

# CROSS-SECTOR ALIGNMENT GLOSSARY

Developed by *Aligning Systems for Health*, funded by the Robert Wood Johnson Foundation and led by the Georgia Health Policy Center.

TERM	DEFINITION
<b>Accountability</b>	Acceptance of responsibility.
<b>Accountable Care Community</b>	A broad coalition of community stakeholders (e.g., health providers, social services, local government, <i>community-based organizations</i> ) that collaborate in order to address <i>population health</i> , including addressing the <i>social determinants of health</i> . Success is impacted by the ability to share resources, responsibility, and <i>data</i> , and thereby improve coordination and efficiency of service delivery. Also known as an <i>accountable health community</i> .
<b>Accountable Care Organization (ACO)</b>	A value-based model of care that encourages doctors, hospitals, and other health care providers to form networks that coordinate patient care. Initiated by Medicare, ACOs have the goal of better <i>coordinating care</i> and eliminating wasteful or duplicative services. Providers share in cost savings produced by providing more efficient care, but can also be at risk for not meeting performance goals.
<b>Accountable Communities for Health</b>	Cross-sector, community-based partnerships (e.g., health care, housing, social services, public health, economic development) that plan and implement strategies to improve <i>population health</i> and health equity. By leveraging resources and sharing responsibility across multiple sectors, the model aims to enhance clinical-community linkages with the goals of improving health <i>outcomes</i> and reducing costs within a geographic community.
<b>Accountable Health Communities</b>	A Center for Medicare and Medicaid Innovation model designed to address a gap between clinical care and community services. The model is currently being piloted in 30 communities to identify and address health-related social needs of Medicare and Medicaid beneficiaries. Pilot sites are evaluating whether systematic clinical-community collaboration through screening, referral, and community navigation services will impact health care costs and reduce health care utilization.
<b>Aligned systems</b>	According to the Robert Wood Johnson Foundation, systems and leaders that share a set of priorities for <i>outcomes</i> that are valued by the people they serve; create a shared <i>data</i> , metrics, and measurement system; establish stable <i>financing</i> with incentives and shared accountability; and have strong <i>governance</i> with leadership and structured relationships.

*Terms in italics are defined elsewhere in this glossary.*

<b>Cocreation</b>	A form of <i>community engagement</i> in which the input of community members is valued and meaningfully incorporated from the beginning of the design process.
<b>Coordinated care</b>	Deliberately and proactively managing patient care activities and sharing information among all providers along the continuum of care to achieve safer, efficient, and more effective care. This includes transitions of care, as well as linkages to community resources.
<b>Collective impact</b>	An approach, first defined in 2011 by John Kania and Mark Kramer, that relies on a systematic approach involving cross-sector coordination to achieve progress toward shared objectives. The authors identified five requisite factors associated with successful collaborations focused on large-scale social change: common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support structure.  Kania J, Kramer M. Collective impact. <i>Stanford Social Innovation Review</i> . 2011:36–41.
<b>Community-based organization</b>	Nonprofit organizations that work at a local level to improve life for residents, often through direct service delivery but not necessarily focused on health care (e.g., religious, social, sports, education, <i>human services</i> , environment, youth development).
<b>Community development sector</b>	A sector with roots in urban revitalization efforts that invests in low- and moderate-income communities through the development and financing of affordable housing, businesses, community centers, health clinics, job training programs, and services to support children, youth, and families. These efforts are inherently multisector, involving both public and private organizations, sharing the goal of strengthening the economic, physical, and social environments of low-income communities.
<b>Community engagement</b>	Process of working collaboratively with groups of people who are affiliated by geography or interests.
<b>Comprehensive system capital</b>	A dense network of cross-sector community collaboration.
<b>Cross-sector alignment</b>	Coordination that extends beyond working together on a single project. <i>Aligned systems</i> require that sectors think and work together in fundamentally new ways to improve the health and well-being of the people and communities they serve.
<b>Data</b>	A core component of <i>aligned systems</i> that enables sectors to effectively coordinate activities and measure shared progress.
<b>External factors affecting urgency</b>	Outside influences and pressures that spur a sense of urgency for sectors to align (e.g., state or federal pilot initiatives or policies, public health crises).

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<b>Factors affecting success of aligning</b>	Softer elements impacting the success of developing <i>aligned systems</i> , including interpersonal dynamics, trust, <i>community engagement</i> and <i>accountability</i> , stakeholders' mindset, and backbone support.
<b>Financing</b>	A core component of <i>aligned systems</i> characterized by sustainable methods with appropriate incentives and shared <i>accountability</i> .
<b>Governance</b>	A core component of <i>aligned systems</i> in which infrastructure has leadership, appropriate roles, and defined relationships.
<b>Health care sector</b>	The health care sector includes the organizations, programs, and services that help individuals obtain access to personal health services to prevent, treat, or manage diseases and injuries, including services for physical health conditions, mental health conditions, substance abuse, and developmental disabilities. This sector includes the providers, purchasers, and payers of these services, as well as the suppliers of associated products and technologies, such as pharmaceutical products and health information technologies.
<b>Health system transformation</b>	Efforts to reform the U.S. health system (public health, health care, insurance, and other sectors) in terms of <i>financing</i> and service delivery. These changes include improving the efficiency and effectiveness of organizations, service delivery, and payment models, with the ultimate goal of improving <i>population health</i> and equity and increased collaboration with community-based efforts. Efforts are often focused on the <i>Triple Aim</i> .
<b>Human services</b>	Services provided to improve public health, safety, and economic conditions for a community or to people in a crisis or with a chronic problem to stabilize their life and find self-sufficiency. Services may include counseling, mental health or substance use treatment, or providing for basic needs (e.g., shelter, food).
<b>Individual, organizational, and system-level enablers</b>	Recognition that when building <i>aligned systems</i> , core components are being impacted at multiple levels simultaneously — individual, organizational, and system.
<b>Integration</b>	A fully integrated health and <i>human services</i> system that provides colocated services directed through strong, collaborative leadership with blended and braided funding, interoperable data systems, and policies and programs that essentially merge the personalities and cultures of the individual systems into one.
<b>Integrator</b>	An entity that serves a convening role and works intentionally and systematically across various sectors to achieve improvements in health and well-being.
<b>Internal factors affecting capacity</b>	Factors within organizations that enable change, including leadership, workforce, information infrastructure, workflow, communication, quality improvement, incentives, financial management, backbone capabilities, accountability, and the ability to manage progress.

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<b>Outcomes</b>	Results including both intended and unintended consequences. Can be measured for short-term and long-term impact.
<b>Population health</b>	The health <i>outcomes</i> of a group of individuals, including the distribution of such outcomes within the group. Population health recognizes that outcomes include factors outside of traditional <i>health care</i> delivery, including <i>social determinants of health</i> .
<b>Public Health 3.0</b>	Launched in 2016 by the U.S. Department of Health and Human Services, this model views public health agencies as chief health strategists. Efforts expand upon previous capacity-building efforts of traditional public health and rely upon engaging other sectors and community partners to address <i>social determinants of health</i> to create <i>collective impact</i> .
<b>Public health sector</b>	The public health sector includes the organizations, programs, and activities that work to create the conditions in which people can live healthy lives, including activities to prevent disease and injury and promote health for the population at large. This sector includes governmental public health agencies working at local, state, and federal levels. A defining feature of the public health sector is its focus on actions designed to protect and improve health at a population level, rather than purely at an individual level through delivery of personal health services. Actions implemented within the public health sector have characteristics associated with public goods — meaning that they produce benefits that accrue broadly in society and that cannot easily be restricted to the entities who help to produce or pay for these actions. Similarly, the public health sector focuses on activities that generate positive or negative externalities for society at large — such as the social harms created by secondhand smoke and industrial pollution, or the social benefits of herd immunity created by vaccinations. For these reasons, governments play important roles within the public health sector because their taxing, spending, and regulatory powers are often needed to restrict activities with negative externalities, while promoting activities with positive externalities.
<b>Purpose</b>	A core component of <i>aligned systems</i> in which sectors share a mutual understanding and commitment to a vision and priority <i>outcomes</i> .
<b>Social determinants of health</b>	The conditions in which people are born, grow, live, work, and age that influence health.
<b>Social services sector</b>	The social services sector includes the organizations, programs, and services that work to address fundamental human needs and promote social well-being. This sector includes organizations and programs that provide education, housing, income support, employment assistance, diversity and inclusion initiatives, food assistance, transportation, legal assistance, disability support services, and criminal justice or juvenile justice services.

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<b>Sustainable progress</b>	Designing systems change to ensure solutions are built to last, rather than temporary due to funding constraints, lack of incentives, or structures that do not produce permanent connections.
<b>Triple Aim</b>	Framework developed by the Institute for Healthcare Improvement that refers to the simultaneous pursuit of better quality of patient care, better health for populations, and lower per capita costs.
<b>Whole-person care</b>	Coordination of health, behavioral health, and social services in a patient-centered manner. Like <i>coordinated care</i> , whole-person care has the goals of improved health <i>outcomes</i> and more efficient and effective use of resources.

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*Aligning Systems for Health: Health Care + Public Health + Social Services, sponsored by the Robert Wood Johnson Foundation and led by the Georgia Health Policy Center (GHPC), is focused on learning from stakeholders across the nation about effective ways to align these three sectors to better meet the goals and needs of the people and communities they serve.*