

# Welcome!

We are so glad you are here!

We will get started shortly.  
In the meantime, we invite you to intentionally enter this space.



Silence your cell phone



Stretch



Close the door



Take a few deep breaths



Close browser windows



Emotionally release your to-do list



Check your audio and video



Take a bio break

# MOVE Framework Webinar

WEDNESDAY, APRIL 10, 2024  
2-3:30 PM ET

*THE HEALTHY START TA & SUPPORT CENTER IS OPERATED BY THE NATIONAL INSTITUTE FOR CHILDREN'S HEALTH QUALITY (NICHQ). THIS PROJECT IS SUPPORTED BY THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) OF THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) UNDER GRANT NUMBER 1 UF5MC327500100 TITLED SUPPORTING HEALTHY START PERFORMANCE PROJECT.*

**NICHQ**  
National Institute for  
Children's Health Quality

**HEALTHY**  
**start**  
TA & SUPPORT CENTER



# Agenda

**Housekeeping**

**Tess Pierson**  
HEALTHY START TA &  
SUPPORT CENTER  
(TASC)

**Welcome & Introduction**

**Tess Pierson**

**Overview of MOVE  
Framework**

**Ronda Zakocs**  
INSIGHT FOR ACTION,  
LLC.

**Wrap-up**

**Tess Pierson**





THIS SESSION IS BEING RECORDED.



ALL PARTICIPANTS ARE MUTED UPON ENTRY. WE ASK THAT YOU REMAIN MUTED TO LIMIT BACKGROUND NOISE.



PARTICIPANTS ARE ENCOURAGED TO SHARE COMMENTS AND ASK QUESTIONS USING THE CHAT BOX.



# Welcome & Introduction

Tess Pierson

HEALTHY START TA & SUPPORT CENTER

*MOVE FRAMEWORK WEBINAR*

*HOSTED BY THE HEALTHY START TA & SUPPORT CENTER AT NICHQ*

**NICHQ**  
National Institute for  
Children's Health Quality

**HEALTHY**  
**start**  
TA & SUPPORT CENTER





# Overview of MOVE Framework

**Ronda Zakocs**

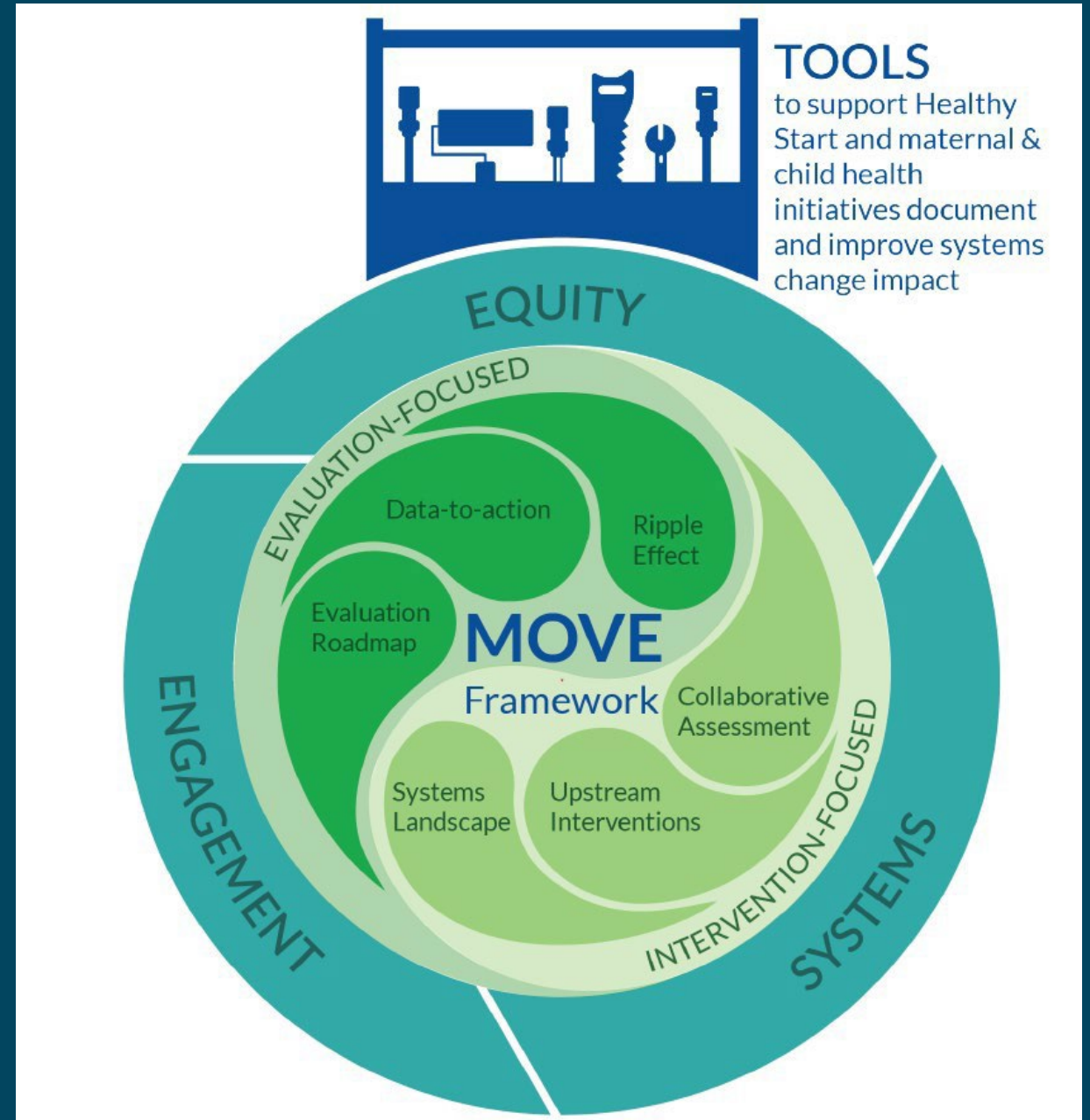
INSIGHT FOR ACTION, LLC.

*MOVE FRAMEWORK WEBINAR  
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# Monitoring Outcomes for Viable Evaluation (MOVE): A Framework and Toolbox for Systems Change Evaluation





**Who is here today?**



# Healthy Start Evolution - Addressing Social Determinants of Health (SDoH) through Systems Change

2021  
Infant Health Equity

- **21** Healthy Start grantees
- Develop action plans to address SDoH



2022  
Catalyst for Infant Health Equity

- **9** Healthy Start & non-HS grantees
- Implement existing systems change action plans to address SDoH



2023  
Healthy Start Enhanced

- **10** Health Start grantees
- Convene Community Consortia comprised of diverse & multi-sector partners and develop strategic plans addressing at least one SDoH



2024  
Healthy Start

- Up to **103** Health Start grantees
- Convene Community consortia and apply systems change strategies to address SDoH

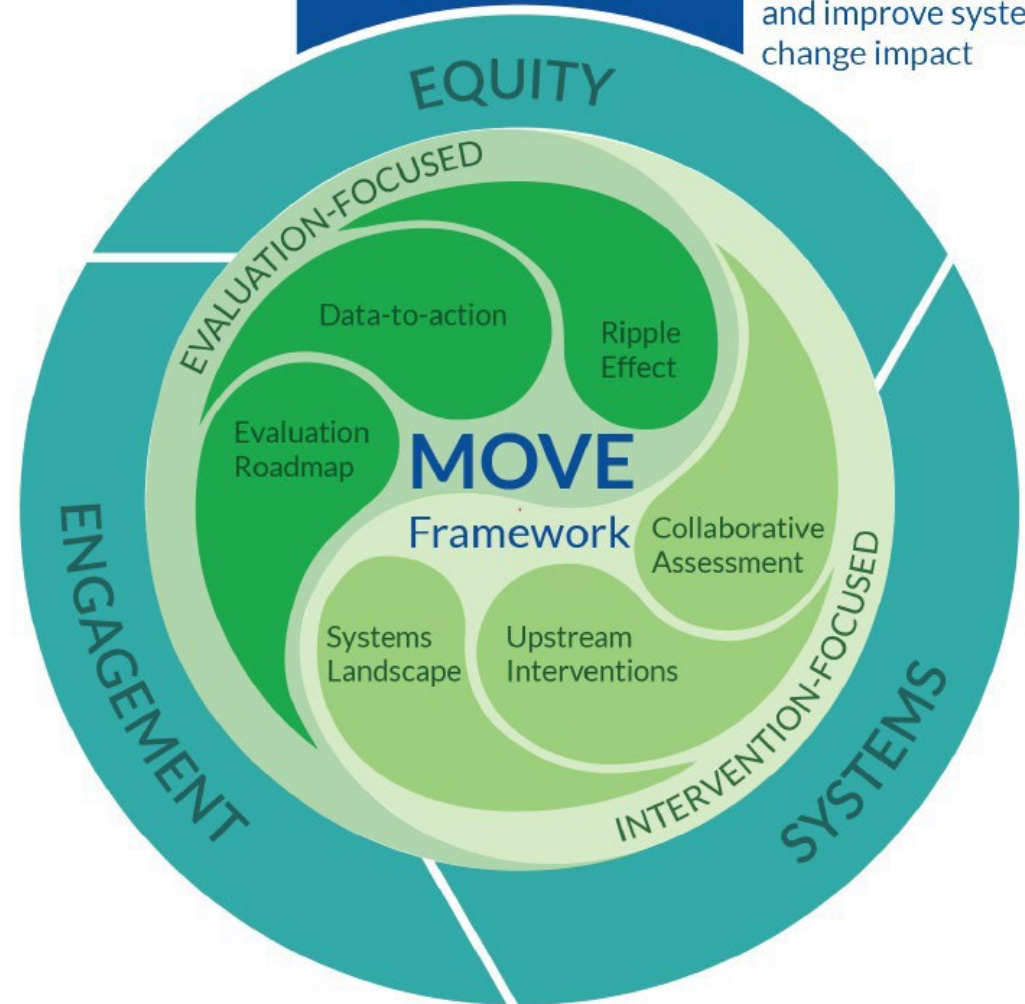
**Addressing social determinants of health by igniting  
and evaluating systems change impact is  
HARD!**



# That's why the Healthy Start TA & Support Center commissioned MOVE: A Framework & Toolkit for Systems Change Evaluation



**TOOLS**  
to support Healthy Start and maternal & child health initiatives document and improve systems change impact



# Today's Webinar

## OBJECTIVE

An understanding of how the MOVE Framework & Toolbox can support Healthy Start Programs to evaluate systems change efforts aimed at addressing social determinants of health

## FLOW

Set context for systems change *intervention*

Set context for systems change *evaluation*

Peek inside the MOVE Framework & Toolbox


Share how Healthy Start Support & TA Center can help

# Systems Change

*“Every system is perfectly designed  
to get the results that it does.”*

W. Edwards Deming





**What are your  
experiences with  
systems change?**



# Social and Structural Determinants of Health



**Institutional Racism**



**Housing Instability**



**Food Insecurity**



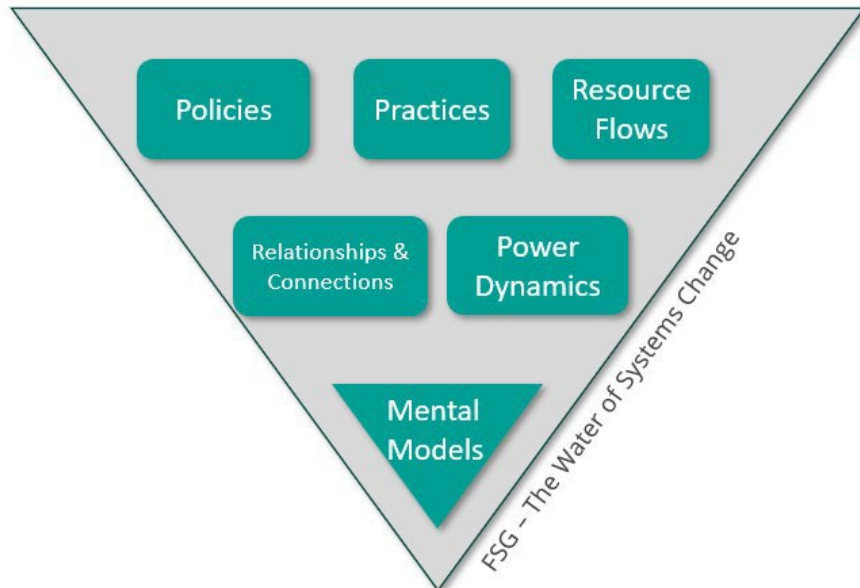
**Non-Living Wage Jobs**



# Structural Determinants of Health

Political, economic, and social mechanisms with the power to transform the flow and distribution of goods and services. They affect whether resources necessary for health are distributed equally in society or are unjustly distributed according to race, gender, social class, geography, sexual identity, or other socially defined groups. They are root causes of health inequities because they shape the quality of the social determinants of health that people experience.

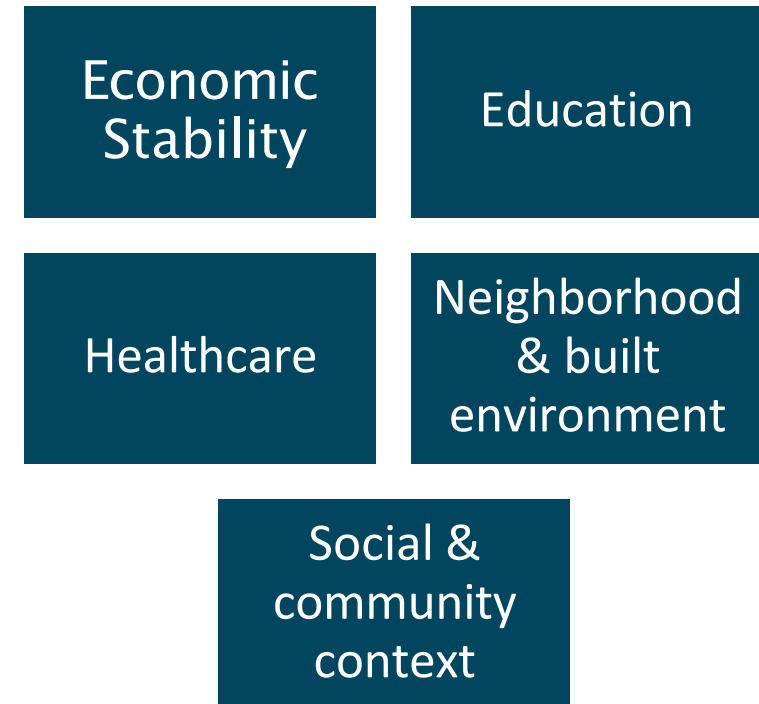
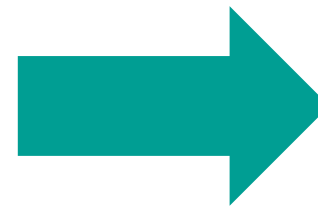
[World Health Organization](#) and [Illinois Department of Health](#)



# Social Determinants of Health

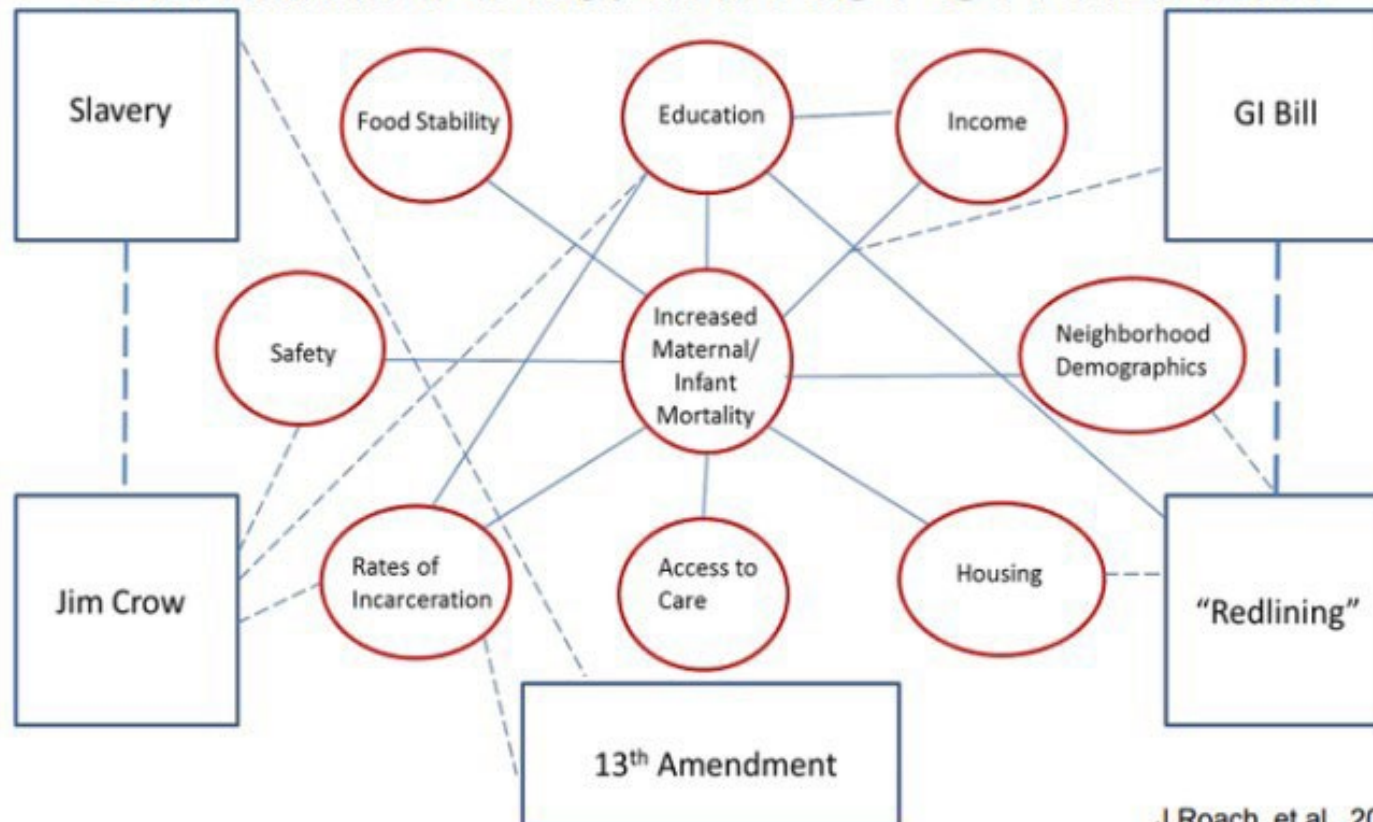
The conditions and circumstances in which people are born, grow, live, learn, work, and age that are shaped by a set of forces beyond the control of the individual and greatly affect health and wellbeing. They are created by structural determinants of health.

[Robert Wood Johnson Foundation](#) and [Healthy People 2030](#)



# Restoring our Own Through Transformation's (ROOTT) distinction between structural and social determinants of health

## WEB OF CAUSATION STRUCTURAL and SOCIAL DETERMINANTS: IMPACT ON HEALTH



Blue rectangles are structural determinants

Red circles rectangles are social determinants



## **Upstream**

Address Social & Structural Determinants of Health via **systems change**

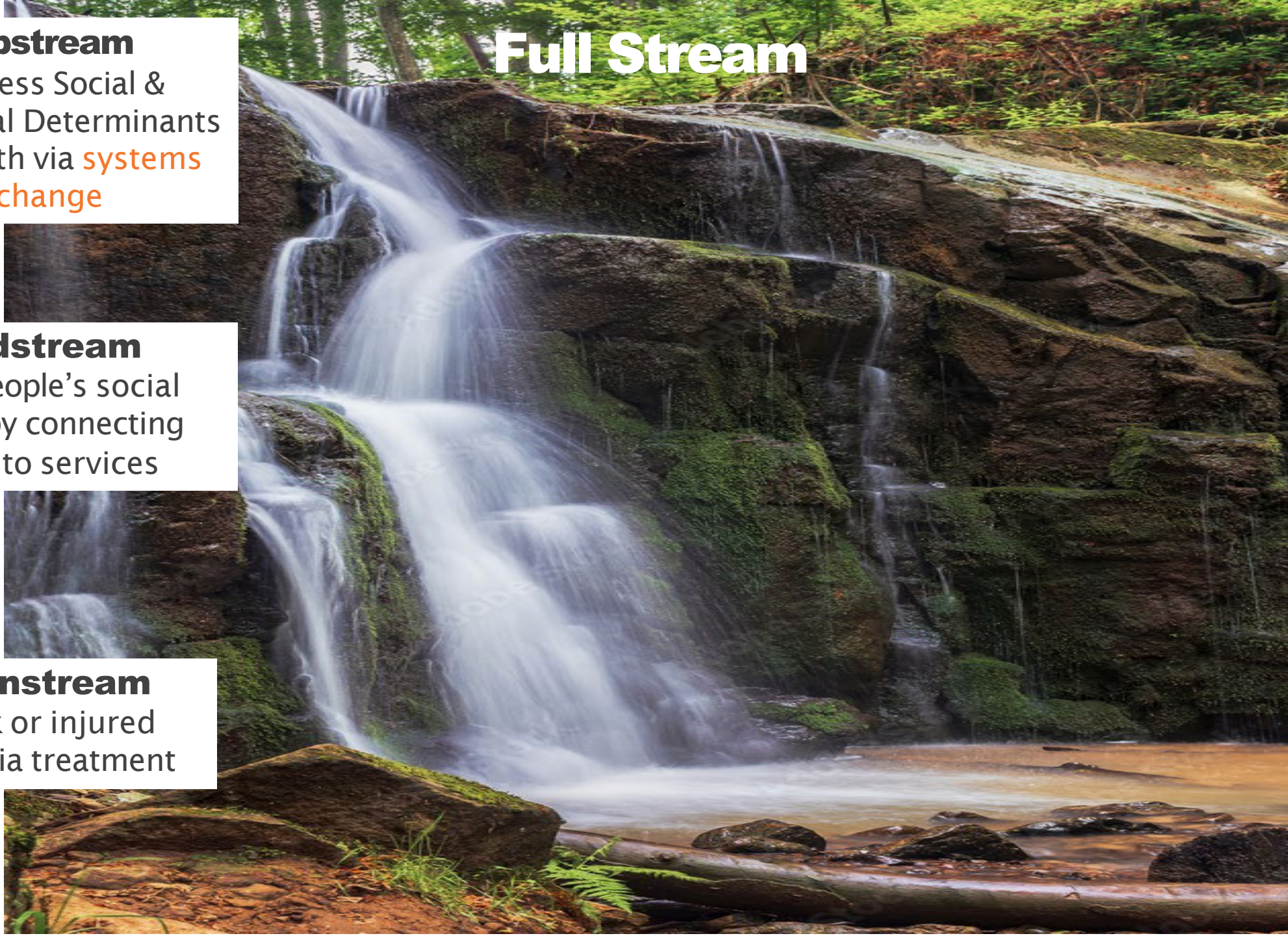
## **Midstream**

Meet people's social needs by connecting them to services

## **Downstream**

Heal sick or injured people via treatment

# **Full Stream**



# Systems Change aligned public health intervention frameworks

Upstream-  
downstream

Result-based  
Accountability

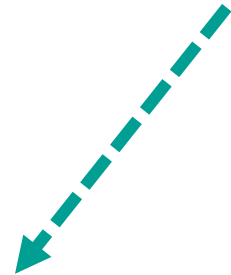
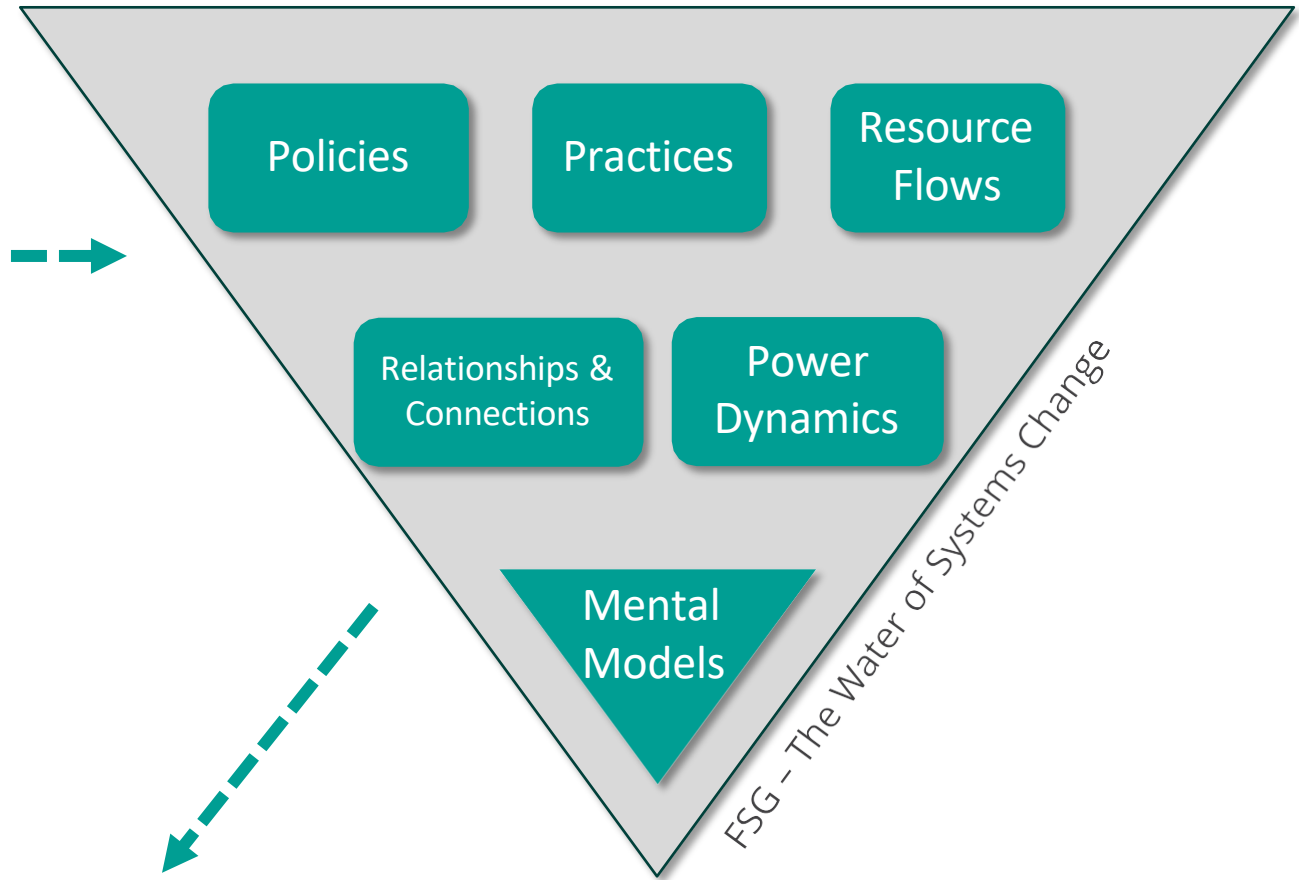
Health in All  
Policies

The Health  
Impact Pyramid

Social-Ecological  
Prevention  
Model

Systems change  
is shifting **conditions**  
that are holding the  
problem in place.

*Social Innovation Generation*



These **conditions** are structural  
determinants of health.

“

**Programmatic interventions**

help people beat the odds.

**Systemic interventions**

help change the odds for people. ”

*Karen Pittman*



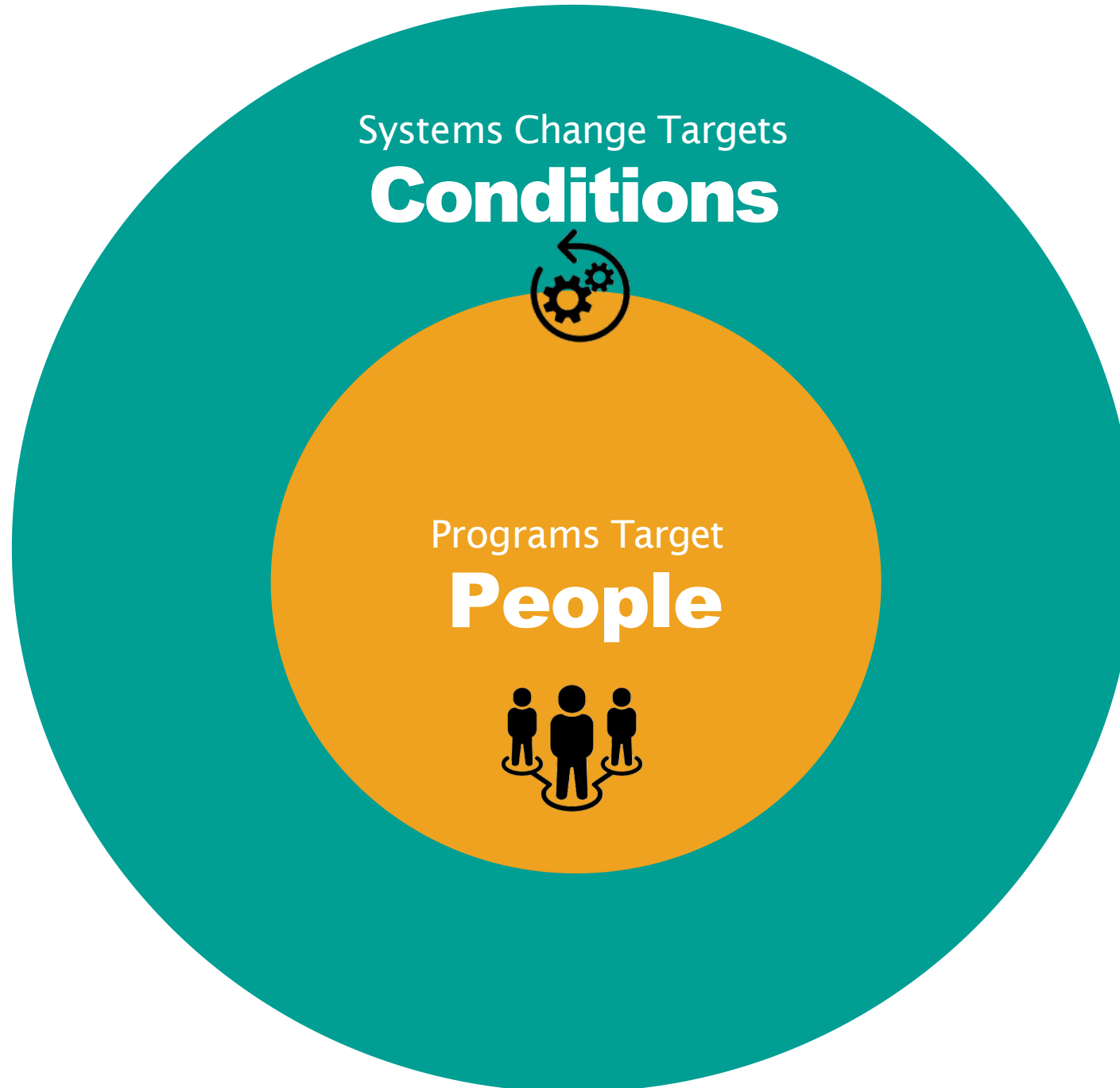
## Employment

### Systems

Federal, state, or city policies to increase minimum wage

### Program

Workforce training



## Housing

### Systems

City planning ordinances to require % affordable housing units

### Program

First time homeowner workshops

# Systems Change Evaluation

*“However beautiful the strategy, you should  
occasionally look at the results.”*

Winston Churchill



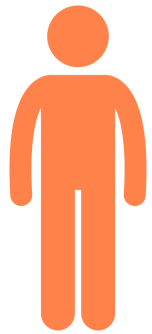


A large, diverse group of people of various ages and ethnicities smiling and looking towards the camera. The group is densely packed and includes individuals from different cultural backgrounds and age groups, all appearing happy and engaged. The text is centered over the middle of the group.

**What are your  
experiences with  
evaluation?**

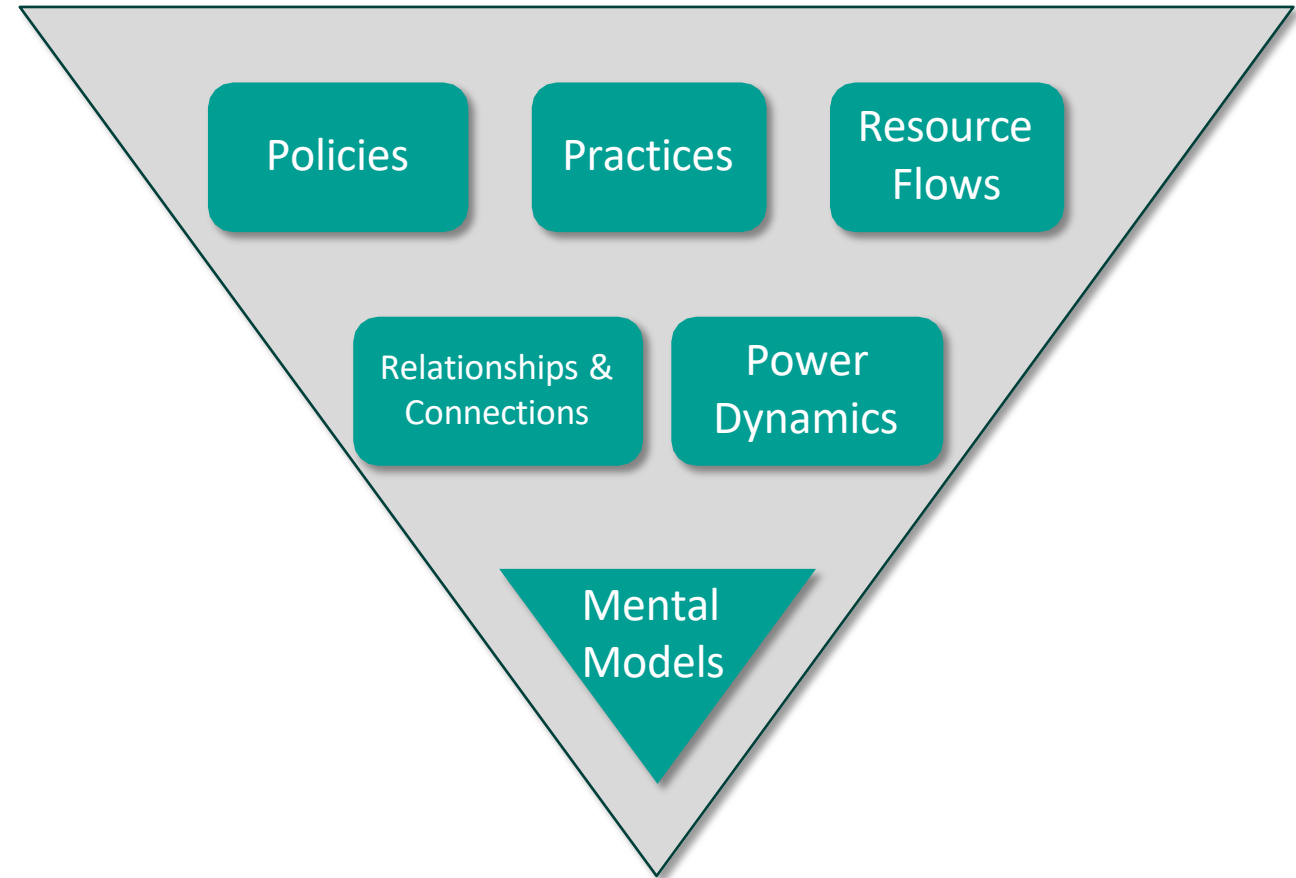
# Program Evaluation

focuses on **People**



# Systems Change Evaluation

focuses on **Conditions**



# Three Shared Goals



**Program  
Evaluation**

- ① Assess impact
- ② Learn about change process
- ③ Improve & adapt programs/strategies



**Systems  
Change  
Evaluation**

# Three Differences



## Program Evaluation



### Individuals

Program Participants

① Focus of inquiry

② Measures of  
success

**Pre-determined,  
static** outcomes

③ Approaches for  
measuring change

### Attribution

Isolating independent  
effects of a program on

outcomes

# Three Differences



## Housing Navigation Program Evaluation



## Housing Advocacy Systems Evaluation

1 Focus of inquiry

### Individuals

Moms

### Conditions

Housing availability

2 Measures of success

### Pre-determined/static

% Section 8 vouchers secured  
% housed for 12 months

### Intended/emergent

City council policies proposed & passed, budget reallocation, new affordable housing units

3 Approaches for measuring change

### Attribution

Quasi-experiment – intervention & comparison groups and statistically control for “confounders”

### Contribution

Tracking changes & documenting how advocacy campaign contributed

Systems change evaluation is about tracking **ripple effects** sparked by **catalyst** efforts.

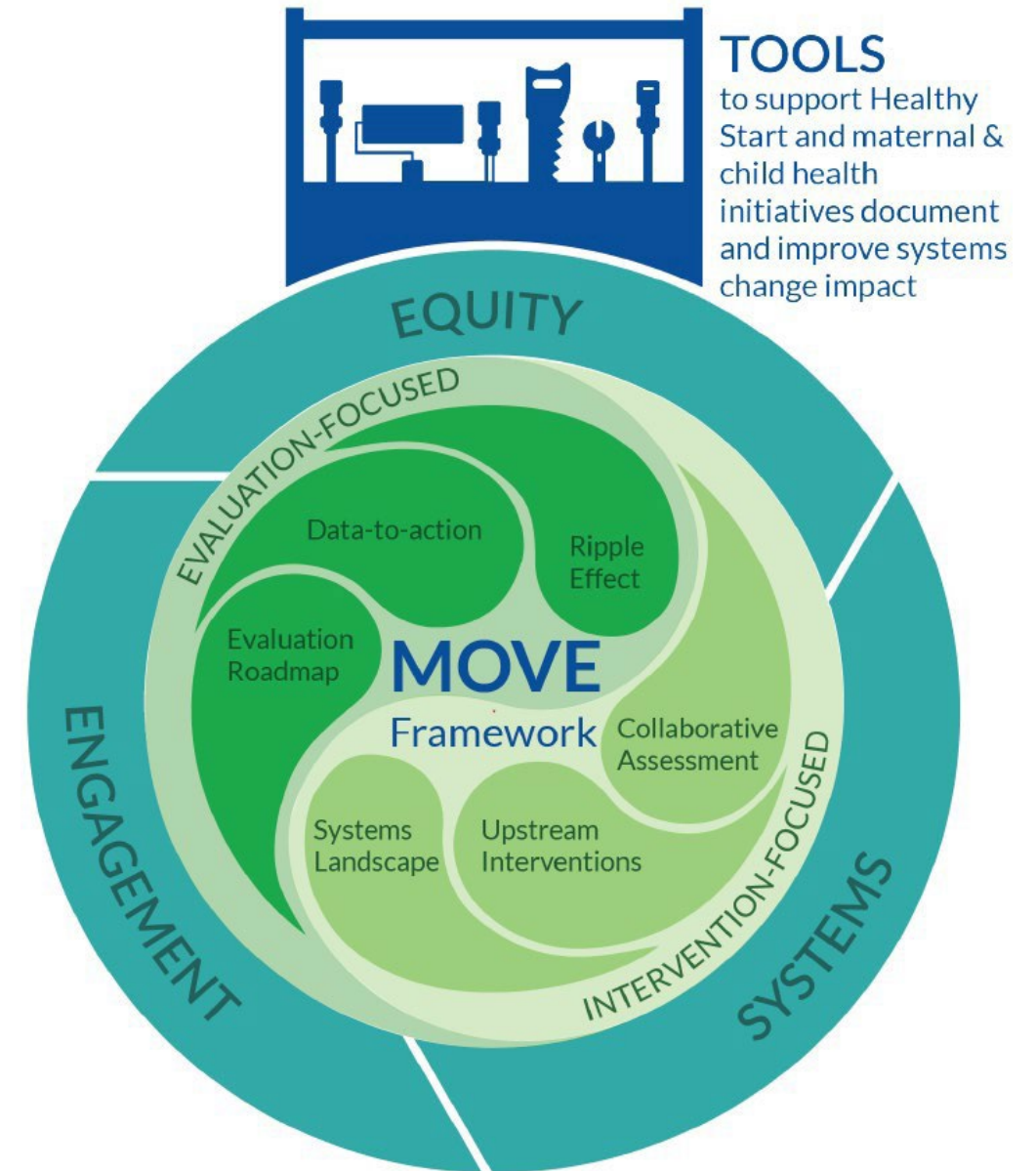


Systems changes catalyzed by upstream interventions to reshape structural and social determinants of health



A group, coalition or collaborative that ignites or accelerates systems change

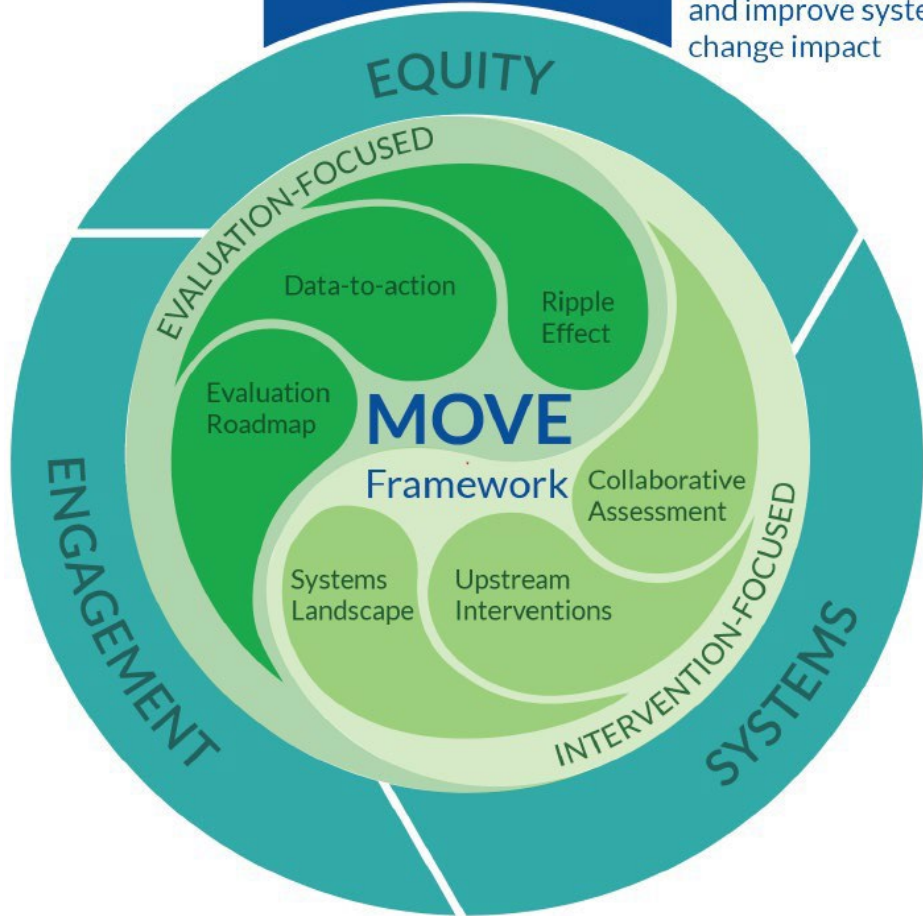
# Monitoring Outcomes for Viable Evaluation (MOVE): A Framework and Toolbox for Systems Change Evaluation





## TOOLS

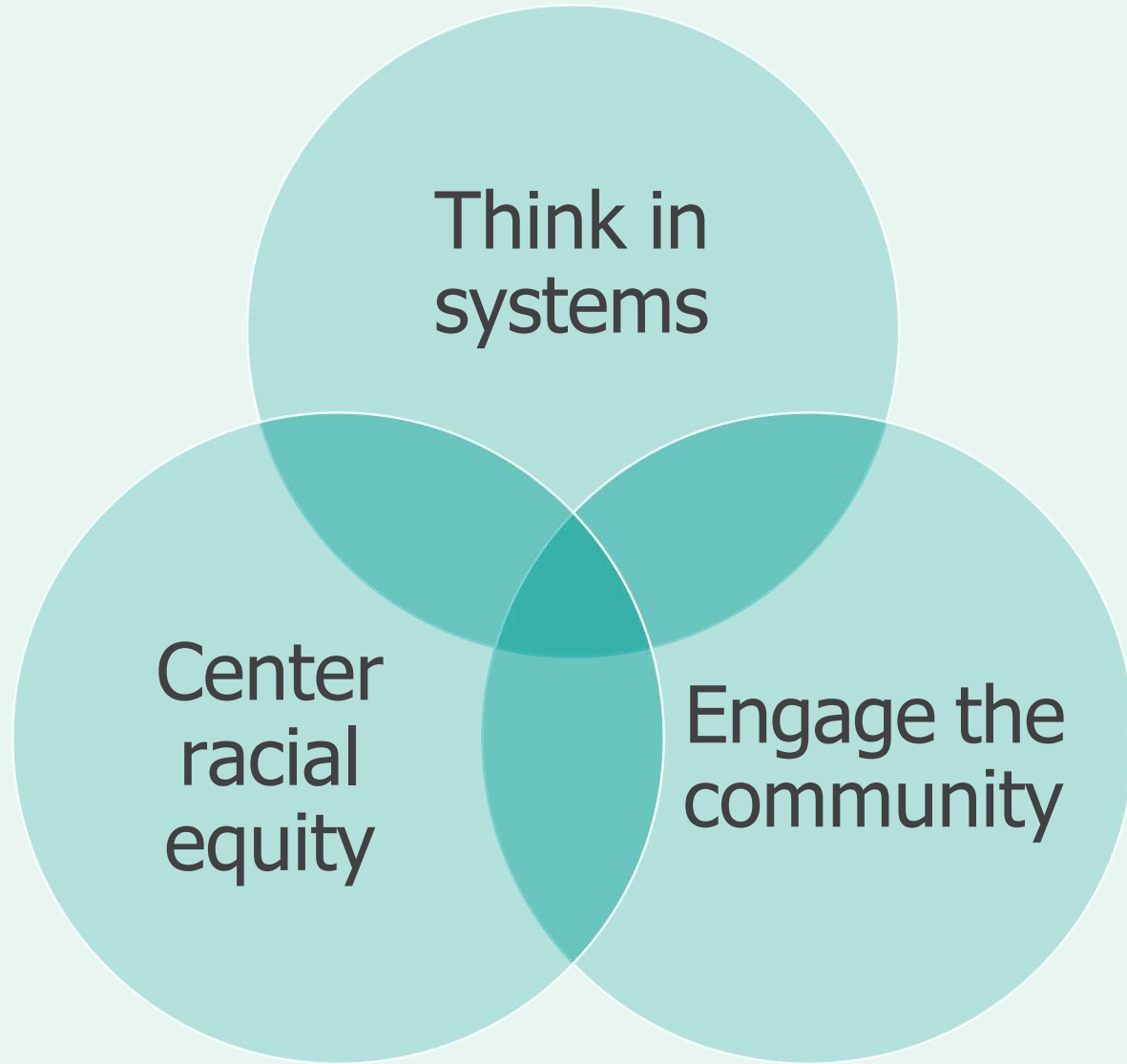
to support Healthy Start and maternal & child health initiatives document and improve systems change impact



- ✓ Designed for Healthy Start Program staff and Community Consortia partners.
- ✓ Provides a roadmap with actionable guidance on how to evaluate upstream/systems change interventions at any stage of implementation.
- ✓ Supports the design of systems change strategies, assessment of impact, refinement of strategies, and sharing of learnings for greater collective progress.









# 3 Principles









# 6 Components

## MOVE Framework Components of Systems Change Evaluation

6 COMPONENTS		DESCRIPTION
STRATEGY	 <p><b>SYSTEMS LANDSCAPE</b></p>	To change systems, we must first understand how they work—the parts of the whole, how they operate and interact, current dynamics and pressure points, and potential levers for change.
	 <p><b>UPSTREAM INTERVENTION</b></p>	Effective systems change efforts focus on addressing the root causes of health outcomes rather than the symptoms, as well as finding and addressing gaps that make current practices fall short of their intended impact.
	 <p><b>COLLABORATIVE ASSESSMENT</b></p>	Systems change efforts are only as strong as the team behind them. High-functioning cross-sector collaboratives, or community consortia, prioritize diverse participation that centers those directly impacted by infant health inequities, while ensuring transparency and alignment on goals.
EVALUATION	 <p><b>EVALUATION ROADMAP</b></p>	While systems change evaluation is designed to be responsive to shifts in strategy and intended outcomes, creating a comprehensive plan at the outset keeps efforts intentional and grounded in an established purpose and vision.
	 <p><b>RIPPLE EFFECTS</b></p>	Upstream interventions can have both predictable and unexpected impacts. Proactive forecasting of intended impact (and related milestones) is as important as monitoring the resulting effects.
	 <p><b>DATA-TO-ACTION</b></p>	Designing actionable reports and reflective processes helps community consortia understand evaluation results, communicate impact to stakeholders, and inform plans to strengthen effective interventions.

# 13 Tools

## MOVE Framework Toolbox

	Tool Name	Description
Systems Landscape 	Systems Change for Public Health	Brief on systems change for public health, including definition, purpose, guiding principles, connection to structural and social determinants of health, alignment with other well-known public health intervention frameworks, and additional resources
	5 Tools for Mapping Systems	Brief on system mapping, including definition, purpose, components, general steps to conduct a system map, and 5 popular mapping tools
	Find Leverage Points	Template for identifying high leverage points for which to design and execute upstream interventions
Upstream Intervention 	Pathway for Change	Template for designing a one-page visual that illustrates a community consortium's intended path to advance infant health equity
	Intervention Potency Gap Analysis	Template for identifying potential gaps between the potency of existing upstream interventions and intended ripple effects
Collaborative Assessment 	4 Tools for Collaborative Assessment	Brief on collaborative assessment, including definition, purpose, general steps to conduct an assessment, and 4 popular tools for assessing collaborative functioning
Evaluation Roadmap 	Systems Change Evaluation 101	Brief on systems change evaluation, including definition, purpose, similarities and differences between program evaluation, principles for carrying out systems change evaluation, and additional resources
	Evaluation Canvas	Template for designing a one-page systems change evaluation plan
Ripple Effects 	Ripple Effect Forecasting	Template for brainstorming intended ripple effect waves and milestones for advancing infant health equity
	Milestone Monitoring	Template for tracking intended and emergent ripple effect milestones
	5 Tools for Documenting Contribution	Brief on documenting the contributions of a community consortium's upstream interventions, general steps for planning, conducting, and reporting on ripple effect milestones, and 5 popular methodologies for documenting contribution
Data-to Action 	Actionable Reporting	Template for drafting actionable evaluation findings to share with stakeholders
	Adaptive Action	Template for facilitating reflective sessions with community consortia members to identify improvements to upstream interventions based on evaluation results

# Ripple Effects

*“I alone cannot change the world, but I can cast a stone across the water to create many ripples.”*

Mother Theresa



Systems change evaluation is about tracking **ripple effects** sparked by **catalyst** efforts.



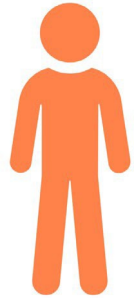
Systems changes catalyzed by upstream interventions to reshape structural and social determinants of health



A group, coalition or collaborative that ignites or accelerates systems change

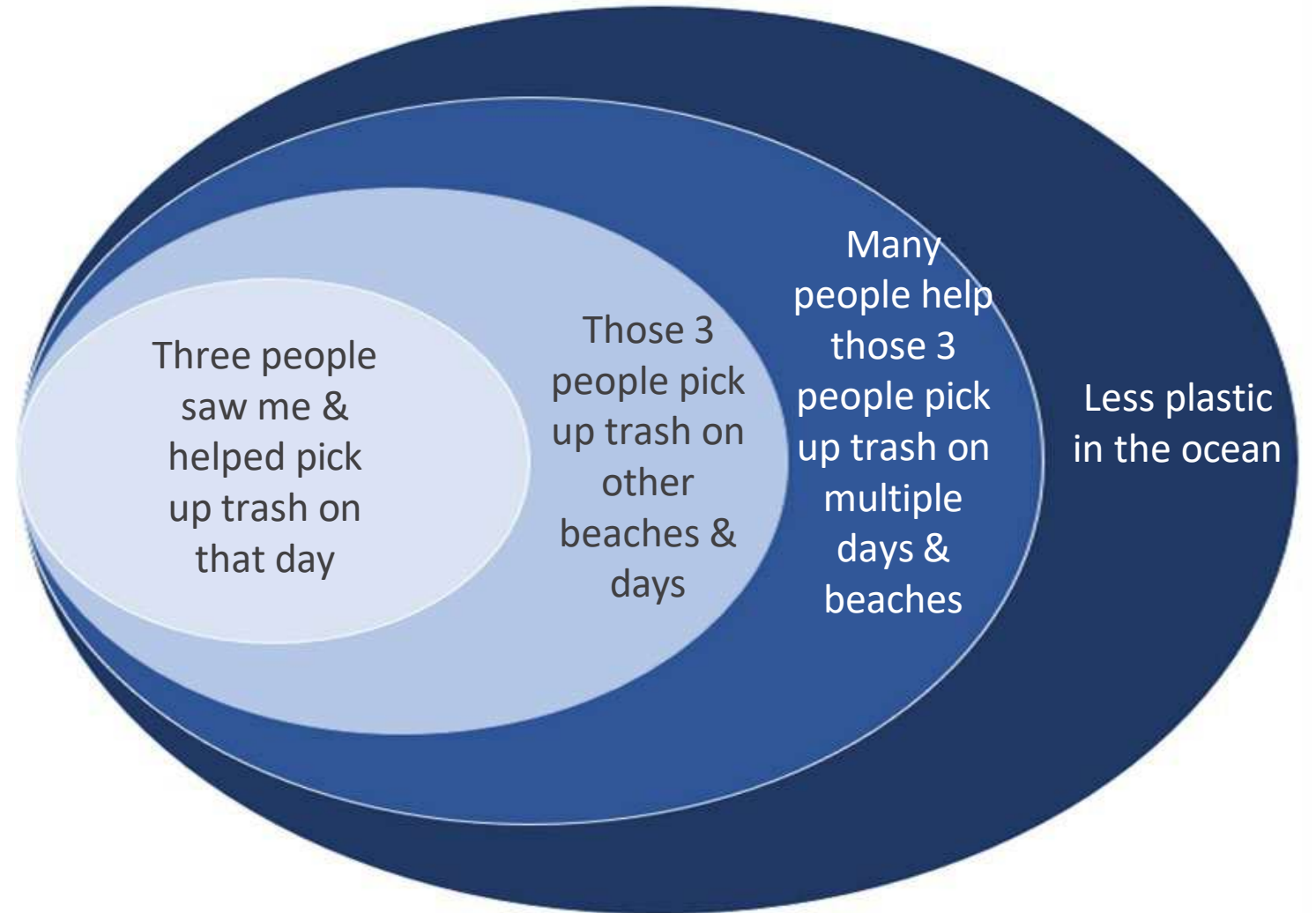


# Ripple Effect

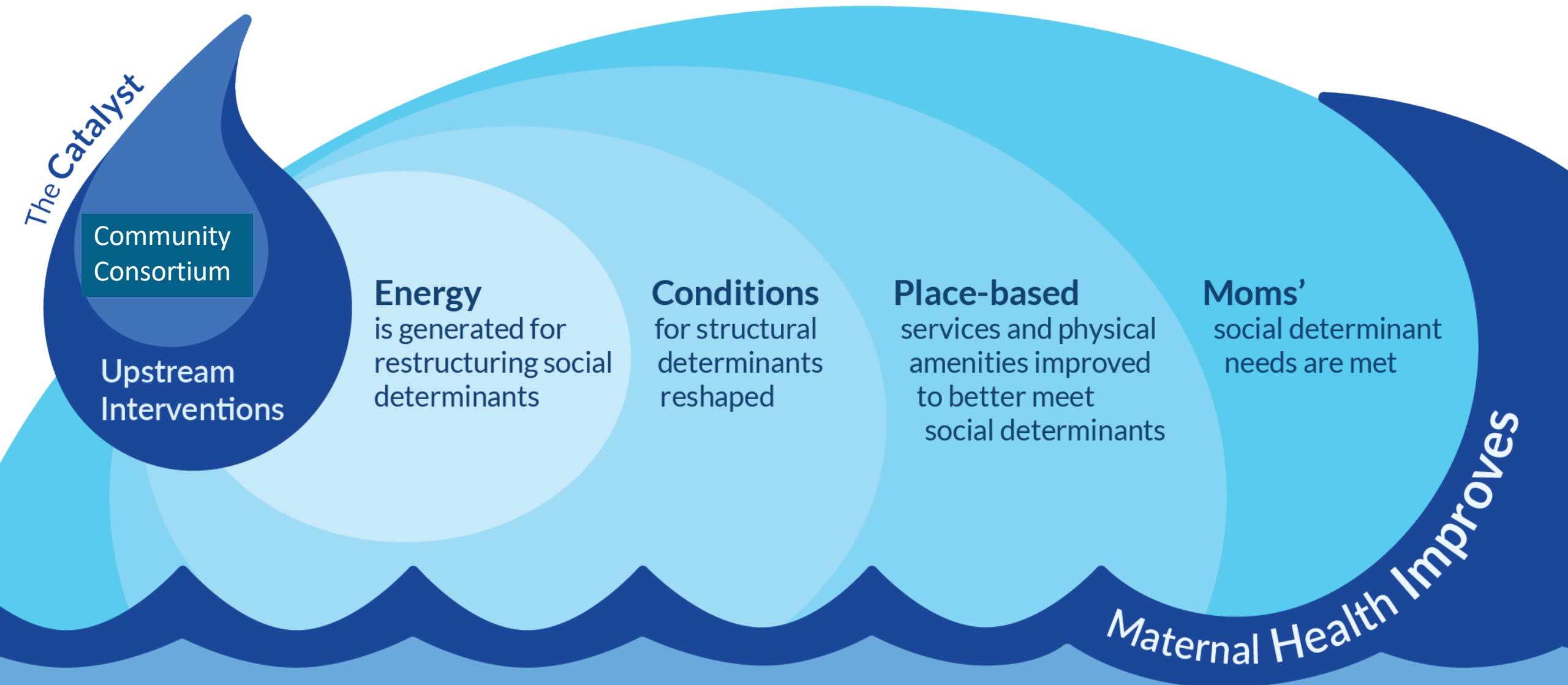


**Catalyst**

Pick up  
trash on  
beach



# Ripple Effects



**Milestones:** Specific intended and emergent changes that can be documented to assess the spreads of ripple effects over time.



# Ripple Effect Forecast Tool



# Ripple Effect Forecast Tool

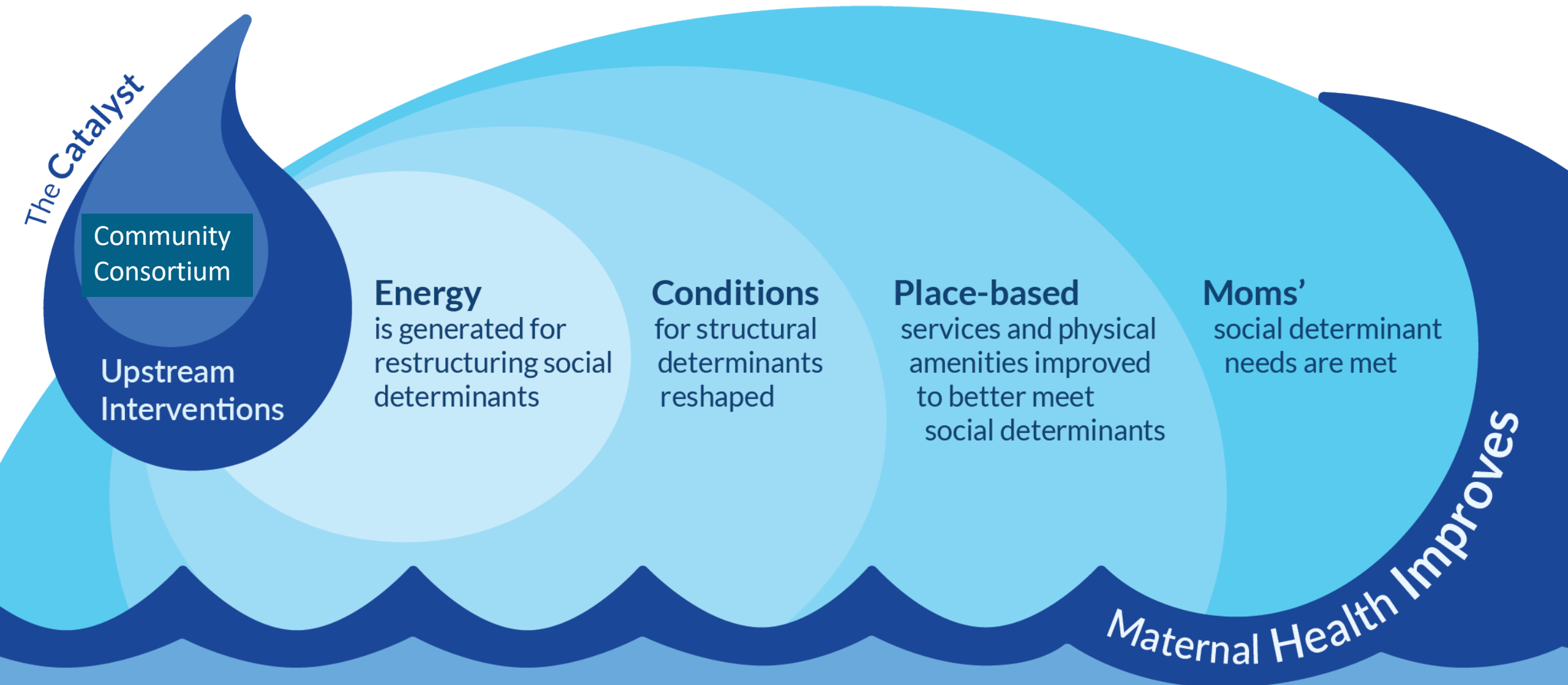
## WHAT

Identifies potential ripple effects sparked by state maternal health task forces or other collaborative initiatives.

## WHY

Helps to design or refine systems change interventions or evaluation plans.

# Ripple Effects



**Milestones:** Specific intended and emergent changes that can be documented to assess the spreads of ripple effects over time.

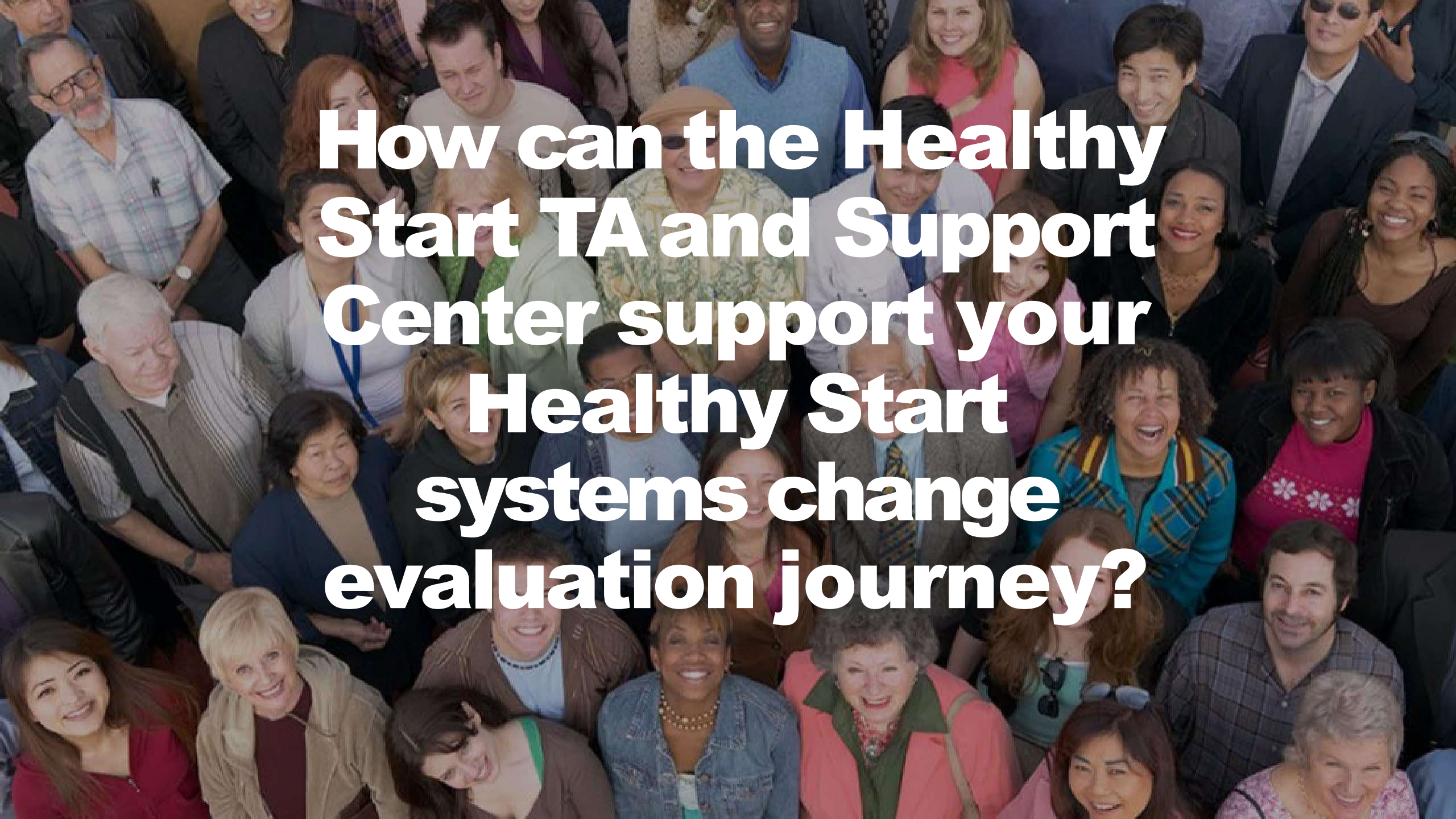
# Example Ripple Effect Milestones

Energy	Conditions	Place-based	Target population
Energy is generated for reshaping structural determinants of health.	Conditions of structural determinants of health are reshaped.	Place-based services and physical amenities are improved to better meet social	Mother's social determinants of health are meet.
<ul style="list-style-type: none"> <li>✓ Allies</li> <li>✓ Community voices</li> <li>✓ Champions</li> <li>✓ Narrative shaping</li> <li>✓ Agenda setting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Practices</li> <li>✓ Public policies</li> <li>✓ Resource flows</li> <li>✓ Power dynamics</li> <li>✓ Inter-relationships</li> </ul>	<ul style="list-style-type: none"> <li>✓ Services &amp; programs</li> <li>✓ Built environment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Housing stability</li> <li>✓ Economic security</li> <li>✓ Food security</li> <li>✓ Education attainment</li> <li>✓ Safety</li> </ul>



## Excerpt from Ripple Effect Forecasting Tool

Ripple Effect Waves	Milestones	Social Determinant of Health Example: Housing
Energy is generated for reshaping structural determinants of health	<ul style="list-style-type: none"> <li>• <b>Allies:</b> Organizations advocating for similar goals become aligned &amp; coherent.</li> <li>• <b>Community voices:</b> People most impacted are mobilized and become advocates for infant health equity (IHE).</li> <li>• <b>Champions:</b> Elected officials, government agency leaders, or influential community members become champions for IHE.</li> <li>• <b>Narrative shaping:</b> Social and mass media report on IHE that aligns with desired messaging/narrative.</li> <li>• <b>Agenda setting:</b> Proposals for changes in organizational practices, policies, resource flows, power dynamics, and inter-relationships are considered by institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Allies:</b> Local housing authorities, tenant rights organizations, and community development corps prioritize housing stability goals for the target population.</li> <li>• <b>Community voice:</b> Several members of target population advocate for stronger tenant rights.</li> <li>• <b>Champions:</b> Two city council members become advocates for IHE.</li> <li>• <b>Narrative:</b> Local television stations, newspapers, and bloggers report on how lack of affordable housing disproportionately affects Black, low-income families and adversely impacts infant/toddler health.</li> <li>• <b>Agenda setting:</b> Local housing authority considers proposals for ear marking housing vouchers for target population.</li> </ul>
Conditions of structural determinants of health are reshaped	<ul style="list-style-type: none"> <li>• <b>Practices:</b> New or revised organizational procedures, guidelines, or workflows.</li> <li>• <b>Public policies:</b> New or revised laws, rules, or regulations enacted by govt bodies.</li> <li>• <b>Resource flows:</b> Re-allocation or distribution of money or human resources.</li> <li>• <b>Power dynamics:</b> Re-distribution of decision-making power &amp; authority.</li> <li>• <b>Inter-relationships:</b> Quantity and quality of linkages, alignment, coordination, and communications among organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Practices:</b> Landlords accept more housing vouchers for the target population. Local courts accept precedence of tenant rights judicial cases.</li> <li>• <b>Public policies:</b> Stronger tenant rights city ordinances enacted.</li> <li>• <b>Resource flows:</b> Annual city budgets increased for tenant rental assistance programs. Local housing authority budget increased for vouchers.</li> <li>• <b>Power dynamics:</b> Members from target population appointed to housing authority board.</li> <li>• <b>Inter-relationships:</b> Tenant rights and landlord associations host joint meetings.</li> </ul>
Placed-based services & physical amenities are improved to better meet social determinants of health	<ul style="list-style-type: none"> <li>• <b>Services &amp; programs:</b> Higher quality, more comprehensive, better integrated, or expanded scale of services or programs.</li> <li>• <b>Built environment:</b> New physical features are built, or existing ones improved such as affordable housing units, living wage jobs, parks, community centers and public transportation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Services/programs:</b> More organizations offer comprehensive rental assistance navigation &amp; case management programs.</li> <li>• <b>Built Environment:</b> Existing affordable housing units are upgraded/retrofitted to better meet target population needs.</li> </ul>
Mothers' social determinants of health needs are met	<ul style="list-style-type: none"> <li>• Housing stability</li> <li>• Economic security</li> <li>• Food &amp; nutrition security</li> <li>• Educational attainment</li> <li>• Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Mothers experiences greater housing stability.</li> </ul>



**How can the Healthy  
Start TA and Support  
Center support your  
Healthy Start  
systems change  
evaluation journey?**



# Wrap Up

Tess Pierson

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*WE'RE EXCITED TO  
SUPPORT YOUR UTILIZATION  
OF THE MOVE  
FRAMEWORK TOOLKIT!*

**Visit  
[healthystartepic.org](https://healthystartepic.org)  
to submit a request  
for individual TA.**





# Satisfaction Survey

*YOUR FEEDBACK IS EXTREMELY VALUABLE AND WILL HELP  
ENSURE OUR OFFERINGS MEET YOUR SUPPORT NEEDS!*



**Thank you!**

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