often overlooked in public health and health care service delivery systems

**Table 1: Logic Model for Technical Assistance Strategies**

Resources/Inputs	Activities	Outputs	Outcomes	Impact
<p>Joint Center HPI (visionary, administrative, and leadership roles)</p>	<ul style="list-style-type: none"> <li>• Provide programmatic framing/ coordination</li> <li>• Provide administrative support for Design Labs, site visits, and technical assistance facilitation team</li> <li>• Develop and maintain PLACE MATTERS Web site/Listserv</li> <li>• Communicate with elected officials about health issues and social determinants of health (SDOH) relevance</li> <li>• Leverage WKKF resources and foundation partner initiatives</li> <li>• Convene philanthropy and Federal government to leverage additional support for Teams</li> <li>• Write/document programmatic innovations, progress, lessons and challenges to support national learning community.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued support for national PM cohort</li> <li>• Technical assistance team conference calls and meetings</li> <li>• Leveraging additional resources from current JC activities and new funding opportunities</li> <li>• Articles that influence elected officials to advance a policy environment supportive of SDOH</li> <li>• Presentations at APHA and various venues</li> <li>• Policy agenda for communities of color related to SDOH</li> </ul>	<ul style="list-style-type: none"> <li>• New money</li> <li>• New partners</li> <li>• New policies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased propensity for local governments and NGO partners to collaborate across sectors responsible for health, housing, planning/zoning, education, and environment to develop collaborative strategies that address SDOH</li> <li>• Greater support for elected officials to promote an increasing focus on SDOH</li> </ul>

Resources/Inputs	Activities	Outputs	Outcomes	Impact
<p>CommonHealth ACTION (intermediary, public health content development, implementation, and technical support roles)</p>	<ul style="list-style-type: none"> <li>• Research(ed) Census data and other site-related research to identify potential PM sites</li> <li>• Assist the development and formation of PM Teams</li> <li>• Develop and Implement PM orientation sessions and tools</li> <li>• Develop and implement Design Lab</li> <li>• Develop Design Lab tool and sessions</li> <li>• Engage in TA focused on succession planning at Design Lab</li> <li>• Research and disseminate resources to Teams</li> <li>• Write reports for scholarly publication</li> <li>• Provide technical assistance</li> <li>• Develop and implement logic model workshops</li> <li>• Develop APHA session abstracts</li> <li>• Provide technical assistance</li> <li>• Conduct site visits and attend stakeholder meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Established PM cohort of 16 Teams</li> <li>• Implemented facilitation team retreat to inform activities</li> <li>• Completed implementation of 12 Design Labs</li> <li>• Written concept papers</li> <li>• Continued support for national cohort</li> <li>• Comprehensive Program Plan</li> <li>• Reports to document progress, learning and informing national activities</li> <li>• Presentations at APHA</li> <li>• Planning and implementation of regional meetings for PM Teams</li> <li>• Establish collaboratively a TA plan for each Team per facilitation assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced abilities of PM participants to identify SDOH and take action</li> <li>• WKKF and Joint Center fully implement PM mission</li> <li>• Greater number of partnerships poised to address SDOH</li> <li>• Next generation of leaders poised to address SDOH</li> </ul>	<ul style="list-style-type: none"> <li>• PM concepts/ experience frame and inform public health practice transformation</li> <li>• Non-PM communities want to address SDOH</li> <li>• Culture change in participating communities</li> </ul>

<b>Resources/Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>
Facilitators (technical support role)	<ul style="list-style-type: none"> <li>• Provide technical assistance</li> <li>• Participate in design labs</li> <li>• Write reports</li> <li>• Conduct site visits and attend stakeholder meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to document progress, learning and informing national activities</li> <li>• Establish collaboratively a TA plan for each Team per facilitation assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Continued support for Teams</li> <li>• Evidence of success for SDOH efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Greater support for community partnerships to address SDOH</li> </ul>
Data Supports-CARTA (technical support and evaluation roles)	<ul style="list-style-type: none"> <li>• Participate in Design Labs</li> <li>• Design evaluation strategy, evaluation tools</li> <li>• Conduct evaluation</li> <li>• Write evaluation reports</li> <li>• Provide support to facilitators on logic model and evaluation questions</li> <li>• Engage in discussions about results of PM as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Continued support for facilitation team</li> <li>• Evaluation reports</li> <li>• Evaluation theory of change framework</li> <li>• Evaluation design document, including list of evaluation outcomes (short, intermediate and long-term)</li> <li>• Evaluation instruments and list of indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation team has access to evaluation resources/ approaches</li> <li>• HPI has information about accomplishments of PM effort</li> <li>• CommonHealth Action has information to guide ongoing capacity building needs</li> </ul>	<ul style="list-style-type: none"> <li>• More informed decisions about technical assistance needs of facilitators, Teams regarding data issues</li> <li>• Evidence regarding value of PM and ability to build capacity to address SDOH</li> </ul>

<b>Resources/Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>
16 PM Teams (safe place laboratory role)	<ul style="list-style-type: none"> <li>• Form Team</li> <li>• Engage in team meetings</li> <li>• Participate in Design Lab learning and resource sharing</li> <li>• Engage in Peer support</li> <li>• Host site visits/stakeholder meetings</li> <li>• Develop Team's PM logic model</li> <li>• Develop and implement action plan to address SDOH</li> </ul>	<ul style="list-style-type: none"> <li>• Team communications strategies</li> <li>• Team action plans (vision, mission, goals, objectives)</li> <li>• Benchmarks monitoring progress toward goals</li> <li>• Teams secure new grant funds</li> </ul>	<ul style="list-style-type: none"> <li>• Increased focus on SDOH</li> <li>• Teams leverage existing and new resources to address SDOH</li> <li>• Evidence-based model practices for effective SDOH interventions</li> <li>• Emerging spheres of influence for new SDOH initiatives that address structural racism, infant mortality, obesity, violence and environmental justice</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained capacity in participating communities to address SDOH</li> </ul>

**Table 2: Technical Assistance Activities for 2008 (DRAFT)**

<b>Activity</b>	<b>Target Date</b>
Assist CA Teams submit an abstract for a panel presentation at APHA 2008 (due in early January).	Jan 08
Launch HPI's PLACE MATTERS Web site. Include links to Unnatural Causes resources.	Jan 08
Continue team support via facilitator conference calls, email support, and site visits. Provide greater (individualized) research and benchmarking support to PM Teams.	Ongoing
Convene funders meeting to market PLACE MATTERS investment opportunities in the areas of structural racism, policy development and promising practices.	February 08
Develop a national PLACE MATTERS communications plan.	February 08
Hold DL 7. Intensive workshop format. Focus: Logic Models and Evaluation. Increase time at meetings for more formal Team presentations to share progress and provide technical assistance support for presentation development (PowerPoint, data, etc.). Organize Teams around like content areas.	March 08 New Orleans
Invite funders to future Design Labs.	Ongoing
Write an article/publication on lessons learned from the field.	May 08
Identify and assist PLACE MATTERS sites ready to participate in Connecticut HEAT measurement pilot. <sup>†</sup>	May 08
Hold DL 8. Intensive workshop format. Focus: Place and Wealth / economic development opportunities for blighted communities. Sub themes: education, employment and policy development. Rural and inner-city. Increase time at meetings for more formal Team presentations to share progress and provide technical assistance support for presentation development (PowerPoint, data, etc.). Collaborate with PM Alameda Team and Facilitation Team to incorporate local goals within Design Lab.	July 08 Oakland, CA
Hold Regional Policy Meeting. Focus: Informing Policy – Promising Approaches. Revisit policy issues and benchmarking. Smaller cities, towns, rural areas. Programmatic overlap with CBC.	September 08 Baltimore or Prince Georges Co.
Begin preparation to add four additional PLACE MATTERS Teams (Atlanta, Louisville, Tribal community, and Hidalgo Co., TX)	October 08
Participate in APHA Panel.	October 25-29, 08, San Diego
Hold DL 9. Intensive workshop format. Focus: Addressing the Food Dessert. Food systems development issues.	November 08 Detroit

<sup>†</sup> Participation in the Connecticut HEAT measurement pilot will require additional resources. As of this writing, the Connecticut HEAT project team is awaiting resource decisions from external entities.

## **Appendix A: Lead Facilitator Assignments as of March 1, 2008**

### **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**

