

# READINESS FOR CROSS-SECTOR PARTNERSHIPS TO ADVANCE AND SUSTAIN INTEGRATED BEHAVIORAL HEALTH

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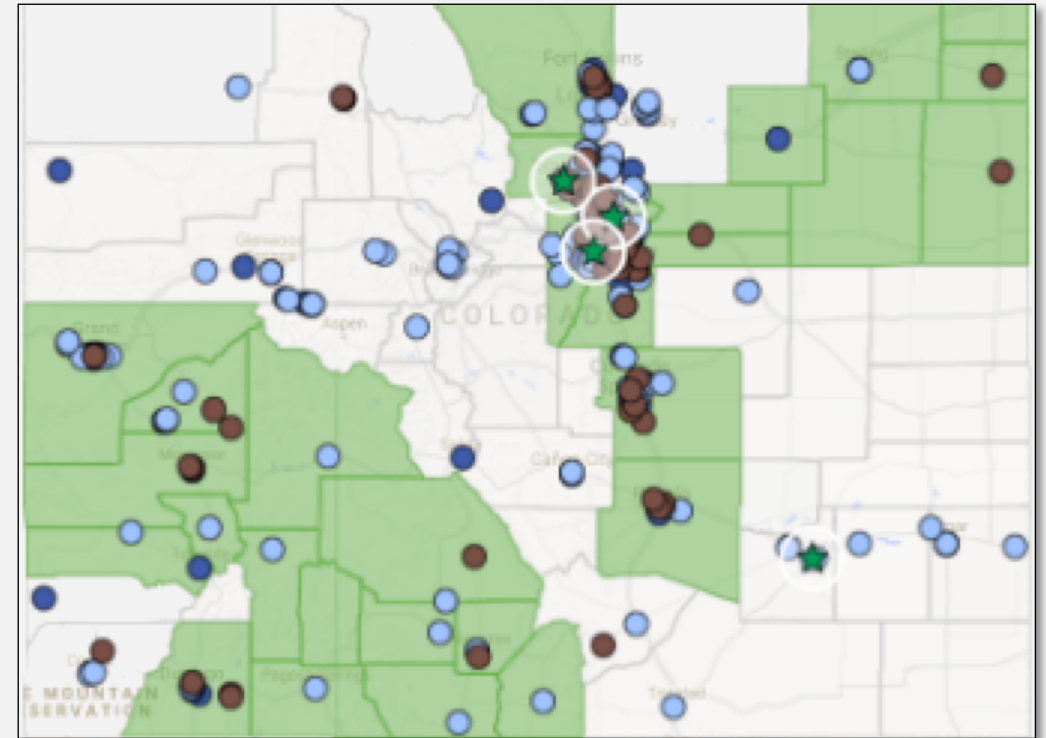
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## GUIDING QUESTIONS

1. What is readiness?
2. How do you assess readiness to partner for behavioral integration?
3. How do you use readiness data to improve behavioral integration partnerships efforts?

# CONTEXT

- The Colorado State Innovation Model (SIM) was a Governor's office initiative aimed at helping health care providers integrate behavioral and physical health in primary care settings and learn how to succeed with alternative payment models.
- SIM involved approximately 25% of the state's primary care practice sites and four community mental health centers during its four-year time frame, which ended in July 2019.



Interactive map: [www.co.gov/healthinnovation/sim-data-hub](http://www.co.gov/healthinnovation/sim-data-hub).

## CROSS-SECTOR PARTNERSHIPS AT THE FOREFRONT OF SIM IMPLEMENTATION

- Behavioral health integration is a complex social endeavor that requires multi-sectoral engagement and investment.
- Cross sector partnerships are a formal alliance between two or more organizations representing different sectors of society (e.g., government, academic, commercial, non-profit, etc.; Selsky & Parker, 2005)
- These partnerships are often complex and difficult to navigate due to marked differences in organizational characteristics among partner organizations.

# READINESS TO PARTNER

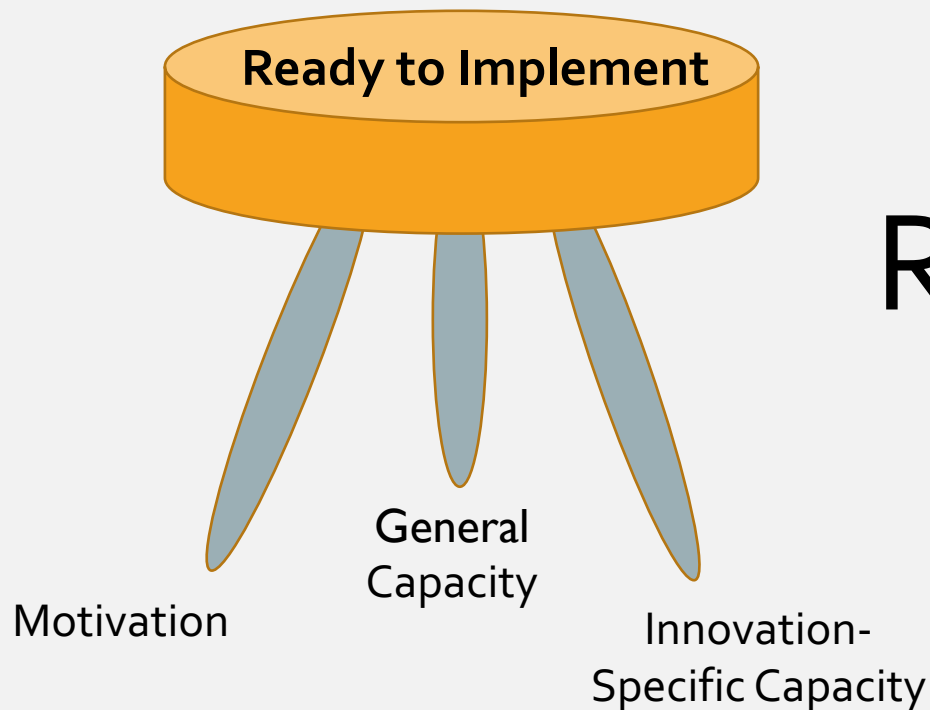
## Why readiness?

- Understanding readiness of stakeholders to lead, sustain, and advance efforts informs opportunities and barriers to system change.

## Readiness is...

- The extent to which an organization is **willing** (motivation) and **able** (capacity) to implement or engage in an innovation (i.e., a program, practice, or policy)

## READINESS FRAMEWORK: $R=MC^2$



$$R = MC^2$$

Readiness

=

Motivation

x

Capacity (innovation-specific)

x

Capacity (general)

# READINESS FOR CROSS-SECTOR PARTNERSHIPS (RCP) QUESTIONNAIRE

## Motivation

- Relative Advantage
- Compatibility
- Simplicity
- Observability
- Priority
- Partnership Value
- Commitment & Sense of Ownership

## Innovation-Specific Capacity

- Innovation-Specific Knowledge, Skills, & Supports
- Supportive Climate
- Cohesion and Sense of Community
- Communication
- Conflict Management
- Decision Making/Participant Input
- Roles & Responsibilities
- Leaders of the Partnership

## General Capacity

- Culture
- Climate
- Innovativeness
- Resource Utilization
- Leadership
- Internal Operations
- Staff Capacity

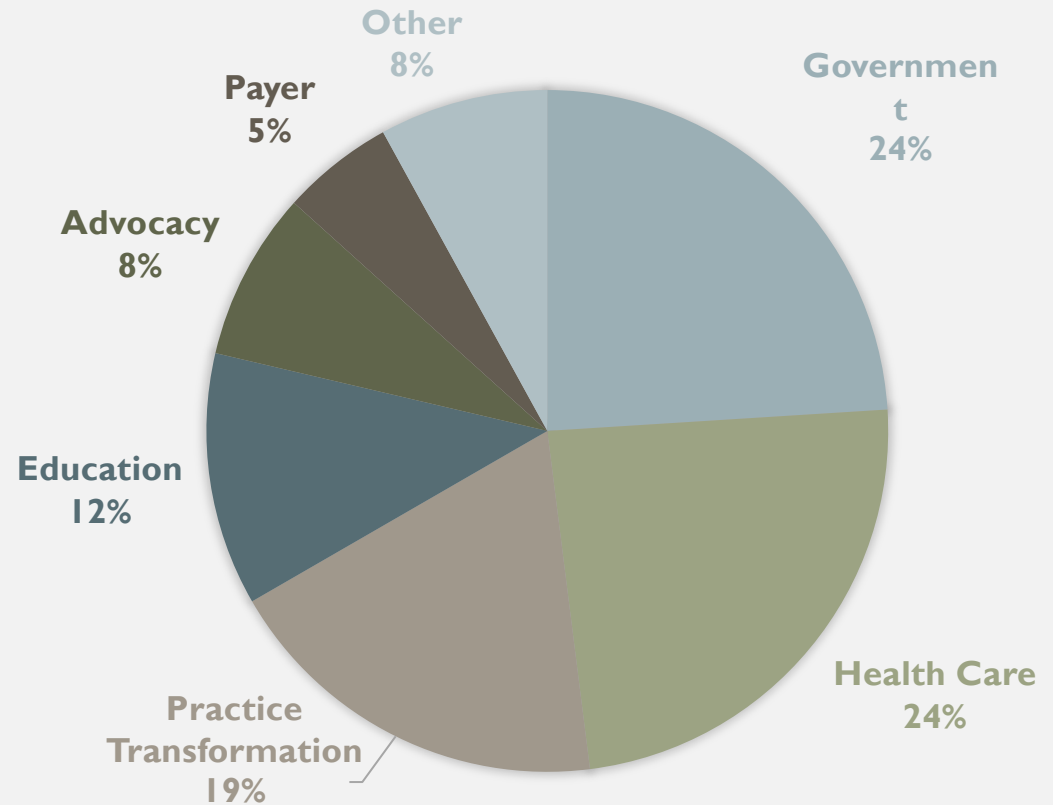
- 61 items corresponding to R=MC<sup>2</sup> components (Cronbach's alpha: .70-.95)
- Response choices on 7-point Likert Scale (1- strongly disagree; 7- strongly agree)
- Administered via online survey, sent to 266 stakeholders from 67 organizations



# RESPONDENT CHARACTERISTICS

- 75 respondents from 65 orgs. completed the survey
- 70% respondents in leadership roles; 30% in operational roles
- ~50% from government and healthcare sector

## RESPONSES BY SECTOR



## RESULTS – READINESS TO PARTNER

### AVERAGE COMPONENT SCORE

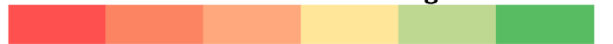


# RESULTS – READINESS SUBCOMPONENTS

## Color Coding Key:

Sub-components have been ranked on a color-coded continuum, which indicates each sub-component's score relative to your organization's other sub-component scores.

### Lower Readiness



Action recommended:  
identify strategies  
for improvement

### Higher Readiness

Consider using  
as leverage for  
increasing org.  
readiness

Subcomponent	Average Score (N=75)
Compatibility	6.20
Culture	6.14
Relative Advantage	6.13
Partnership Value	5.94
Leadership	5.94
Innovativeness	5.87
Commitment and Sense of Ownership	5.74
Cohesion/ Sense of Community	5.64
Internal Operations	5.59
Climate	5.59
Observability	5.57
Decision Making/ Participant Input	5.48
Leaders of the Partnership	5.43
Priority	5.27
Communication	5.17
Roles and Responsibilities	5.09
Supportive Climate	4.94
Conflict Management	4.85

## RESULTS – SECTOR-BASED ANALYSES

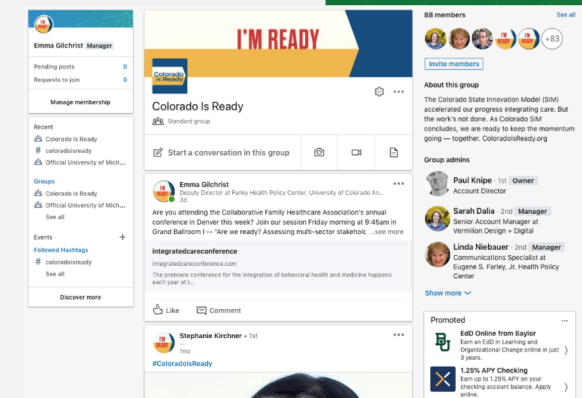
- Within Healthcare (primary care, behavioral health, health systems)
  - Motivation is highest for **primary care** and **behavioral health practices**
  - General capacity is highest for **health systems**
  - Innovation-specific capacities was lowest for all three types of health organizations
- Within Government (local public health departments, state agencies)
  - Overall, **local public health departments** (5.78-6.50) were higher in readiness compared to **state agencies** (4.91-5.44).
  - Innovation-specific capacities was lowest for both types of government organizations

# SUMMARY

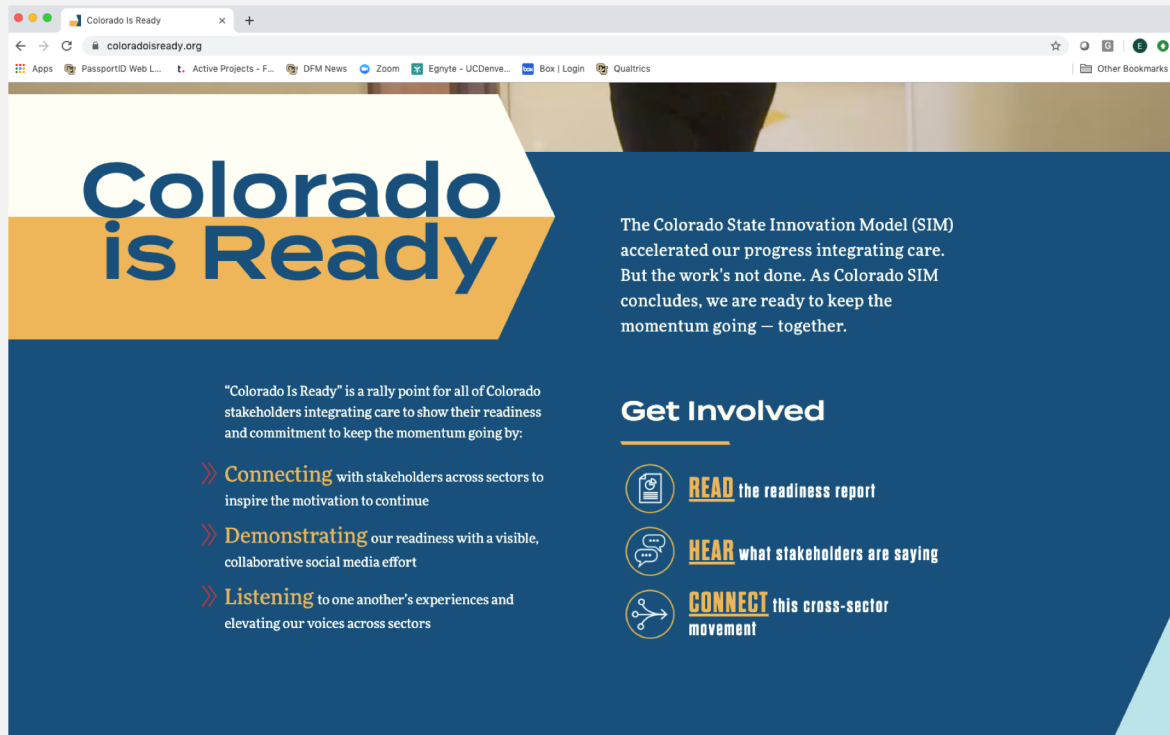
- Moderate levels of motivation and capacity to partner across sectors for behavioral integration indicates readiness among stakeholders to continue working together
- Focus on developing the innovation-specific capacities - knowledge, skills, resources needed to partner effectively
- Existing capacity building efforts stemming from the assessment:
  - Developing an infrastructure for continued engagement and collaboration ([www.coloradoisready.com](http://www.coloradoisready.com); LinkedIn; social media; SIM Readiness Report)
  - Central convening of partners to reflect on findings and determine next steps

## Readiness of Cross-Sector Partners to Sustain and Advance Integrated Behavioral and Physical Health in Colorado

MAY 2019



# LEARN MORE



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