



REIMAGINING SOCIAL CHANGE

Payer and Health System Engagement: Understanding and Thriving in a Complex System

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Session agenda

**20
min.**

Introduction

**45
min.**

Exercises and small group discussion

**15
min.**

Full group reflection

**10
min.**

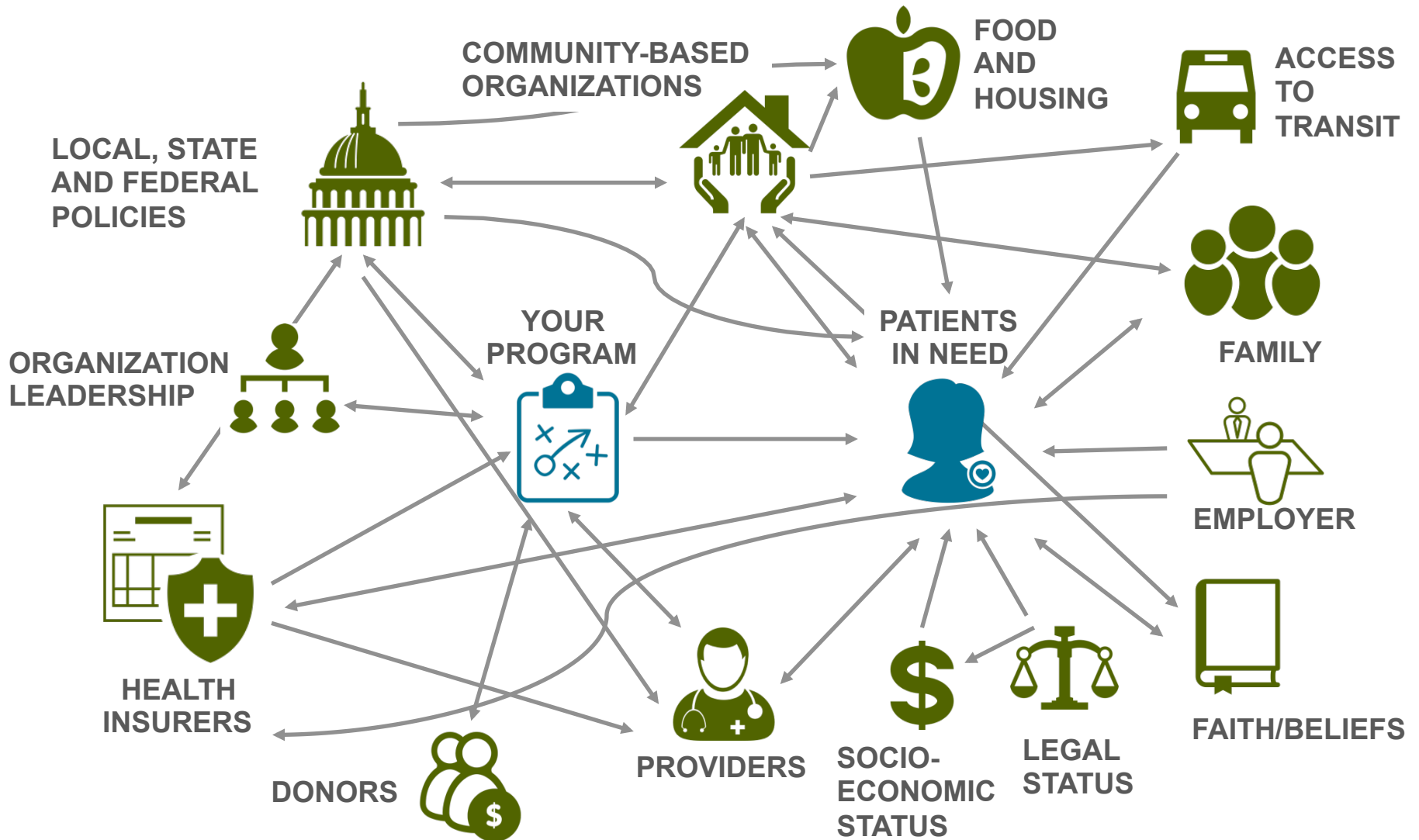
Wrap-up

Systems thinking is critical to the five elements of success for sustainability

- 1 Effective use of data
- 2 A community-based approach
- 3 Leadership with a systems orientation and an equity mindset.
- 4 An enabling policy environment
- 5 Cross-sector collaboration



Why is the “system” relevant for your work?

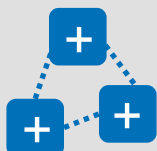


Systems thinking can boost your impact in three ways



Make your program more effective.

To achieve your program's intended results, you need to understand and incorporate the factors that influence your target population beyond your own efforts.



Diagnose challenges and find partners to support solutions.

To sustain and scale your efforts, you will need partners – to provide funding or other resources, address challenges or barriers, and enact changes in policies and procedures that can support your work.



Identify opportunities for your program to influence the system for population level impact.

As pioneers of innovative programs to reach and support patients in new ways, you have opportunities to influence the broader health system – for example, around the standard of care or reimbursement policies.

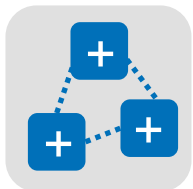
Leading organizations have leveraged their systems orientation in these three ways

Improving program effectiveness



- *Embeds legal services in health care centers, recognizing that 1 in 6 people have legal needs tied to their health outcomes*
- *Builds partnerships between health care providers (e.g., hospitals, health centers), legal aid agencies, law schools, and law firms*

Partnering to establish sustainability and scale



- *Collaboratively funded by local hospitals, county officials and clinics in Cuyahoga County, Ohio*
- *Created a new network to streamline charity care referrals, including a centralized identification and screening system, jointly fund navigation services and co-development of population-level health data.*

Influencing systems to improve impact beyond an individual program



- *Created a community-based navigation program for HIV patients*
- *Had profound impact on HIV treatment adherence and reduced health systems costs by 17%*
- *Now they advise cities around the country on systems-based approaches to addressing social determinants of health for HIV patients*

Various tools can help you understand your system.

To understand your system, you can (amongst others):

- Map **the actors** that influence your target population and thus the effectiveness of your initiative
- Identify and name the **external trends** that either support or hinder your program's success, growth, or sustainability
- Reflect on the **internal and external context** that has affected your target population and program's history to identify enabling and hindering factors and trends in previous decision-making
- Assess the strength of **relationships** between actors in your system to identify opportunities for improvement

We will explore actor mapping for the rest of this session.

Actor mapping is a helpful way to *visualize* aspects of a system and create a *plan for action*

ACTOR MAPS offer a **visual depiction** of the key organizations and individuals that comprise and influence a system and relationships between them (*also referred to as system mapping, ecology mapping, and stakeholder mapping*).

UNDERSTAND an issue and its system

Actor maps can help:

- Determine who needs to be involved and what roles they play
- Diagnose the strength of connections among actors
- Identify racial and power dynamics in the system

CO-CREATE a plan for action

Actor maps can help:

- Determine where there is activity and momentum in the system and where there are gaps or blockages
- Identify opportunities to build new relationships and explore other parts of the system

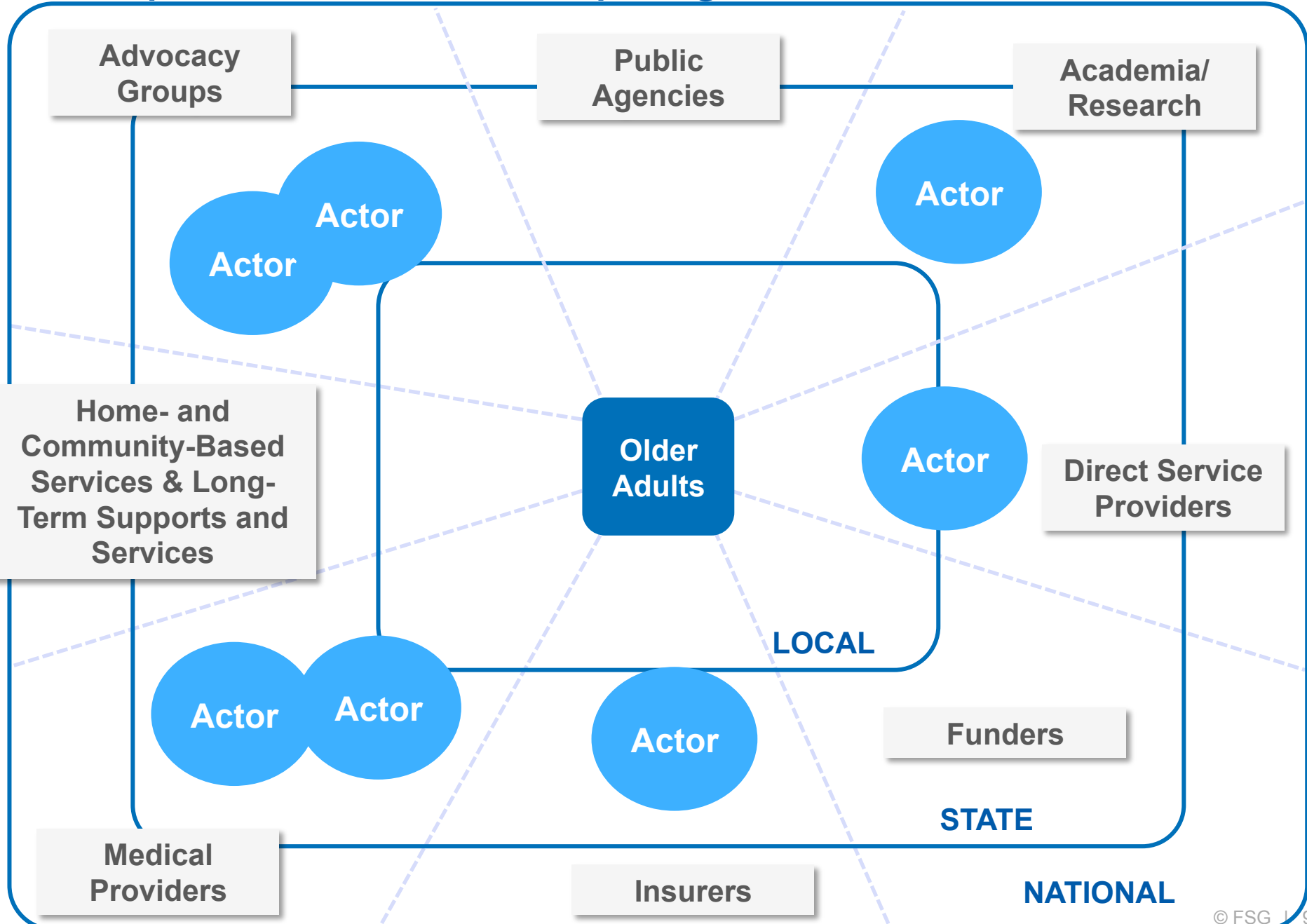
LEARN AND REFINE as you go

Actor maps can help:

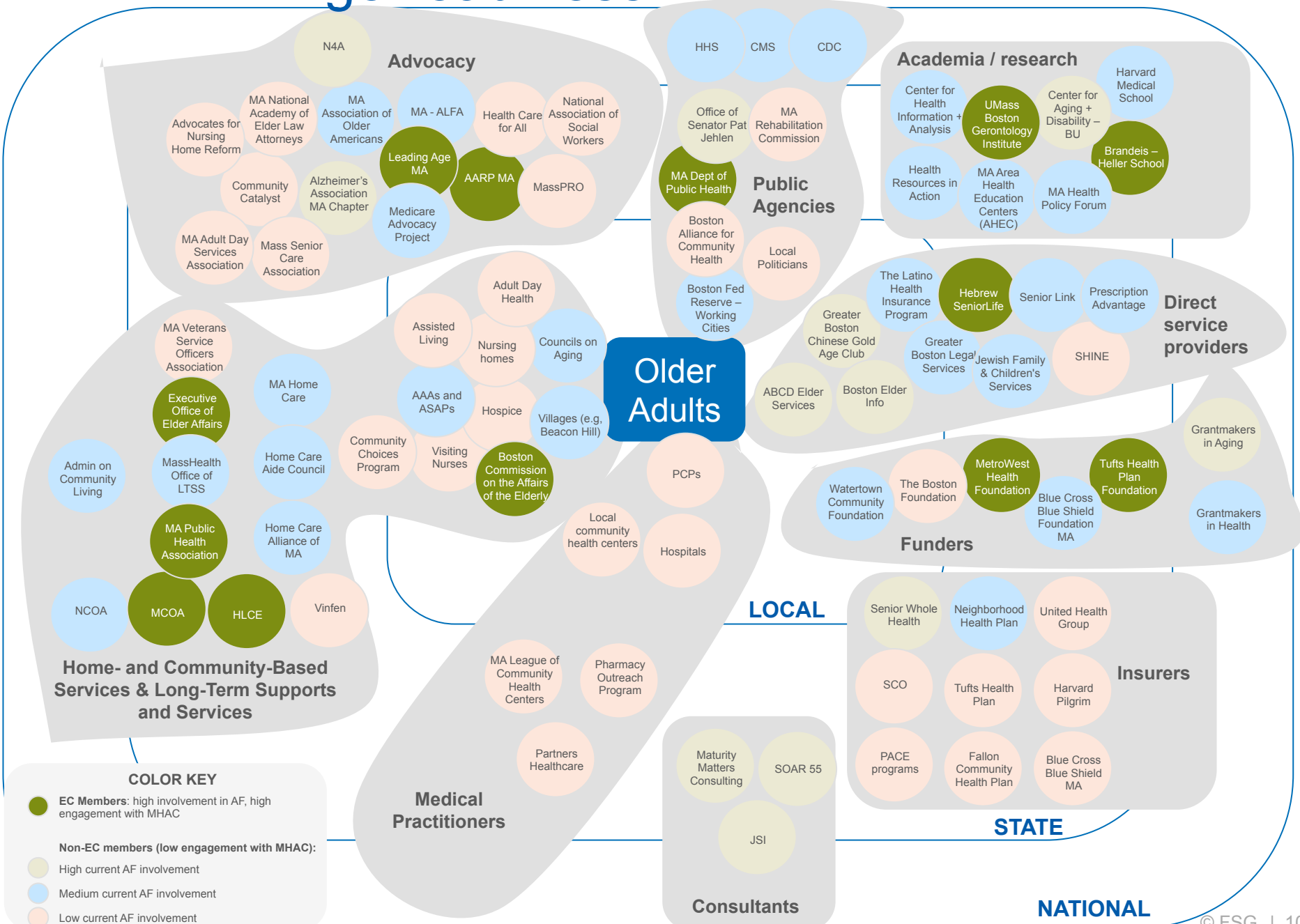
- Consider how relationships, roles, or information flows are changing
- Understand how structures are changing
- Determine who has been or should be involved

Co-creation and iteration are critical!

Example of an actor map: Age-readiness



EXAMPLE: Age-readiness



Starting your own map

STEP 1: Title your map with the **name of the system or issue** you are mapping (e.g. “Childhood obesity”)

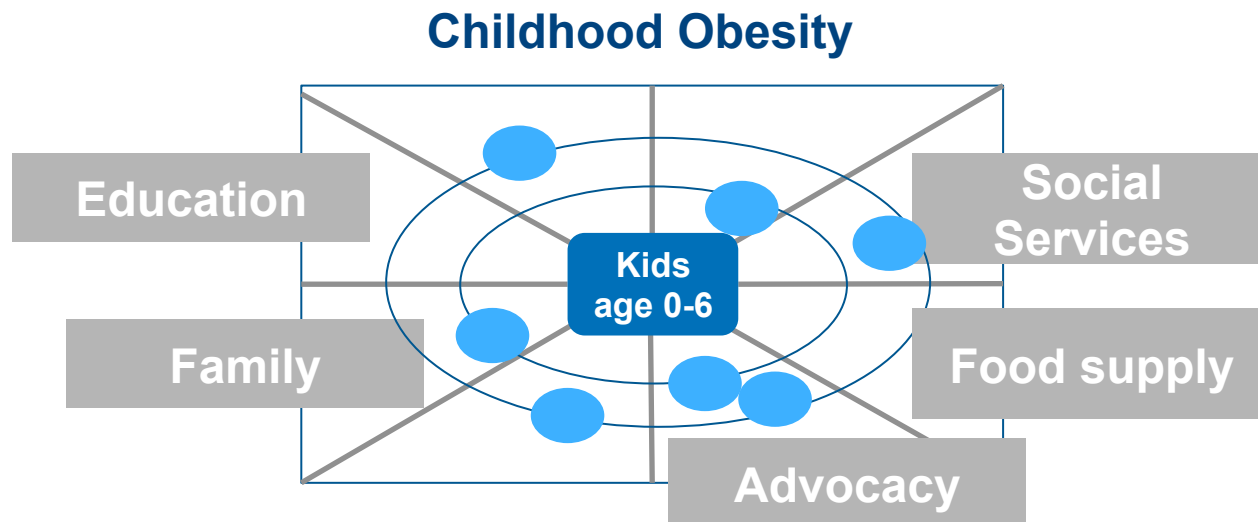
STEP 2: In the center, put the audience, or **intended target population** of your work

STEP 3: Define the map’s boundaries by marking the appropriate levels of the system around the target population (e.g., local, state, national)

NB: these are not required. You can simply use distance from the center to indicate general “distance” from the intended recipient.

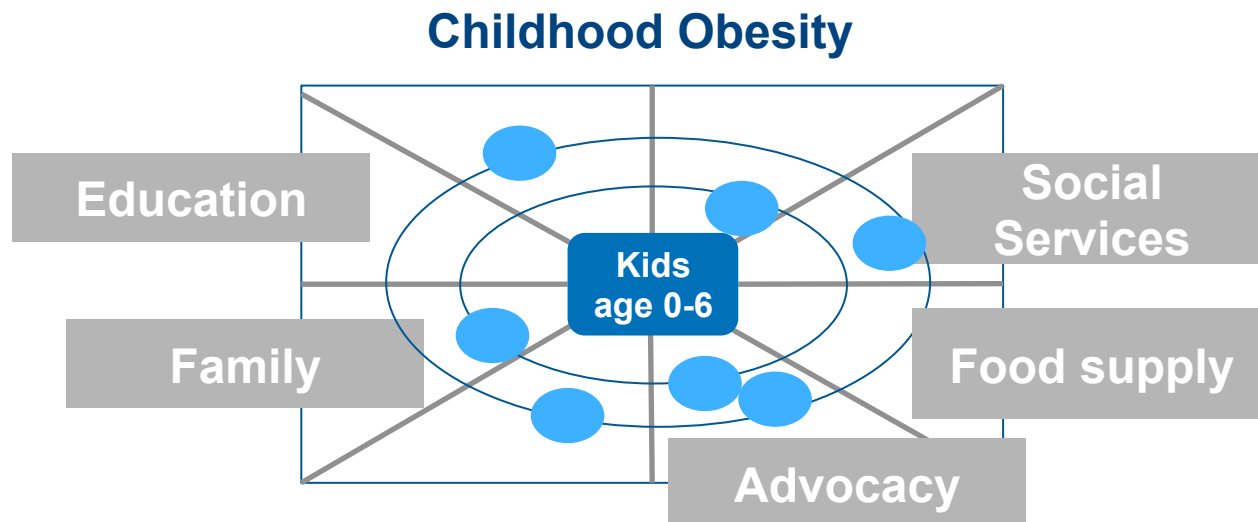
STEP 4: Label your sub-systems

STEP 5: Populate with actors



Starting your own map

NOW TAKE 15 MINUTES TO START IDENTIFYING ACTORS FOR YOUR ACTOR MAP.



20 minutes

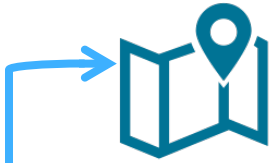
DISCUSS ACTOR MAPS WITHIN YOUR GROUP

- WHAT **ACTOR CATEGORIES** DID YOU USE?
- WHAT DID THE ACTOR MAP EXERCISE **ILLUMINATE** FOR YOU ABOUT YOUR PROGRAM?
- HOW COULD THIS TYPE OF ACTIVITY BE **USEFUL** TO YOUR ORGANIZATION (E.G., UNDERSTANDING RELATIONSHIPS, ISSUE STRATEGY, IDENTIFYING NEW UNTAPPED CHAMPIONS OR HIGH VALUE PARTNERS)?

15 minutes

FULL GROUP DISCUSSION AND REFLECTION

What are my next steps?



MAP

Conduct a full actor mapping session with colleagues in your organization (*Time: 1-2 hours for 4-20 people*)



TEST

Test it with others in your organization; incorporate their feedback



SHARE

Share the “final” map with other members of your organization. Encourage them to incorporate it into their thinking, outreach, strategy, and planning.



EVOLVE

Treat the actor map as a living document, which can and should evolve as the system evolves. Host systems mapping check-in sessions each year. Discuss how it is influencing teams’ work. Share it with partners in discussion.

More detail is available in the appendix and at <http://www.fsg.org/tools-and-resources/system-mapping>

Necessary elements of successful actor mapping

- ❑ **Dedicate enough time** to create a more detailed actor map – this will help your team get beyond the “obvious” towards new insights (Recommended 1-2 hours for a single mapping exercise, plus staff time to distill it into a digital file)
- ❑ Appoint an individual as an **“owner” of the map** and the processes needed for development, iteration and sharing
- ❑ **Co-creation and iteration are critical!** Include voices you might not normally include, and pay particular attention to those voices that are often “unheard” – no one person can view an entire system from their perspective.
- ❑ **Do not put your program at the core of the map:** have a specific audience or goal in mind (e.g., “lung cancer patients” or “HIV/AIDS patients ages 18-24 in New York City”).
- ❑ **Get creative.** Depending on how you develop your map, the same map can be used to assess the strength of relationships (yours and others’), the level of engagement of various actors in a system, or which partners to involve to reach elements of the system that affect you
- ❑ Consider a **software tool** to help you share your map and communicate insights. Helpful software includes PowerPoint, or Kumu, for more complicated maps (<https://kumu.io/>)

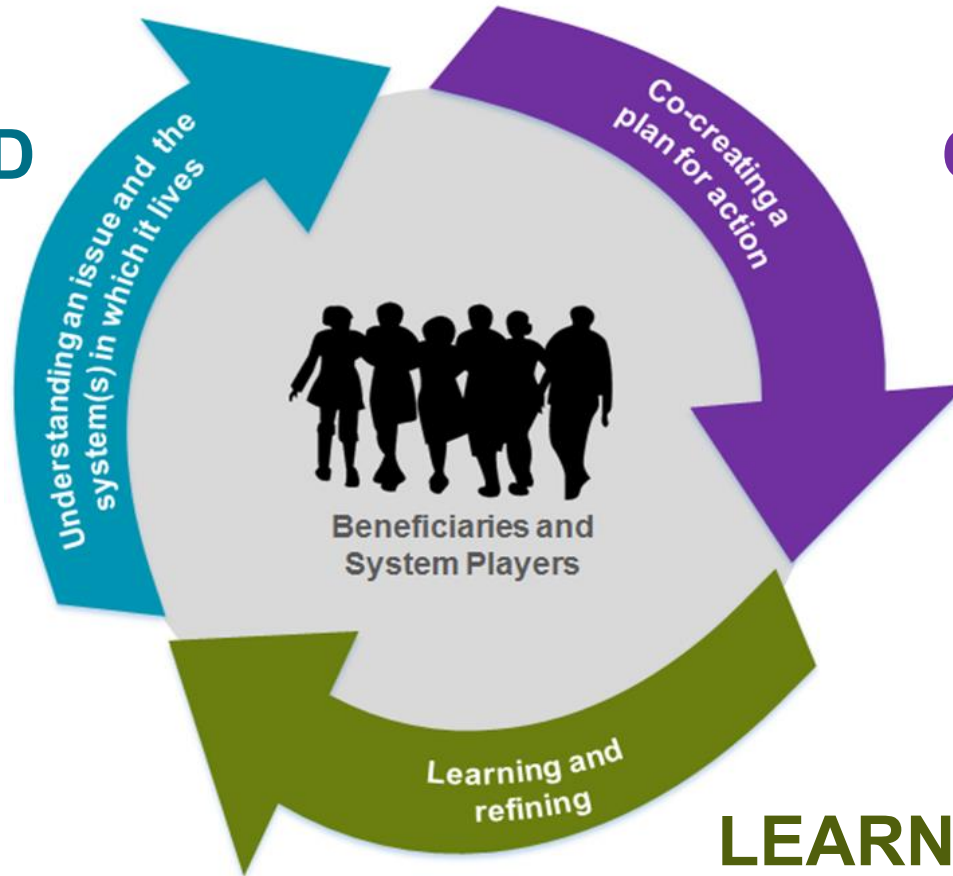
Appendix

Detailed Actor Mapping Instructions

1. Title your map with the **name of the system or issue** you are mapping (e.g., “childhood obesity”)
2. In the **center**, put the audience, or intended target population for your work
3. Define the map’s **boundaries** by marking the appropriate levels of the system affecting the target population (e.g., local, state, national)
 - Note: these layers do not always need to be delineated. You can simply use distance from the center to indicate general “distance” from the target population if that is more effective.
4. Label your **sub-systems**
5. Populate the map with **actors**, in the appropriate level and category
6. Depict **relationships** and/or level of engagement between the actors (e.g., engagement can be labeled as strong, medium, weak or no engagement, or S, M, W or N for short; relationships can be color coded by the groups within your organization who have relationships with others)
7. Identify **momentum, blockages and opportunities**
8. Discuss **implications** and next steps

Systems thinking involves shifting your mental model about the system

UNDERSTAND

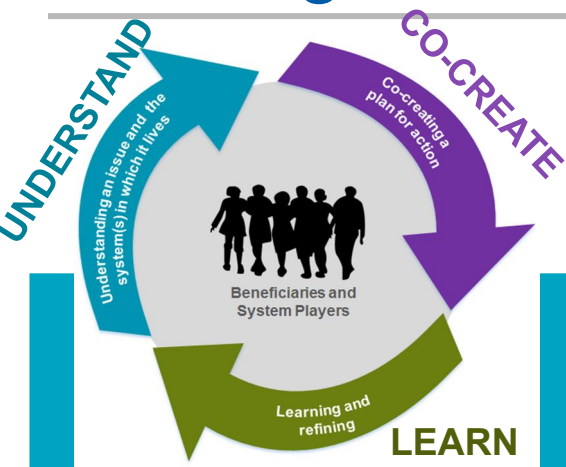


CO-CREATE

LEARN

More information available at: <http://www.fsg.org/tools-and-resources/system-mapping>

There are many tools that help with systems thinking in all three segments



Helpful to:

	Actor mapping	Charting where programs and ideas are in their life cycle	Identifying external trends that either support or hinder your program's success	Reflecting on the internal and external context that has affected your target population and program's history
Identify key actors	✓✓✓			
Understand context and history	✓✓		✓✓✓	✓✓✓
Determine where there is momentum, gaps or blockages	✓✓✓	✓	✓	✓
Explore how relationships, roles or roles have changed	✓			✓
Understand relationships between outcomes & external events			✓	✓

System name:

