

# GROUP ASSESSMENT FOR ALIGNING SYSTEMS FOR PEOPLE

The GrAASP Tool

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# INTRODUCING THE GRAASP TOOL

The Group Assessment for Aligning Systems for People (GrAASP) provides a group-based process for assessing an aligning effort based on the [Framework for Aligning Sectors](#). It also provides a way for talking about how far along people feel an organization is on its aligning journey. The GrAASP tool is designed specifically to promote conversation and shared understanding. It is *not* designed for comparing and contrasting aligning efforts across contexts. The [Featured Set](#) might be the better tool.

The Framework for Aligning Sectors “emphasizes coordination that extends beyond working together on a single project. Aligned systems 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 in ways that are built to last.”\* Toward this end, the Framework for Aligning Sectors identifies four core components (shared purpose, data, governance, and finance), four adaptive factors (community voices, equity, power, and trust), and several types of outcomes to help guide collaboratives in their aligning initiatives. Four of the five sections of the GrAASP map directly to the four core components of the Framework for Aligning Sectors. Questions within each of these four sections are based on key factors for that core component, plus related adaptive factors from the other parts of the Framework for Aligning Sectors. There is an additional section at the end of the GrAASP that addresses several types of outcomes as well.

## HOW TO USE THE GRAASP

The GrAASP is modeled on the Assessment for Advancing Community Transformation (AACT) tool and can be used in a similar way.

1. Identify the stakeholders in your aligning initiative who will take part in the GrAASP process. This might include members of your steering committee, other institutional partners, or members of the community most affected by the aligning initiative.
2. Each person should then score each item in the assessment individually. There is no right answer. Circle one number for each item and write that number in the “score” column. Since community change is not often linear, when scoring, think about which stage your community has been at most often in the past three to six months. The provided indicators for each item and stage should help guide you in thinking about how to score your community efforts.
3. Talk about your responses as a group, and try to reach agreement on one score. Each person who scored the assessment should share their responses to see where there is agreement and disagreement. In the items where responses show scores that are far apart, talk about why you might have different scores. The intent is to agree on one overall group score for each item.
4. Make a plan. Based on where your group scores, this will give you an idea of where you might focus your efforts, get started, or move to the next stage in a particular area. You can use these areas for setting your goals; developing your action plans; and working with coaches, technical assistance providers, and others to help support the development of your aligning effort.

The worksheet following can be downloaded and filled out digitally or on printed copies. Filling out the GrAASP worksheet will take much of an hour for a single individual, but following all the steps above, such as discussing the answers with a team, will take more time. Coordinating collaborative activities around the GrAASP will also require administrative resources.

\* The GrAASP is modeled on the Assessment for Advancing Community Transformation (AACT) tool and can be used in a similar way.

# THE GRAASP WORKSHEET

## 1. SHARED PURPOSE

Item Based on your knowledge ...	Not addressed/discussed	Discussions have started	Starting to build into the structure of the aligning initiative	Established within the aligning initiative as a change in practice, policy, or mindset	Managed <sup>3</sup> by the aligning initiative (A score of 10 should not be recorded unless the aligning initiative is implementing the tasks in categories 8 or 9 <i>and</i> category 10)	Score
1.1 Do the partners involved in your aligning effort share a vision for success?	Partners have not discussed a shared vision for the aligning initiative.	Partners are discussing a shared vision for the aligning initiative but have not identified specific shared language.	All partners have contributed to developing a shared vision that includes shared language.	The aligning initiative has a written shared vision that is agreed upon by all partners and accessible to all partners and community members.	The aligning initiative has a structured planning process for developing and periodically reviewing the shared vision moving forward.	
	1	2 3 4	5 6 7	8 9	10	
1.2 Are partners in the aligning effort committed to a shared set of priority outcomes?	Partners have not discussed a shared set of priority outcomes.	Partners are discussing a shared set of priority outcomes but have not identified specific shared metrics.	All partners have contributed to developing a shared set of priority outcomes that includes shared metrics.	The aligning initiative has a written set of shared priority outcomes that are agreed upon by all partners and community members, and measurable.	The aligning initiative has a structured planning process for developing and periodically reviewing the shared priority outcomes.	
	1	2 3 4	5 6 7	8 9	10	
1.3 Are community members <sup>1</sup> involved in helping to define the aligning effort's shared vision and shared priority outcomes?	Community members are not involved in defining a shared vision or developing shared priority outcomes.	Community members provide feedback on already-developed shared vision and priority outcomes.	Community members are consulted before shared vision and priority outcomes are developed.	Community members have decision-making power in the development of shared vision and priority outcomes.	The aligning initiative has a structured planning process for including community members in decision-making for the development of shared vision and priority outcomes.	
	1	2 3 4	5 6 7	8 9	10	
1.4 Is addressing health and racial equity <sup>2</sup> a part of the aligning initiative's shared purpose?	Addressing disparities related to health equity and racial equity has not been discussed as part of the aligning initiative's shared purpose.	Addressing disparities related to equity and racial equity was discussed but not included as part of the aligning initiative's shared purpose.	Addressing disparities related to health equity and racial equity is part of the aligning initiative's shared purpose but not its focus.	Addressing disparities related to health equity and racial equity is the focal point of the aligning initiative's shared purpose. It is written within the aligning initiative's shared vision and part of the priority outcomes.	The aligning initiative has a structured planning process for including health equity and racial equity in shared purpose that is written within the shared vision and part of the priority outcomes.	
	1	2 3 4	5 6 7	8 9	10	

<sup>1</sup> *Managed* in this context means there has been a change in practice, policy, or mindset and there is a process in place for continual improvement.

<sup>2</sup> In this context and throughout the tool, *community members* are those individuals who are being directly affected by the aligning initiative.

<sup>3</sup> *Equity* is used here and throughout the tool as the World Health Organization definition of "the absence of avoidable or remedial differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically." In this context, equity necessarily encompasses both health and racial equity.

## 2. DATA

Item	Not addressed/discussed	Discussions have started	Starting to build into the structure of the aligning initiative	Established within the aligning initiative as a change in practice, policy, or mindset	Managed by the aligning initiative (A score of 10 should not be recorded unless the aligning initiative is implementing the tasks in categories 8 or 9 and category 10)	Score
2.1 <i>Is the aligning initiative systematically gathering and organizing data?</i>	Data is not being systematically gathered and organized.	Partners have started discussing methods and resources for systematically gathering and organizing data.	All partners have the technical and resource capabilities to systematically gather and organize data.	There is a written policy in place for all partners to systematically gather and organize data that is being implemented that includes regular quality assurance monitoring and processes for sharing data back out to partners and community members.	There are regular resource investments being made by all partners to aid in systematically gathering and organizing data.	
	1	2 3 4	5 6 7	8 9	10	
2.2 <i>Does data sharing between partners occur?</i>	There is no data sharing between partners.	Partners have started discussing methods and resources for sharing data.	All partners have the technical and resource capabilities to share data.	There is a written policy in place for all partners to share data that is being implemented.	There are structured and transparent resource investments being made by all partners for sharing data.	
	1	2 3 4	5 6 7	8 9	10	
2.3 <i>Does the aligning initiative address health equity and racial equity in their data practices?<sup>4</sup></i>	Health equity and racial equity in data practices are not being addressed.	Partners have started discussing health equity and racial equity in data practices.	Partners are addressing health equity and racial equity in data practices at their individual organizations.	There is a formal plan to address health equity and racial equity in data practices that includes trainings on how to equitably gather and analyze data, regular reporting on disparities, and transparency in data processes.	There are structured and transparent resource investments being made to address health equity and racial equity in data practices.	
	1	2 3 4	5 6 7	8 9	10	
2.4 <i>Are community members involved in data gathering, organizing, and/or sharing?</i>	Community members are not involved in data gathering, organizing, or sharing.	Partners have started discussing how to involve community members in data gathering, organizing, or sharing.	Community members are given the opportunity to provide feedback on data gathering, organizing, and sharing.	Community members have decision-making power in how data is gathered, organized, and shared.	There are structured and transparent resource investments being made to promote community members' decision-making power on how data is gathered, organized, and shared.	
	1	2 3 4	5 6 7	8 9	10	

<sup>4</sup> "Equity in data practices" are those practices that help eliminate practices in which data can be gathered, organized, or shared that reinforce stereotypes, exacerbate racial bias, or undermine social justice.

### 3. GOVERNANCE

Item Based on your knowledge ...	Not addressed/discussed	Discussions have started	Starting to build into the structure of the aligning initiative	Established within the aligning initiative as a change in practice, policy, or mindset	Managed by the aligning initiative (A score of 10 should not be recorded unless the aligning initiative is implementing the tasks in categories 8 or 9 and category 10)	Score
3.1 Does the aligning initiative have a formally defined leadership structure?	Partners have not discussed the leadership structure for the aligning initiative.	Partners have started discussing a leadership structure for the aligning initiative.	Partners have developed an informal leadership structure for the aligning initiative.	Partners have agreed upon and implemented a formal leadership structure that includes clearly defined roles and relationships that are accessible to all partners and community members.	The formal leadership structure is based on a distributed-leadership model that includes clearly defined roles and relationships. Procedures for change management are in place, transparent, and followed.	
	1	2 3 4	5 6 7	8 9	10	
3.2 Is leadership of the aligning initiative representative of the community being served?	Community members are not represented in the leadership structure of the aligning initiative.	Partners have started discussing how to include community members in leadership of the aligning initiative.	Community members are consultants and provide feedback to leaders in the aligning initiative.	Community members hold leadership and decision-making roles. Members are representative of the community being served regarding race, ethnicity, sexual orientation, gender identity, disability status, age, etc.	There is a formal process in place for how community members are included in decision-making roles in the aligning initiative. This process is based on and developed by community members and is continually reviewed and updated.	
	1	2 3 4	5 6 7	8 9	10	
3.3 Are there formal processes in place with accountability measures for following through on commitments?	Partners have not discussed accountability measures for following through on commitments.	Partners have started discussing how to include accountability measures for following through on commitments.	Partners have developed accountability measures for following through on commitments.	Partners have agreed upon and implemented a written set of policies detailing accountability measures that are tied to commitment to the aligning initiative.	There is a formal process in place for developing accountability measures with input from partners that is continually reviewed and updated.	
	1	2 3 4	5 6 7	8 9	10	
3.4 Is power sharing between each of the sectors and the community members represented in the aligning initiative formally and transparently addressed?	Partners have not discussed power dynamics between each other and with community members.	Partners have started discussing power dynamics between each other and with community members.	Partners have developed processes for addressing power dynamics between each other and with community members.	Partners have agreed upon and implemented a written set of policies addressing power dynamics that is accessible to all partners and community members. The policies include actions to address racism.	Policies regarding power dynamics are transparent to all partners, and power relationships between partners and with community members are regularly and transparently negotiated.	
	1	2 3 4	5 6 7	8 9	10	

## 4. FINANCING

Item	Not addressed/discussed	Discussions have started	Starting to build into the structure of the aligning initiative	Established within the aligning initiative as a change in practice, policy, or mindset	Managed by the aligning initiative (A score of 10 should not be recorded unless the aligning initiative is implementing the tasks in categories 8 or 9 and category 10)	Score
4.1 <i>Is there a formal sustainability and transition plan for the aligning initiative?</i>	Partners have not discussed a sustainability and transition plan.	Partners have started discussing a sustainability and transition plan.	Partners have developed sustainability and transition practices to incorporate into the aligning initiative.	Partners have written and are implementing a formal sustainability and transition plan that includes specifics on diversifying funding streams, fiscal responsibilities of different partners, and change-management plans that are accessible to all partners and community members.	Health payers are partners and are making regular, long-term investments in the aligning initiative.	
	1	2 3 4	5 6 7	8 9	10	
4.2 <i>Are accountability measures tied to funding in the aligning initiative?</i>	Partners have not discussed tying accountability measures to funding.	Partners have started discussing tying accountability measures to funding.	Partners have developed accountability measures that are tied to funding.	Partners have written and are implementing accountability measures that are tied to funding. These measures are accessible to all partners and community members.	Aligning partners are taking a regular and active role in government funding policy, including policy that affects how accountability is tied to funding (e.g., value-based payments).	
	1	2 3 4	5 6 7	8 9	10	
4.3 <i>Are partners and community members incentivized to participate in the aligning initiative?</i>	Partners have not discussed how they and community members are incentivized and compensated to participate in the aligning initiative.	Partners have started discussing incentivizing and compensation for participation in the aligning initiative.	Partners have developed guidelines for how they and community members should be incentivized and compensated for participating in the aligning initiative.	Partners have written and are implementing a formal policy on incentives and compensation that considers equity in payments for community members and disparities in funding between different partners. This policy is accessible to all partners and community members.	Aligning partners are taking a regular and active role in promoting policy that can impact equity between partners and with community members in compensation and funding.	
	1	2 3 4	5 6 7	8 9	10	
4.4 <i>Do community members have decision-making power in how financing is allocated?</i>	Partners have not discussed including community members in decision-making for funding and resource allocation for the aligning initiative.	Partners have started discussing how to include community members in funding and resource allocation for the aligning initiative.	Community members are given the opportunity to provide feedback on how funding and resources are allocated.	Community members representative of the community being served have decision-making power over funding and resource allocations.	There is a formal contract or memorandum of understanding in place describing community member decision-making power over funding and resource allocations.	
	1	2 3 4	5 6 7	8 9	10	

## 5. OUTCOMES

Item	Not addressed/discussed	Discussions have started	Starting to build into the structure of the aligning initiative	Established within the aligning initiative as a change in practice, policy, or mindset	Managed by the aligning initiative (A score of 10 should not be recorded unless the aligning initiative is implementing the tasks in categories 8 or 9 and category 10)	Score
5.1 Are the aligning initiative's objectives based on community-identified goals and needs?	The aligning initiative's objectives are not based on community-identified goals and needs.	Partners have started discussing including community-identified goals and needs into objectives.	Partners and community members are working together to identify community goals and needs to include in the aligning initiative's objectives.	The aligning initiative's outcomes are based on community-driven data (e.g., community health needs assessment) and have been developed in partnership with community members.	Community members are taking leadership roles in defining goals and managing changes in goals over time.	
	1	2 3 4	5 6 7	8 9	10	
5.2 Does the aligning initiative include short-term and long-term objectives?	The aligning initiative does not include short- and long-term objectives.	Partners have started discussing including short- and long-term objectives in the aligning initiative.	All partners contributed to developing short- and long-term objectives that are mutually beneficial.	The aligning initiative has a written set of short- and long-term objectives that are agreed upon by all partners and accessible to all partners and community members.	Short- and long-term objectives have an equitable mix of health outcome data and cost and utilization measures. This includes measures specifically for evaluating the efficacy of the aligning initiative. Processes for updating outcomes are established.	
	1	2 3 4	5 6 7	8 9	10	
5.3 Does the aligning initiative include objectives specific to health equity?	The aligning initiative does not include outcomes specific to health equity.	Partners have started discussing including outcomes specific to health equity in the aligning initiative.	Partners and community members are working together to identify outcomes specific to health equity to include in the aligning initiative.	The aligning initiative has a written set of objectives specific to health equity that are based on community-driven data and input.	The aligning initiative is negotiating with the local health systems to optimize consistency on specific measures of health equity.	
	1	2 3 4	5 6 7	8 9	10	
5.4 Does the aligning initiative include objectives specific to racial equity?	The aligning initiative does not include outcomes specific to racial equity.	Partners have started discussing including outcomes specific to racial equity in the aligning initiative.	Partners and community members are working together to identify outcomes specific to racial equity to include in the aligning initiative.	The aligning initiative has a written set of objectives specific to racial equity that are based on community-driven data and input.	The aligning initiative is negotiating with the local health systems to optimize consistency on specific measures of racial equity.	
	1	2 3 4	5 6 7	8 9	10	

## REFERENCES

1. Aligning Systems for Health. (2021). Framework for aligning sectors with glossary. Atlanta, GA: Georgia Health Policy Center. <https://ghpc.gsu.edu/download/aligning-systems-for-health-a-framework-for-aligning-sectors/>
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3. JLI Consulting. Data Equity: What Is It, and Why Does It Matter? Accessed at <https://www.jliconsultinghawaii.com/blog/2020/7/10/data-equity-what-is-it-and-why-does-it-matter#:~:text=It%20refers%20to%20the%20consideration,analyzed%2C%20interpreted%2C%20and%20distributed.&text=And%20data%20equity%20pushes%20us,or%20otherwise%20undermine%20social%20justice.>