



## Report Highlights

### Purpose

Sierra Health Foundation (SHF) planned a convening to kick-off the Healthy Sacramento Coalition (HSC) to begin the work of the Community Transformation Grant (CTG). A community member involved in the planning recommended SHF contact the Kiely Group (KGI) to utilize Narr8™ – proprietary narrative analysis software. KGI agreed to provide this service pro bono.

### Method

Narr8™ is part of an innovative approach to gather and analyze large amounts of qualitative data. The Kiely Group approach utilizes “Modified Delphi” methods to gather rich narrative and qualitative data which it analyzes and presents in quantitative statistical interpretations.

The Modified Delphi™ process begins by determining what the “right” open-ended questions are. Prior to the convening, KGI worked with SHF staff to determine these questions and reviewed the technique which was going to be facilitated by SHF staff and a community member. Each of the 65 participants at the meeting on November 17, 2011, responded individually to the questions without discussion. This is done to eliminate the bias that comes from such things as power dynamics and personality styles. It also allows a group to gather a large amount of richer data in a short time, because the participants are not taking turns. The resulting responses were gathered, transcribed, and given to KGI for analysis.

### Analysis

The data was analyzed utilizing Narr8™. The software allows the themes to emerge from the data. By using Narr8 to cluster the ideas and concepts human bias is eliminated. These resulting themes were then merged into a more meaningful set of results by the KGI team; reviewing them for context and creating labels. The resulting Narr8™ Report provides you with a set of potential interpretations which could be then used to determine strategic direction.

### Report

The full report provides qualitative and quantitative data obtained by through the analysis. Please remember that KGI has labeled the clusters and these are our words. The label itself is not as important as the affinity data within each cluster. KGI has offered some prescriptive interpretation and analysis. For interpretation, KGI staff looked not only at the Narr8 results, but also at the individual responses in the raw data. Additional interpretation and “sensemaking” should come from further discussion among internal resources. KGI staff is available to participate in those discussions if needed.

KGI has allowed the patterns to emerge from the data itself with no preconceived opinions about the themes. If there are predetermined themes you would like us to test within your data, please let us know.

### Results

The results revealed significant agreement and rich ideas for the Coalition moving forward. The high percentage scores seen in the report indicate the group is in great agreement in their answers. Some caution should be taken with such strong agreement that it is not group think. This does not appear to be the case here, but SHF should reflect on the questions: Is innovation or disagreement discouraged by our process or the circumstances? As potential grantees, do members fear appearing disagreeable and not share their open and honest opinions? Are there ways SHF can mitigate this issue?

Some highlights for each question include:

**Question 1:** Why is the Healthy Sacramento Coalition important for Sacramento County?

Coalition members want to see progress rather than just action. They don't want empty action but meaningful progress including wanting Sacramento and partner agencies to be seen as leaders on this work.

**Question 2:** If we achieve perfection in the planning phase, what would it look like?

Coalition members highlighted the need to both increase access and have high impact. There is a balance between these two. This is achieved by not sacrificing effectiveness and efficiency for expediency and assuring meaningful involvement of stakeholders to hold the Coalition accountable.

**Question 3:** What are the appropriate behaviors and beliefs to guide the healthy Sacramento Coalition?

Coalition members want to see an inclusive and collaborative work. Responses also included a desire to avoid territorialism and lessen the impact of power dynamics. This was seen as a sub-theme within this question.

***Thank you for the opportunity to serve you.***

***The Kiely Group***

KGi research team is available for additional support and interpretations.

The research team on this project includes:

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# Narr8™ Report

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## Sierra Health Foundation – Community Transformation Grant

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### Healthy Sacramento Coalition Meeting November 17, 2011

#### Summary

On November 17, 2011, Sierra Health Foundation (SHF) hosted a convening to kick-off the Healthy Sacramento Coalition (HSC) to begin the work of the Community Transformation Grant (CTG). Over 65 participants responded to the following questions. Below are the themes (clusters) from their responses and interpretation.

#### Question 1

**Question:** Why is the Healthy Sacramento Coalition important for Sacramento County?

Cluster Name*	Cluster Count	Percentage
Progress	1009	67.31%
Community	945	63.04%
Resources	852	56.84%
Action	823	54.90%
Health/Well-Being	760	50.70%

\* Please remember that KGi has labeled the clusters and these are our words. The label itself is not as important as the affinity data within each cluster.

#### Interpretation:

Five themes emerged when asked, “Why is the Healthy Sacramento Coalition important for Sacramento County?” The themes are progress, community, resources, action, and health/well-being. As noted in the report highlights, the high percentage scores seen indicate the group is in great agreement in their answers. Some caution should be taken with such strong agreement that it is not group think. This does not appear to be the case here, but SHF should reflect on the questions: Is innovation or disagreement discouraged by our process or the circumstances? As potential grantees, do members fear appearing disagreeable and not share their open and honest opinions? Are there ways SHF can mitigate this issue?

**1. Progress**, which includes words and ideas like improvement, prosperity, promotion and productivity, was the strongest theme or pattern.

Meaning: Coalition members want to see efforts that improve health disparities, create systems change, and reduce duplication of services to see increased prosperity in the region. Respondents emphasized Sacramento can be a leader and develop a model for other communities across the country (including CDC). This includes:

- Developing a needs assessment of its health resources and unmet health needs. The coalition can provide this collection and analysis of such data
- Building a comprehensive approach to improving health (individual, family and community) and health outcomes
- Bringing everyone together who is currently providing individual services to build strength to the individual programs and reduce the amount of unnecessary duplication of services
- Holding decision makers accountable for good health policy, not just advising them
- Establishing Sacramento as a leader verses in the shadows of other communities like Los Angeles.

Application: In order to establish a unified baseline of the regions current health status and measure the progress, the Coalition could:

- Map assets to identify health disparities and existing community based organizations who address these disparities including prevention programs
- Measure new partnerships emerging through this coalition in addition to the work on a comprehensive plan
- Change the dialog to have all partners talk and highlight the great work in the region. We will not be a leader if we do not see ourselves in that light

**2. Community**, which includes words and ideas like together, representatives, members and diversity.

Meaning: Coalition members expressed the need to work together as a community to address these health issues. This includes:

- Coordinating a community focus to strategically move together
- Increasing awareness of the various agencies and their work
- Decreasing existing silos so competitors can now become collaborators

Application: In order to build the collaborative capacity of the agencies represented in the collaborative, the Coalition could:

- Plan monthly lunchtime networking opportunities
- Create smaller work groups
- Provide independent, objective organization and facilitation skills
- Ensure diverse representatives of the community are working at the table
- Gather a network of providers who share similar goals and can take complex problems from different vantage points

**3. Resources**, which includes words and ideas like assets, sharing, expertise, maximize and money.

Meaning: Coalition members want to maximize current resources. This includes:

- Coordinating local, county, state, and federal funds
- Distributing resources to maximize impact
- Sharing knowledge, expertise and experience

Application: In order to leverage resources, the Coalition could:

- Find a platform to coordinate resources on on-going bases
- Educate providers and community on existing programs and resources
- Coordinate and maximize existing community resources

**4. Action**, which includes words and ideas like forward, engaged, productivity and movement.

Meaning: Coalition members want to see meaningful efforts toward action. This includes:

- Working together to maximize results and minimize duplication of services and work
- Networking to enhance and expand services and partnerships to create an integrated system

Application: In order for action to be meaningful, the Coalition could:

- Create a pre/post measurement of the effectiveness of new partnerships and how their actions impacted the health of the community
- Have coalition members share the work of this coalition with their clients, partners, and stakeholders to find innovative ways to create a healthier community

**5. Health/Well-being**, which includes words and ideas like prevention, living, habits and environment

Meaning: Coalition members want to see efforts that improve the health and well-being of Sacramento. This includes:

- Addressing chronic disease and social determinates of health (food, environment, education, transportation, etc)
- Analyzing not only ways to address the disease and symptoms but also ways to prevent/reduce health disparities

Application: In order to establish a definition/vision for health and well-being, the Coalition could:

- Have the community describe their definition of health
- Provide the larger public information about creating a healthier region

## Question 2:

**Question:** If we achieve perfection in the planning phase, what would it look like?

Cluster Name*	Cluster Count	Percentage
Access/High Impact	806	67.73%
Strategic Direction	717	60.25%
Collaboration/Cooperation	683	57.39%
Community Voice/Empowerment	628	52.77%

## Interpretation

Four themes emerged when asked, “If we achieve perfection in the planning phase, what would it look like?” The themes are: access/high impact, strategic direction, collaboration/cooperation, and community voice/empowerment. Again, the high percentages indicate the group is in great agreement on the importance of these areas.

**1. Access/High Impact**, which includes words and ideas like need, implementation, expediency, efficiency, improve and better was the strongest theme or pattern.

*Meaning:* Coalition members want to see the planning translate to innovative strategies that will have high impact in the community. This includes:

- Reductions in negative health outcomes for communities members from birth to aged
- Access to well coordinated health care delivery including services to address social determinants
- Looking at the region’s needs not just the needs of the organizations sitting at the table

*Application:* In order to demonstrate improvement and a sense of urgency in the work, the Coalition could:

- Work efficiently and with expediency while involving many stakeholders in the process. (KGI suggests negotiating how to do this is a good topic for a follow up discussion with the participants.)
- Have ambitious but achievable goals based on good data
- Encourage strategies without relying only on CTG financial support

**2. Strategic Direction**, which includes words and ideas like clear, priorities, focus, target, goals, roles, data, plan and driven.

*Meaning:* Coalition members want to see the plan contain clear priorities driven by data. This includes:

- Measureable baseline data (quantitative and qualitative) and outcomes
- Research/data illuminating the why of specific disparities
- Be clear of what will be done and what will not be done

*Application:* In order to move in a strategic direction, the Coalition could:

- Map assets and needs assessment to establish a unified baseline of the regions health status.

- Set benchmarks and milestones
- Have a plan that is clear, flexible and easy to understand

**3. Collaboration/Cooperation**, which includes words and ideas like available, engaging, equitable, participation and communication.

Meaning: Coalition members want to see that the process and plan is inclusive of all groups. This includes:

- Servant or equitable leadership (not top down)
- Maximize partners strength and how that strength works with other partners
- A commitment from coalition members to work together for the long haul

Application: In order to create a collaborative environment, the Coalition could:

- Have strong facilitators and leadership in workgroups
- Ask people how they want to contribute and let them take the lead
- Build on existing priorities, services and infrastructures
- Create a good procedure for handling disagreements

**4. Community Voice/Empowerment**, which includes words and ideas like inclusive, diverse, stakeholders, reflects and network.

Meaning: Coalition members want to see the plan incorporate community suggestions and the plan accepted by the community. This includes:

- Input from all stakeholder groups-nonprofit/community organizations, health providers, clinics, schools, business, community members, and elected officials
- Representative of diverse populations (racial, ethnic, LGBT, low-income, underserved)

Application: In order to bring community voice and empowerment, the Coalition could:

- Frontload the planning process to have the community buy into the plan and thus will be easier to implement and folks will be motivated
- Include diverse organizations at the leadership table (executive team)
- Create a well defined organization chart of all interested stakeholders in the county and their role and clearly delineate the decision making process and authority level

### Question 3:

**Question:** What are the appropriate behaviors and beliefs to guide the healthy Sacramento Coalition?

Cluster Name*	Cluster Count	Percentage
Inclusive	634	59.92%
Collaboration	559	52.84%
Transparency	495	46.79%
Strategy Focused	480	45.37%
Action Focused	446	42.16%

### Interpretation:

Five themes emerged when asked, “What are the appropriate behaviors and beliefs to guide the healthy Sacramento Coalition?” The themes are: inclusive, collaboration, transparency, strategy focused and action focused. While there is strong agreement here, the individual responses to this question are critical, because the answers are each individual’s expectations about group dynamics and process. The results here could be used to facilitate a discussion on creating the Coalition’s culture intentionally.

**1. Inclusive**, which includes words and ideas like diversity, community, equity, people, members, age, race and leverage was the strongest theme or pattern.

Meaning: Coalition members want to participate in an inclusive coalition. This includes:

- Embracing cultural and linguistic differences
- Finding ways to communicate messages respectful of diverse groups
- Bringing non-traditional players to the table

Application: In order to create an inclusive coalition, the Coalition could:

- Change the meeting structure (ex/ meet in a circle).
- Ask does this group represent the community we are serving and who is not at the table that should be invited
- Provide implicit bias training for stakeholders

**2. Collaboration**, which includes words and ideas like contribution, responsibility, territorialism, open and cooperation.

Meaning: Coalition members want to not only have diverse members invited to participate but they also want to ensure their contributions are heard and incorporated. This includes:

- Valuing the unique contributions each interest group brings to the project
- Thinking we can change health behaviors and improve health, but we must do it systemically in order to be sustainable

**NOTE:** This cluster also had a sub-cluster of territorialism and power dynamics. This includes:

- Agencies work should be valued without a perceived hierarchy of importance
- Participants should be treated with respect regardless of age and ethnicity
- Partners should have equal representation; no turf or territory protection

Application: In order to create a collaborative coalition, the Coalition could:

- Address power differentials among and between stakeholders
- Use an appreciative framework
- Respect every organization as an equal voice in the process

**3. Transparency**, which includes words and ideas like communication, feedback, honest, open and process.

Meaning: Coalition members want a transparent and open process. This includes:

- Open and clear communication with coalition and community at large of what is being done
- Listening and sharing without judgment
- Dedicating resources to where they will have the most impact; not to the most vocal members of the coalition

Application: In order to create a transparent coalition, the Coalition could:

- Show a commitment to the process by being open and receptive to new ideas
- Negotiate with everyone involved how communication with stakeholders should happen

**4. Strategy focus**, which includes words and ideas like solution, driven, efficiency, clear, goal, agenda, plan and direction.

Meaning: Coalition members want to see their efforts driven by the plan and goals of the community. This includes:

- Defining the best strategy that will have the greatest impact
- Learning from and implementing best practices
- Focusing on contributions to a greater common good

Application: In order to create a strategy focused coalition, the Coalition could:

- Always ask the question, how does this activity lead to our ultimate goal
- Frontload the process to be sure the ultimate goal is the right one. Take additional time up front to get feedback and buy-in from coalition members.

**5. Action focus**, which includes words and ideas like address, practice, activity, disparities, advancing, engage and results.

Meaning: Coalition members want to see the plan move from discussion to community change. This includes:

- Sharing successes and progress with one another including local, county, state and national stakeholders
- Obtaining knowledge so each can be ambassadors within communities with common language

Application: In order for the coalition to be action focused, the Coalition could:

- Work efficiently on community goals and not on individual goals
- Use of social media to engage diverse groups
- Complete tasks assigned in a timely fashion

***Thank you for the opportunity to serve you.***

***The Kiely Group***