Contributions of Community Leadership Teams (CLTs) to the Statewide Health Improvement Program (SHIP)

September 2015

MINNESOTA
MDH
DEPARTMENT of HEALTH

OFFICE OF STATEWIDE HEALTH IMPROVEMENT INITIATIVES
STATEWIDE HEALTH IMPROVEMENT PROGRAM

Table of Contents

Executive Summary

The Office of Statewide Health Improvement Initiatives (OSHII) evaluation staff at the Minnesota Department of Health (MDH) created this report to share information regarding the contributions of Community Leadership Teams (CLTs) to the Statewide Health Improvement Program (SHIP), identified via analysis of grantee quarterly reports. The findings will inform SHIP 4 planning for technical assistance and CLT monitoring and evaluation. This report also will serve as a resource for SHIP grantees on CLT member contributions across the state.

Part 1: CLT Member Roles and Trainings Offered

The analysis of quarterly reports identified the various roles CLT members held as well as trainings grantees offered to them to enhance capacity during SHIP 3. See Appendix B for description of roles, page 16.

CLT roles reported most frequently:

- Connector/networking
- Multi-sector representation
- Articulator of a shared vision

The least reported CLT roles include:

- Chairs and co-chairs
- Access to elected position of power/elected official
- Advocate

Capacity-enhancing opportunities offered by grantees to CLT members focused on specific SHIP strategies and foundational skills. Within the foundational skills trainings arena, health equity trainings were offered the most frequently. Some grantees leveraged support from external organizations, resources, and materials to provide both interactive training and non-interactive educational materials to CLT members.

Part 2: How CLTs Helped Grantees Meet Work Plan Objectives

The analysis of quarterly reports revealed how CLT members supported grantees in meeting work plan objectives. Findings were organized into three topic areas, and emerging themes were identified.

CLT members were engaged and interested in the work

CLT members who were engaged in their roles helped grantees meet work plan objectives. One of the most successful approaches in keeping CLT members engaged was emphasizing the importance and recognizing the work that was being completed because of the CLT. Grantees described how offering incentives and benefits, as well as accommodating CLT member requests regarding meeting timing, length, and location also impacted CLT member engagement. Grantees made sure to communicate with CLT members between CLT meetings.

CLTs helped inform the direction of SHIP and supported SHIP work in the community

CLT members were included in strategic planning and tasks to carry out SHIP 3 work plans. CLT members helped inform the direction of SHIP by forming priorities, sharing strategy ideas and suggestions for areas to work in, identifying challenges and barriers, discussing disparities, and considering health equity areas within the community. In addition, CLT members connected grantees to the community, assisted in forming relationships, and identified and secured other community funding opportunities to support SHIP objectives.

CLTs were involved in decision making

Many grantees described asking their CLT members for feedback on work plans, budgeting for the SHIP projects in the community, assistance with preparing requests for proposals, and identifying new partnering organizations. Furthermore, CLT members developed CLT roles and structure.

Conclusion

MDH leveraged data previously collected for quarterly progress reports to inform an evaluation related to the contribution of CLTs to SHIP 3. While extracting such data from the SHIP grantee monitoring system minimized both the cost of the evaluation and the reporting burden on grantees, the monitoring system was not designed for the purposes of evaluation, so conclusions about outcomes must be made with caution, as many perspectives may still not be represented here. Despite these limitations, this first step to understand the current state of CLT functioning was crucial, and now measures of success and clear objectives need to be identified in order to structure a CLT evaluation for SHIP 4.

CLTs are engaged in decisions to inform the direction of SHIP, networking, communicating SHIP efforts inside and outside of SHIP and the community, as well as providing feedback to grantees. Grantees reported on the importance of keeping CLTs engaged and recognizing the work CLT members are doing to support SHIP.

MDH will continue to facilitate discussions between SHIP grantees and OSHII technical assistance and evaluation staff to solicit input for planning and discussion of findings, resolving remaining questions, and next steps. The SHIP 4 monitoring and evaluation systems will be designed to intentionally reflect the contribution of CLTs contribute to SHIP.

Introduction

This report provides a summary of how Statewide Health Improvement Program (SHIP) grantees have engaged with Community Leadership Teams (CLTs) during SHIP 3 and how CLTs contribute overall to SHIP, with a focus on the following topics:

- Roles of CLT members
- Presentations or trainings offered to CLT members
- How CLTs helped grantees meet work plan objectives
    - CLTs were engaged and interested in the work
    - CLTs helped inform the direction of and supported SHIP work in the community
    - CLTs were involved in decision making

The primary audience for this report is MDH Office of Statewide Health Improvement Initiatives (OSHII) staff, SHIP coordinators, Local Public Health (LPH) directors and CLT members.

Vision for CLT Contributions to SHIP

CLTs provide vital connections that not only ground but also advance the goals and work of SHIP in communities across the state. The formation and support of CLTs represent a valuable opportunity to engage a diverse set of stakeholders to create and advance health in their communities. In SHIP 4, grantees will be supported and encouraged to build capacity to strengthen the roles of their CLT members to lead SHIP work in their communities. MDH will help grantees identify opportunities to build and engage CLTs in decision making. MDH wants to understand how grantees are using their CLTs to accomplish their SHIP goals in the community. MDH will be building in more monitoring and evaluation opportunities related to CLTs in SHIP 4 to assist in providing technical assistance to support grantees and their CLTs along with sharing best practices among grantees. In addition, MDH will continue these conversations with LPH leadership throughout SHIP 4 to create and maintain momentum of these priorities.

Purpose

This report was created to share the information MDH currently has about how CLTs contribute to SHIP. MDH wants to understand how grantees are utilizing their CLTs to accomplish their SHIP goals in the community. MDH will use the findings from this report to inform technical assistance planning and to help inform the focus of CLT monitoring and evaluation for SHIP 4. This report is also intended to facilitate information sharing, so SHIP coordinators can learn how CLTs are contributing to SHIP across the state.

Stakeholder Input

The topic areas for this report were identified as priorities through conversations with MDH community engagement staff (Jeannette Raymond), OSHII leadership (Julie Myhre), and LPH SHIP grantees that participate in the Evaluation Consultation Group (a volunteer group that

provides feedback and insights to the OSHII Evaluation and Surveillance Team on evaluation topics). See Appendix A for a list of participants. These stakeholders also reviewed analyses and provided feedback on draft reports and suggestions for disseminating results.

Data Sources

All data below are summarized from quarterly and annual reports that SHIP 3 grantees submitted to MDH from January 2014 through April 2015. All SHIP 3 grantees (N=38) submitted reports during this timeframe. Responses to the following question prompts related to CLTs were compiled to create the dataset:

- *Please reflect on your CLT's role and work in SHIP over the past quarter. When drafting your response you might consider:*
    - *Any changes in your CLT not already reported elsewhere*
    - *The roles of CLT members*
    - *Any presentations or trainings offered to CLT members*
    - *How CLT efforts helped to reach SHIP work plan objectives*
    - *How CLT engagement helped connect SHIP work to community stakeholders*
    - *How your CLT has helped to inform the direction of your SHIP work*
    - *How you keep your CLT members engaged and interested in the work*
    - *How you recognize the work and efforts of your CLT*

The data were then coded into themes. This report discusses the major themes and findings. Specific CLT member roles and trainings are summarized in Part 1 of this document. In Part 2, broader topic areas were condensed to describe how CLTs helped to reach SHIP work plan objectives (including how CLTs helped inform the direction of and supported SHIP work in the community, how CLTs have been involved in decision making, and how grantees kept CLTs engaged and interested).

Limitations

Quarterly and annual report questions regarding work with CLTs were not specific and had optional question prompts for grantees to report on. Not all grantees responded to all question prompts. The grantees that reported answers to the prompts responded in varying levels of detail. Information provided by grantees was open for interpretation by MDH staff when responses were not specific. Because of these limitations, conclusions about outcomes must be made with caution, as many perspectives may still not be represented here. Common themes are described and frequencies are provided when possible.

There was likely work done with CLTs that isn't represented in this report or was communicated to MDH staff via other methods. Results may be influenced by reporting bias, such as underreporting of challenges and more focus on desirable outcomes. Challenges may also have been reported to MDH through other methods.

The dataset reviewed for this report did not include CLT meeting minutes, verbal communication, or monthly contact forms or conversations regarding CLTs.

MDH did not provide indicators for grantees to report on or clearly define what expectations or success would look like for a CLT, so this report cannot draw conclusions about successful outcomes.

Part 1: CLT Member Roles and Trainings Offered

Roles of CLT Members

Methods

Data were reviewed for the duties and responsibilities of CLT members. A list of CLT roles was generated to guide the coding of the data. This list included CLT member roles identified through discussions in 2014 with SHIP grantees and CLTs with Jeannette Raymond, the SHIP community engagement lead from the MDH Community Engagement Unit (see Appendix B for the report that includes a description of the identified roles). For this summary, stakeholders requested that chairs and co-chairs be added to the list of possible CLT member roles to understand more about how CLT meetings are led. Each SHIP grantee was counted only once within each CLT member role.

Results

The CLT member roles and number of grantees reporting the role within their CLT are represented in Table 1 below, starting with the most frequently reported roles. Grantees most frequently reported CLT members in the roles of connector/networking, multi-sector representation, and articulator of a shared vision. The least reported roles were chairs and co-chairs, access to elected position of power/elected official, and advocate.

Table 1: Roles of SHIP CLT members	
CLT Member Role	**Number of grantees reporting this role**
Connector/Networking	32
Multi-sector representation on the CLT	27
Articulator of a shared and inspiring vision (promotion/ambassador)	27
Advisor or Decision Maker	11
Chairs and Co-Chairs	5
Access to elected position of power/elected official	3
Advocate	3

Training Offered to CLT Members

Methods

Data were reviewed for mention of training, education, and development offered to CLT members. A list of training categories was generated by MDH community engagement staff to

guide the coding of the data. Names of trainings and external training resources were also extracted from the data.

Results

Grantees reported trainings that focused mostly on SHIP strategies and foundational skills; see Table 2 below. Active living and healthy eating were the most frequently mentioned training topics on SHIP strategies. Health equity trainings were the most frequent foundational skill trainings. See the Appendix C for a detailed list of trainings offered in each training category. Each SHIP grantee was counted only once within each training category.

Table 2: Number of Trainings by Category	
Training Category	**Number of Grantees that Offered Trainings**
SHIP Strategies	14
Foundational Skills	12
SHIP Orientation	5
Assessment and/or Planning	2
General Information	3
Training Information	3

The following external organizations, resources, and materials supported grantees in providing written or interactive training for CLT members:

- American Lung Association
- Association for Nonsmokers
- Blue Zones
- Bridges Out of Poverty
- Institute for Clinical Systems Improvement (ICSI)
- MDE Presentation on the Federal Smart Snack Guidelines
- Public Health Law Center
- Gallup: Strengths Finder 2.0
- Voices for Racial Justice
- Wilder Research

Part 2: How CLTs Helped Grantees Meet Work Plan Objectives

Methods

To understand how CLT members helped grantees meet work plan objectives in SHIP 3, the data were reviewed for responses related to the following topic areas: how CLT members were engaged and interested in the work, how CLTs helped inform the direction of SHIP and supported SHIP work in the community, and how CLTs were involved in decision making. These topic areas define and inform the work grantees and CLTs completed to meet work plan objectives. Emerging themes were identified and are summarized below each topic area.

Results

Grantees reported various ways they utilized and worked with their CLT members to meet work plan objectives. Emerging themes are summarized below; see the Appendix D for more detail.

CLTs were engaged and interested in the work

- CLT members who were engaged in their roles helped grantees meet work plan objectives.

- SHIP coordinators communicated with CLTs in various ways and emphasized the importance of their work on helping to meet SHIP 3 work plan objectives.

- Grantees depended on CLT feedback to make sure the needs of the CLT were met.

- Grantees used various methods to recognize CLT members internally. Grantees also recognized their CLT members externally.

- Grantees offered incentives to CLT members during their meetings, such as food and training/professional development.

- Grantees involved the CLT in making meaningful decisions.

CLTs helped inform the direction of SHIP and supported SHIP work in the community

- Grantees engaged CLT members in strategic planning to carry out SHIP 3 work plans.

- CLT members supported grantees in planning and assessing strategies in the community.

- CLTs created workgroups (also referred to as subgroups or subcommittees) and completed tasks to meet work plan objectives.

- The positions CLT members hold in the community were valued and utilized to meet SHIP work plan objectives through mutually beneficial work and interests.

- CLT members provided expertise and knowledge of the community. CLT members brought their knowledge of the community to SHIP and CLT meetings to target SHIP work.

- CLT members helped connect SHIP staff to other partners and similar initiatives in the community, including connecting existing groups with similar interests. CLT members helped build new community partnerships.

- CLT members networked within the CLT (internally) and within the community (externally). CLT members promoted SHIP work in the community.

- CLT members assisted grantees in identifying funding opportunities.

CLTs were involved in decision making
- CLT members supported grantees with Request for Proposal (RFP) applications.

- Members of the CLT helped decide how grantee funding would be allocated in the community (mini-grant process).

- CLT members supported grantees in marketing and communication planning.

- Grantees asked CLT members for feedback on work plan initiatives.

- CLT members decided on the organization and structure of their CLT, and roles of CLT members.

Next Steps

This report is part of Phase One in SHIP CLT evaluation planning, which involves reviewing and summarizing information MDH has already gathered from SHIP grantees, or will be gathering within SHIP 3, to inform current understanding of CLT involvement in SHIP and assist with technical assistance and evaluation planning for SHIP 4. Research and best practices for community engagement as it relates to evaluation findings will be considered and used to inform MDH communications with SHIP grantees and technical assistance for SHIP 4. The timeline for this phase is April – October 2015. In addition to the SHIP 3 quarterly and annual reports that have been summarized in this report, the following data sources will be reviewed:

- Characteristics of CLT members reported in SHIP 4 applications
- CLT-related questions submitted in the August 2015 quarterly report
- Supplementary materials on CLT evaluation methods grantees submitted via the August 2015 quarterly report

Phase Two, dissemination, will be carried out as summaries from the first phase are complete. The timeline for this phase is August – September 2015, and ongoing during SHIP 4. Written summaries will be shared with stakeholders and opportunities for interactive discussion of results will be organized, including a webinar focused on community engagement technical assistance for SHIP grantees.

Phase Three will involve planning and implementing a CLT evaluation in SHIP 4. Such an evaluation may be designed to help MDH monitor how well training and technical assistance is

meeting the needs of SHIP grantees and CLTs. SHIP Evaluation Consultation Group participants will be involved in the planning of a CLT evaluation for SHIP 4. Initial results from Phase One will be used by MDH to inform technical assistance for SHIP grantees relating to community engagement.

Conclusion

Reviewing grantee quarterly and annual reports allowed MDH to assess how grantees are working with and engaging their CLTs in SHIP work. CLTs are engaged in decisions to inform the direction of SHIP, in addition to networking, communicating SHIP efforts inside and outside of SHIP and the community, as well as providing feedback to grantees. Grantees understand the importance of keeping CLTs engaged and recognizing the work they are doing to support SHIP.

This report presents a high-level description of the work CLTs engage in, and assists MDH in moving forward to provide grantees and CLTs with technical assistance as well as guiding them in their future practices and evaluating outcomes in SHIP 4. MDH will use this report to better understand where grantees and CLTs may need additional technical assistance in building, engaging, supporting, and maintaining their CLTs and their SHIP work.

MDH will use this report along with other feedback from grantees to create and execute a formal evaluation of CLTs in SHIP 4. Working with grantees to utilize their CLTs to their fullest potential will help move SHIP work forward in Minnesota.

Contact Information

Technical Assistance/Consulting
Jeannette Raymond jeannette.raymond@state.mn.us 651-201-3885

Evaluation
Laura (Angvall) Grunloh Laura.Grunloh@state.mn.us 651-201-5541

Thank You

We extend our sincere appreciation to grantee reviewers who provided feedback to improve this report:

- Michelle Trumpy, Dakota County
- Kristin Erickson, PartnerSHIP 4 Health
- Meghann Levitt, Healthy Northland

Appendix A: Evaluation Consultation Group Participants

Name	County	Grantee name	Email
Meghann Levitt	Carlton	Healthy Northland (Carlton, Cook, Lake, St. Louis with Aitkin-Itasca-Koochiching)	meghann.levitt@co.carlton.mn.us
Diana Madsen	Cottonwood	Des Moines Valley (Cottonwood, Jackson, Nobles)	Diana.Madsen@DVHHS.org
Michelle Trumpy	Dakota	Dakota	Michelle.Trumpy@CO.DAKOTA.MN.US
Crystal Hoepner	Douglas	Horizon (Traverse, Grant, Douglas, Pope and Stevens)	crystalh@horizonph.org
David Johnson	Hennepin	Hennepin	David.Johnson2@hennepin.us
Komal Mehrotra	Hennepin	Hennepin	Komal.Mehrotra@hennepin.us
Kelly Corbin	Olmsted	Olmsted	corbin.kelly@CO.OLMSTED.MN.US
Meaghan Sherden	Olmsted	Olmsted	sherden.meaghan@co.olmsted.mn.us
Kristin Erickson	Otter Tail	Partnership4Health (Clay-Wilkin, Becker, and Ottertail)	KErickso@co.ottertail.mn.us
Gretchen Etzler	Scott	Scott	Getzler@co.scott.mn.us
Laura Dahl		Quin County (Kittson, Marshall, Pennington, Red Lake and Roseau	lauradahlquinchs@wiktel.com
Jaya (Ginter) Davis	Ramsey	St. Paul/Ramsey	jaya.ginter@co.ramsey.mn.us
LaReesa Sandretsky	Healthy Northland	Healthy Northland (Carlton, Cook, Lake, St. Louis with Aitkin-Itasca-Koochiching)	SandretskyL@CommunityHealthBoard.org

Appendix B: Roles of CLTs

Community Leadership Teams

The design of the Statewide Health Improvement Program (SHIP) relies on harnessing the strengths and resources of multiple community partners to advance policy, systems, and environmental changes (PSE) as a way to create conditions that support the health of all people in Minnesota. Each grantee is required to have a Community Leadership Team (CLT) that provides support for local PSE work to reduce obesity and tobacco use.

But what are the core roles of the CLTs? What does it mean to be leaders for health in a community? How can the CLT advance the vision and mission of SHIP? What kind of technical assistance and training is needed to support CLT members and the staff who coordinate these leadership teams?

In 2014, MDH staff, grantees and community leadership team members worked together to answer these questions. They identified five core roles for CLT members, put forward a set of three leadership principles, and identified some areas where technical assistance and training could support the core roles and leadership principles.

This document reflects the outcomes of these discussions. This is not meant to be prescriptive – each grantee can determine the roles and leadership definition for its own CLT – but to provide a starting place and focus for technical assistance and training.

Leadership for Health

The first two leadership principles were adopted from a model developed by Public Allies[1]. Public Allies is grounded in the conviction that "leadership is an action many can take, not a position few can hold." They believe that everyone can make a difference and can work to inspire others to believe in themselves, step up, and act.

The third leadership principle was lifted up during the 2014 discussions.

Leadership Principles

1) **Leaders take responsibility to work with others on a common goal. For example:**

- Leaders do "with" not "for" or "to" communities
- Leaders work well with others
- Leaders think beyond their own organization's goals and interests
- Leaders are aware of power and privilege and are accountable for who is at "the table" - diversity and inclusions are actions, not ideas
- Leaders build trusting relationships so that addressing tensions or conflicts is constructive and can lead to creative innovation

---

[1] See Public Allies Web Site: http://www.publicallies.org/site/c.liKUL3PNLvF/b.2775807/k.C8B5/About_Us.htm

2) Leaders practice values that make them credible and effective. For example:

- Leaders listen
- Leaders recognize current assets
- Leaders *s*ustain efforts by mobilizing community assets and strengths and by developing the community's capacity and resources to make decisions and take action
- Leaders hold the effort accountable to its goals

3) Leaders learn new knowledge and skills to support their work towards a common goal. For example:

- Leadership development
- Power and asset mapping
- Policy, systems and environmental change
- Quality improvement
- Strategic questioning
- Legislative process

Five Core Roles for Community Leadership Teams *Leadership is an action many can take, not a position few can hold.*	Tools for SHIP Coordinators and CLTs *Technical assistance and training to support the roles and leadership principles. Grantees with established CLTs reflected the need for other technical assistance on topics such as refreshing membership, reenergizing CLT meetings, and other issues related to long-standing groups.*
Advisor/Decision Maker ▪ Bring and share their discipline's perspective ▪ Prioritize and help to focus the work ▪ Identify additional opportunities or approaches ▪ Facilitate bidirectional communication – from SHIP to the community, from the community to SHIP	**Advisor/ Decision Maker** ▪ Develop range of brainstorming facilitation tools ▪ Conduct power mapping ▪ Conduct asset mapping ▪ Provide options for CLT's to consider ▪ Facilitate prioritization ▪ Determine how to get community input
Connector/Networking ▪ Understand each partner's role ▪ Network – build relationships and alliances ▪ Consider who is missing and identify potential partners ▪ Build on community assets and strengths ▪ Connect SHIP to people and resources ▪ Leverage connections to advance SHIP goals	**Connector/Networking** ▪ Structure questions to get feedback from the community ▪ Support CLT members to do one-on-ones ▪ Support CLT members to do networking in group setting
Articulator of a shared and inspiring vision ▪ Speak about the efforts in a positive light ▪ Publically represent the effort ▪ Communicate within personal and professional realms ▪ Promote the vision and mission	**Articulate a shared and inspiring vision** ▪ Develop a vision with CLT members ▪ Prepare CLT members to present on SHIP vision and efforts ▪ Prepare CLT members to speak with the media at events
Advocate ▪ Speak to decision makers and policy makers at the local and state level ▪ Promote policy, systems and environment change for health ▪ Aligning programmatic efforts with PSE changes ▪ Support SHIP program ▪ Provide flexibility to advocate as some partners are restricted	**Advocate** ▪ Prepare CLT members to advocate with decision and policy makers for local policy, systems and environment changes for health ▪ Connect CLT members to related advocacy efforts (statewide partnering organizations around transportation, tobacco, etc.)
Hold the effort accountable to the shared goals and values ▪ Ask good and sometimes hard questions ▪ Evaluate what went right, what could have gone better and what could be done differently ▪ Learn from failures ▪ Celebrate successes	**Hold the effort accountable to the shared goals and values** ▪ Develop shared goals ▪ Develop shared values ▪ Engage CLT members in performance monitoring ▪ Engage CLT members in quality improvement activities

Appendix C: Training Offered to CLT members

SHIP Strategies (N=21)	
Active Living	• Panel Presentation on Active Living and Sustainability • Active Living for All Training • Active Living in the Community Training • Active Living Strategies and Opportunities • National Rail~volution Conference
General	• Blue Zones Presentation • Strategy-Specific Presentations/Trainings/Guest Presentations • Community Health Topics • Presented Success Stories from Around MN in all Strategy Areas
Healthy Eating in the Community	• Minnesota Food Charter Findings for SE/SC MN Region and Local Feast • Healthy Eating in the Community Training • Community Food Planning Workshop
Healthy Eating in Schools	• MDE Presentation: Federal Smart Snack Guideline • Presentation: Healthy School Food Update • Healthy Eating Training for Health Equity Partners
Healthy Eating/Physical Activity in Schools	• Presentation: School Health Guidelines • Trainings: School Nutrition and Physical Activity
Tobacco	• Presentation: Tobacco and SHIP Tobacco Projects • Education on E-cigarettes
Worksite Wellness	• Presentation: Worksite Wellness – Focusing on the Business Case for Breastfeeding
Healthcare	• Healthcare Strategy Presentation
Foundational Skills (N=19)	
Health Equity	• "How can we create opportunities for all Minnesotans?" Health Equity Training • Education on Health Disparities and Health Equity • Understanding of health disparities, health equity and identifying concern areas related to health inequity • Health Equity Presentation • Bridges Out of Poverty • Health Equity and How/Why It's Tied to SHIP • Health Equity as It Pertains to Active Living • Health Equity Training • Education on health equity and the importance of policy, system and environmental changes, and how this work will help improve the health of the citizens

	• Health Equity Webinar
Communication	• Spokesperson Training
	• PSE and Branding
	• Communication 101 Training
	• Communication Training
	• Communication/Messaging Trainings
Community Engagement	• Camp Engagement Training
	• Asset mapping and one on one visits and interviews
	• Education on current political landscape of the region with focus to create regional grass roots support for those that support SHIP work
	• Community Engagement Principles

SHIP Orientation (N=8)

- Local SHIP efforts (from SHIP 1) and modification and adoption of the CLT charter
- Kick-Off Event/Partner Training (learn about SHIP)
- Inform and educate on SHIP related work
- SHIP presentation on past and future work
- Education on SHIP, PSE, approved/unapproved expenses
- Training on cross sectional work in SHIP. Reviewing how policy, system and environmental changes impact the community.
- Education on SHIP goals and objectives
- Educate members on SHIP 3

Assessment and/or Planning (N=3)

- Wilder Research presented Community Health Assessment Findings
- County Health Rankings data
- Education on Needs Assessment

General Information (N=3)

- CEO and President for Institute for Clinical Systems Improvement (ICSI), presented on population medicine and population health for the triple aim
- Health in all Policies focus at the MPHA Annual conference, Local Public Health Assessment and Planning (LPHAP) overview and discussion
- Gallup: Strengths Finder 2.0

Training Information (N=3)

- Training opportunities to help build capacity on CLT
- Trainings specific to CLT expertise (emailed out to members, but does not measure if CLT member attended or not)
- Promote trainings and other learning opportunities for CLT through CLT meetings, monthly newsletters and through a blog

Appendix D: How CLTs Helped Grantees Meet Work Plan Objectives

CLTs were engaged and interested in the work

CLT members who were engaged in their roles helped grantees meet work plan objectives. There is evidence that a large piece of keeping CLT members interested and engaged in SHIP work was for SHIP coordinators to communicate directly and regularly with CLT members. SHIP coordinators communicated with CLTs in various ways. Grantees described how SHIP coordinators would email, send newsletters, call, and talk to CLT members individually between meetings. Grantees also reported that facilitating regular meetings with the CLT members was recommended in keeping CLT members engaged in the work.

Grantees depended on CLT feedback to make sure the needs of the CLT were met. Grantees reported that listening and asking for feedback from the CLT is important in keeping CLT members engaged. The data described how grantees asked for frequent SHIP and CLT meeting specific feedback from CLT members. A few grantees have described administering CLT satisfaction surveys. Grantees reported they ensured the date, location, and timing of the meetings worked for CLT members. They also made sure the meetings were using the CLT members' time wisely.

Grantees used various methods to recognize CLT members internally. Grantees have reported recognizing CLT members individually by creating certificates of partnership, and providing verbal recognition. The data described how grantees communicated frequently about the importance of the CLT and how grateful they were for the CLT's time and commitment. Many grantees have reported on recognizing their CLT members' time and commitment by providing food and refreshments at every meeting.

Grantees recognized their CLT externally. Grantees not only recognized their CLT internally, but also externally. Grantees reported taking photographs of the CLT and posting them on social media sites. They discussed highlighting successful work completed by the CLT on their website. Another grantee described having a local newspaper article feature the CLT's work and picture. Grantees recognized CLT members by promoting the CLT's work.

Grantees communicated the importance of the CLT on SHIP 3 work plan objectives. Grantees described how important it was to communicate the influence of the CLT on the progress of SHIP in their communities. Grantees reported informing the CLT on the importance of the work being completed in their communities, of the CLT members themselves and on success. Grantees reported the importance of this communication and how it makes CLT members feel that their work and time are valued.

Grantees discussed offering incentives to CLT members during their meetings. Many grantees described offering various personal and professional development opportunities as well as other benefits to CLT members. These development opportunities were in the form of trainings,

guest speakers, and education as well as leadership and advocacy opportunities. One grantee leveraged the Gallup: Strengths Finder 2.0 leadership training with their CLT. Other grantees described providing CLT members with leadership and advocacy opportunities through leading projects in the community or with their employers to help further SHIP work. Grantees reported that they selected opportunities for CLT members who supported their roles on the team as well as in their professional lives. Several grantees reported providing CLT members with food and refreshments at each of the CLT meetings.

CLTs helped inform the direction of SHIP and supported SHIP work in the community

Grantees engaged CLT members in strategic planning to carry out SHIP 3 work plans. Once the structure and roles of the CLT were organized, CLT members were engaged in creating the SHIP work plan. Many grantees reported involving CLT members in providing ideas for and creating the work plan to help lay the foundation of SHIP work within their respective communities. In response to a prompt about how CLT members helped grantees meet work plan objectives, involving community members early in the planning process was recommended by many grantees.

CLT members supported grantees in planning and assessing strategies in the community. Grantees reported that CLTs had strategic planning meetings throughout the planning and implementation of SHIP 3 where members assisted with ongoing planning and assessment of the SHIP 3 strategies in the community. Grantees described how CLTs reviewed initiatives that were successful and discussed how they could implement these strategies in other organizations. Strategy-specific workgroups were important throughout the implementation of SHIP 3. Grantees reported that many workgroups met regularly to focus on SHIP work plans, discuss specific topics, and provide input and feedback to the SHIP coordinators.

CLTs created workgroups (also referred to as subgroups or subcommittees) to help meet work plan objectives. Many grantees reported that workgroups work on specific topics, although one grantee reported workgroups that worked across all strategies. Another grantee created priority area specific workgroups from the results of a community needs assessment. A few grantees recommend having multiple partners work on one initiative. The data supports that workgroups met to discuss, plan, and implement activities within a specific strategy and were instrumental in getting SHIP 3 work up and running in the community. Grantees stated that workgroups helped to keep members engaged and working on what interested them the most. There is evidence that SHIP coordinators helped CLT members work on partner-specific projects as well as met with CLT members individually to provide feedback on strategy specific work plans.

The positions CLT members hold in the community are valued and utilized to meet SHIP work plan objectives with mutually beneficial work and interests. The data described how grantees understand that CLT members bring their own expertise and interests to each meeting.

Grantees reported providing CLT members with work that interests them and aligns with their own professional strengths and experience. There is evidence that grantees considered CLTs when they scheduled meetings and gave updates that related to CLT members background and interests. Grantees reported facilitating conversations the CLT members started instead of the one grantees had on an agenda. The data described how grantees allowed CLT members to present on their topic of interest and SHIP related work at CLT meetings. Grantees acknowledged and promoted the work of CLT members.

CLT members completed tasks to meet work plan objectives. Grantees reported many ways CLT members took on various tasks to assist in reaching the goals of the SHIP work plan. Grantees described CLT members completing tasks such as key informant interviews and focus groups, which assisted in implementing specific SHIP strategy work. Grantees also reported CLT members having assisted in completing community health assessments. One grantee described how their CLT helped guide, lead, and evaluate the SHIP/CTG work in their schools and community by partnering with school and community coalitions.

CLT members brought their knowledge of the community to SHIP and CLT meetings to target SHIP work. Grantees reported that CLT members helped inform SHIP staff about different community events and community specific venues as well as created lists of potential groups to engage with. One grantee reported using the community health assessment as a discussion piece in targeting areas for SHIP work. Grantees described facilitating a community discussion with community leaders, current CLT members, and LPH where they defined problems, set goals and objectives, identified indicators along with completed action plans for SHIP 3.

CLT members provided expertise and knowledge of the community and helped connect SHIP staff to other partners or similar initiatives in the community. Grantees reported that many CLT members represented organizations directly involved with SHIP or had a potential to become involved in SHIP. CLT meetings provided time for CLT members and SHIP staff to discuss SHIP projects. Grantees described how CLT members presented on their organizations' SHIP activities at CLT meetings. CLT members provided expertise and knowledge of the community and helped connect SHIP staff to other partners or similar initiatives in the community.

CLT members networked internally. Grantees reported how the networking that occurred between CLT members assisted in moving SHIP work forward. The data provided evidence that CLT members offered support to other members with their SHIP work.

CLT members networked externally. The grantee data provided examples of CLT members connecting externally with various community stakeholders, SHIP partners, and potential partners. Grantees described how CLT members discussed success stories across counties, which helped other CLT members implement similar initiatives in their own areas.

CLT members helped build new community partnerships. Many grantees described how their CLT members helped SHIP coordinators build partnerships in the community. Grantees reported how CLT members helped SHIP to partner with community groups and people with similar

interests. CLT members suggested people and organizations for SHIP staff to connect with. Some grantees reported CLT members reaching out and facilitating their own one-on-one partnership meetings.

SHIP staff depended on CLT members for their community and personal connections, especially when looking for new partners. A few grantees reported CLT members connected with the leaders in their organization regarding SHIP work in the community and how it could fit into their organization. These grantees recommend having CLT members explore their personal and professional organizations or other connections that could be considered as potential partners in carrying out SHIP.

CLTs networked with existing groups with similar interests. Grantees described how CLTs and SHIP staff looked for ways to connect with existing groups, organizations, and individuals already engaging in work similar to SHIP initiatives. The data described how CLTs and SHIP staff connected with other local health coalitions with similar goals and objectives.

CLT members engaged with the community. Grantees reported that CLT members not only hosted community engagement meetings, but also attended community events to engage with various leaders regarding SHIP and how it fits into their community. Grantees described how CLT members engaged the community on specific strategy work and provided new connections to community partners. Grantees reported that CLT members also helped select members for different community councils.

CLT members promoted SHIP in the community. Grantees reported how members helped to create a tagline to use with their branding. Grantee data described how CLT members promoted SHIP to other community members and organizations. Grantees discussed how CLT members promoted SHIP accomplishments to MDH, county boards, city councils, and other organizations as well as citizens in the community. One grantee reported their CLT members promoted the concept of health in all policies. Another grantee described how their CLT improved the implementation and reach of SHIP by promoting complementary initiatives throughout the community to enhance community ownership and participation in SHIP efforts.

CLT members assisted in finding other community funding opportunities. The data from the grantee reports described how CLT members discussed other funding opportunities, outside of SHIP funding, to expand their resources and efforts in the community.

CLTs were involved in decision making

CLT members supported grantees with Request for Proposal (RFP) applications. CLT members provided input on Request for Proposals (RFPs) for funding opportunities outside of SHIP. Grantees reported that members assisted in creating objectives to be included in RFPs they organized as well as recommend funding priorities and discussed the budget across strategies and partners.

Members of the CLT contributed to the mini-grant application process. Grantees described how CLT members reviewed and provided feedback on mini-grants for work in the community.

CLT members supported grantees in marketing and communication. Grantees described CLT members provided input into SHIP marketing and communication. Grantees reported that members assisted in planning and provided input and feedback into the branding, mission, and values statements of their CLT/SHIP collaborative. The data described how CLT members also supported SHIP coordinators with their communication plans.

Grantees asked CLT members for feedback on work plan initiatives. Grantees reported involving CLTs in discussions and decision making around specific strategies, reviewing SHIP projects in the community, as well as community accountability. One grantee described tasking their CLT members with being aware of the progress of SHIP goals and outcomes and providing advice on opportunities to enhance outcomes in the community.

CLT members decided on the organization and structure of their CLT. Data indicated that CLTs were organized in a variety of ways. Grantees described how CLT members were tasked with deciding the level of input and involvement they would have on the team. There is evidence the CLT members chose if they were going to be an advisory, decision making, or a collaborative group. The members also decided on how involved the SHIP coordinator would be. One grantee reported how the SHIP coordinator was highly involved in making decisions and the CLT provided suggestions and direction on these initiatives. Another grantee described how the CLT was the leader in decision making, and the SHIP coordinator was there to provide support and technical assistance if needed.

CLT members decided on roles within the CLT. Grantees discussed how some CLTs identified members as chairs or co-chairs to help plan and lead meetings. One grantee described their chair as a leader in the community who organized the CLT meetings and motivated other members in their work.