

King County STEPS to Health: Building Sustainable Systems to Prevent & Control Chronic Illness



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Seattle-King County Initiative

A five-year program to prevent and control chronic disease by:

- reducing the impact of chronic diseases through preventing and controlling asthma, diabetes and obesity.
- promoting coordinated actions at the individual and community levels.
- promoting integrated interventions addressing the STEPS conditions.
- reducing health disparities by reaching social and ethnic groups that are disproportionately affected.

Preparation for the STEPS Application

- STEPS RFA Announcement
- Public Health – Seattle & King County contacted potential partners
- Early discussion
 - How will we make decisions?
 - What will we do together?



Decision-Making Models

Traditional

- Lead/fiscal agency is the decision maker
- May establish an advisory committee
- Uses a more “traditional” Request for Proposal process
- Lead agency decides funding allocation for projects
- Fiscal relationship with contractors

Community-Participatory

- Engage communities
- Value community knowledge along with expert knowledge
- Partnership to jointly develop projects of mutual benefit
- Shared power & decision making
- Process builds trust and nurtures relationship
- Value on process versus product

Why We Chose a Participatory Model

- Necessary to engage communities
- Addressing health disparities found in disempowered communities requires power-sharing
- Consistent with shared belief in democratic values
- Builds trust and relationships needed to implement STEPS
- Mechanism to balance evidence-based practice with community knowledge

Consortium

Community

Partners

Coalitions

Expert Advisors



Project Staff

Evaluation Team

Bylaws Committee

Membership Committee

Worksite Committee

School Health Council

Medical Systems Committee

Media & Communication Committee

Community & Faith-Based Committee

Decision Making



- Leadership Team (LT)
 - Vision and strategic guidance
 - Project selection
 - Project oversight
- Consensus approach
- Governance and by-laws

Community Action Plan Development

“Informal” request for proposals



Proposals submitted to coalitions/sector committees



Coalitions/committees review proposals & make recommendations to LT



Strategic planning workgroup



LT reviews proposals & suggests modifications



Finalize community action plan



**If we used the traditional approach,
would we have missed this opportunity?**

**Children's
Hospital**

**Community
Health Plan
of WA**

**Harborview
Medical
Center**

**Highline
Community
Hospital**

**Molina
Health Plan**

Common patient education materials

Common provider education strategies

Better coordination of registries and data systems

Accomplishments

- Broad involvement of organizations
- New partnerships developed
- Effective linkages for integration
- Community action plan for year 2
- Building infrastructure and shared support
- Beginning to see cohesion of LT
- Partners serving as advocates for STEPS

Challenge #1

Local STEPS program was in development as we implemented it

Lesson Learned

Need to have adequate staffing and time to develop processes and expectations in advance

Steps Taken

- ✓ Project Year 2 shared core infrastructure:
 - Nutrition Coordinator
 - Policy Development and Coalition Coordinator
 - RN Linkage Coordinator

- ✓ Developing strategic plan for years 3-5

Challenge #2

Individual program start-up coincides with a rapid and huge community planning effort

Lesson Learned

Need phased approach: plan BEFORE initiate programs

Steps Taken

✓ Retreat to discuss restructuring the year 3-5 planning process

Challenge #3

The newly formed STEPS Leadership Team had to simultaneously build a coalition and create a strategic plan in a very short period of time

Lesson Learned

Adequate time is needed to develop infrastructure, governance, relationships, and community capacity

Steps Taken

- ✓ Bylaws committee created to address governance
- ✓ Strategic plan to include integration as a priority
- ✓ Shared core infrastructure funded in year 2

Challenge #4

The anticipated award amount from the CDC fluctuated as local project selection was in progress

Lessons Learned

- Funders need to be consistent and communicate clearly with grantees
- Need to understand impact on local relationships and coalition development

Steps Taken

- ✓ Process used to reduce funded projects to reach original award amount.
- ✓ Coordinated effort by local partners and other STEPS sites

Challenge #5

Need to balance project funding in a way that maximizes impact

- Individual vs. population-level services
- Prevention vs. control
- Disease conditions
- Age distribution

Lessons Learned

- Clearly defined mission, vision, and strategies to achieve goals at the end of the 5 year grant
- Fund projects of different scopes and integrate projects across sectors, conditions, age, etc. when appropriate

Next Steps

- ✓ Define integration and build into new and existing projects
- ✓ Leadership's desire to move toward policy, integration across sectors, and to develop consistent outcome measures

Matrix Showing Dimensions and Levels of Integration

Networking/Collaboration <-----> Completely Integrated System

DIMENSIONS	Communication/ Networking	Collaboration	Joint programs	Merger/Consolidation
Governance/ Administration	Sharing governance models, bylaws	Formal coalition	Sharing of some administrative functions (e.g., accounting)	Single (merged) organization
Service Delivery	Referral mechanisms	Coordinated services. Joint development of programs and services	Common service delivery mechanism (e.g., CHW)	Single set of services offered
Education & Training	Joint posting of training courses	Joint trainings offered (e.g. on same site, same day)	Trainings offered with same general curriculum and protocols	Single "brand" of training program
Data Integration	Shared data summaries, evaluation reports	Agreement about core indicators for chronic disease. Some sharing of individual client information	Common data systems, periodic merging of databases	Single database of clients, evaluation information
Policy, Advocacy	Coordinated lobbying	Joint development of policy proposals	Policy/advocacy agenda pursued together	Single policy agenda, policies assure no gaps. together
Sustainability	Networking around grant opportunities	Collaboration on proposals	Joint fundraising	Single fundraising strategy, dollars shared equally

Challenge #6

Evidence from research and community knowledge not always consistent

Lesson Learned

- Both are valid in implementing community-based interventions
- Ensure experts in the field, community coalitions, and the community are part of the proposal process¹

Next Steps

- ✓ Discussion around how to utilize experts in the proposal selection process

Challenge #7

Need to balance partners' organizational self-interest with common, collective vision

Lesson Learned

Structure process so it builds common interest over time

Next Steps

- ✓ Incorporate relationship building activities into meetings/retreats
- ✓ Bylaws committee tasked with addressing conflict of interest



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STEPS Evaluation Team

- **Emily Bourcier**
- **Bill Beery**
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STEPS Partners

Action for Media, Allies Against Asthma, American Lung Association of Washington, American Diabetes Association, Asthma & Allergy Foundation of America, Austin Foundation, Cascade Bicycle Club, Center for Multicultural Health, Children's Hospital, Community Health Plan of Washington, Comprehensive Health Education Foundation, Feet First, Gilmore Research Groups, Girls on the Run & Passages NW, Group Health Community Foundation, Harborview Medical Center, Harris & Smith Public Affairs, Healthy Aging Partnership, Healthy Mothers Healthy Babies Coalition, Highline Medical Group, Highline School Districts, KC Asthma Forum, KC Parks & Recreation, KC Physical Activity Coalition, KC Physician Lactation ED Taskforce, Molina Healthcare of Washington, Parish Nurses, Public Health-Seattle & KC, REACH, Seattle Parks & Recreation, Seattle Public Schools, Swedish Medical Center, University of Washington, Tukwila Community Schools Collaborative, Tukwila School District, WA Coalition to Promote Physical Activity, WSU Extension

Resources

- **Community Tool Box**

<http://ctb.ku.edu>



- **Community-Based Participatory Research for Health**

by Meredith Minkler, Nina Wallerstein, Budd Hall

- **From the Ground UP! A Workbook on Coalition Building & Community Development**

by Gillian Kaye, Tom Wolff

