



## **Case Study Interview Questions**

**Spring 2019**

**Estimated time: 60 - 90 minutes**

Thank you again for taking part in this case study of the work that you and your colleagues have undertaken to build a physically, socially and economically healthier Central Brooklyn. The case seeks to document the methods and approaches that have begun to shift culture, change public attitudes and activate critical commitments across sectors to make a deep investment in health equity in Central Brooklyn.

We have developed the questions that follow with your input and that of your colleagues. We have also developed a framework for thinking about these questions that tries to capture the events, individuals and organizations that catalyzed the work, as well as the efforts of those that have come together since then to grow and strengthen it.

For the purposes of the interview, we refer to the overall effort as “the collaboration.” This includes:

- The 2013 formation of The Coalition to Save Interfaith (CTSI)
- The 2014 formation of Community Care of Brooklyn (CCB) in response to Medicaid Reform via the DSRIP program
- The ongoing participation of members of the Coalition, CCB, 1199 and others in transforming individual and community health and wellness
- The formation of the effort to conduct the Brooklyn PARs (participatory action research)

### **The Collaboration = Coalition to Save Interfaith + CCB + Labor + the Brooklyn PARs**

The intended result of the case is for those who have developed and sustained the coalition to be able to easily identify, understand and share the methods, practices, tools and lessons that have been developed since 2013. We also intend that those who have led the process clearly see their own role in shifting community attitudes to better understand the social determinants of health and in reorganizing the health system from a wellness based development perspective--one that addresses not just physical health, but that recognizes the need to build community wealth and create jobs in marginalized communities as key components of healthy individuals, communities and institutions.

We thank you in advance for your participation and invite you to ask us any clarifying questions that you might have during the course of the interview. As explained in the consent form, the interview is confidential. While it will be videotaped, we will not use any footage without your permission, nor will we cite you without your permission.

### ***The Story of Wellness Empowerment for Brooklyn***

We will be asking you a series of questions about how Wellness Empowerment for Brooklyn formed. Your responses will depend on things like your institutional home and role, whether you were present at the formation of the CTSI, the role you and your institution have played in creating CCB and in enacting DSRIP and Medicaid reform more generally, whether you have been involved in the Brooklyn PARS, and related experiences. Some questions will apply to you directly, while you may have a perspective on others even if you were not directly involved. You should feel free to answer any of the questions, but also to let us know if the question does not apply to your experience.

1. How did the CTSI get started?
  - How and when did you become involved?
  - What is your current role?
  - Has your role changed over time?
2. How did CCB get started?
3. How did the CTSI and CCB become involved with each other?
4. What were Central Brooklyn communities and institutions facing when CTSI and CCB first formed (challenges and opportunities)?
5. From your perspective, who does the collaboration serve? Feel free to answer this question in relation to the overall collaboration effort and/or in relation to your home entity.
6. What did you want to accomplish? What were your major goals?
7. What were some of the most significant chapters or turning points for the collaboration?
  - *Ask to fill out / elaborate on elements of timeline worksheet*
8. Has the mission of the work changed over time--whether that is the work of the collaboration overall, the CTSI, CCB, or other entities within the collaboration?
  - If yes, how has it changed?
9. What were some of the things that you needed along the way to be effective in the work that the collaboration has undertaken? (Potential prompts: support, people, personal practices)
10. The work of the collaboration can be seen as successful in a number of ways: [INSERT]. Why do you think it was a success?
11. How would you describe the Central Brooklyn health ecosystem before the CTSI formed in 2013?
  - What does that ecosystem look like today?
  - What do you think the ecosystem should look like?
  - Who participates in the ecosystem?
  - Who might be left out?

### **Impact**

12. What are some of the concrete victories that the CTSI has achieved?
  - What about CCB?
  - What about the collaboration overall?
13. Have you seen any larger ripple effects of the work?
14. What were some major challenges or hurdles that you have encountered in this work?
  - How were they addressed?

**NOTE: THIS IS VERY CLOSE TO HALFWAY THROUGH THE INTERVIEW. IT MAY BE HELPFUL TO OFFER A BREAK TO THE INTERVIEWEE.**

### **Structure and Operations**

15. How would you describe and depict the collaboration's structure? How has it evolved over time?
  - Ask each interviewee to draw rough sketch of structure.
16. How do you work together? How do you interact, plan and make decisions?
17. Who and what are some of the most important drivers of the collaboration's work?
18. The coalition has members from hospitals, health systems, community based organizations, offices of elected officials, labor and others. How have you and the group managed differing priorities of the multi-sector coalition?
  - Do you think that there are additional sectors that can or should be included and/or leveraged?

### **The Brooklyn PARs**

19. The PARs have played a part in the evolution of the collaboration. What was the thinking behind them? What did you and your colleagues hope to achieve by sponsoring them?
20. What have been some of your big takeaways from the knowledge generated by PAR 1, 2 and 3?
21. Have you been a part of implementing the PAR recommendations?
  - If yes, what role have you played?
  - If no, is there anything you have observed or about which you would like to share your perspective?

### **Wellness Based Development Approach**

The coalition's orientation to addressing the social determinants of health to advance well-being, create jobs and build community wealth in marginalized communities as part of improving individual and community health

and reducing costs means that it has been taking what CoLab understands as a “wellness based development” approach.

- 22. What is your perspective on the wellness based development approach that the coalition has been working from?
- 23. Are there ways that you are implementing an explicit wellness based development approach?
  - If yes, how so?
    - i. What have some of your successes been?
    - ii. What have some of your challenges been?
  - If no, why not?

***Learning and Moving Forward***

- 24. What is your vision for the future of the collaboration?
- 25. Where do you see the major synergies among assets, needs and aspirations in Central Brooklyn?
- 26. Are there policies and/or specific actions that will be needed to implement the PAR recommendations?
- 27. For what challenges, resistance or backlash should the collaboration and its allies be prepared?
- 28. What is your perspective on the best way to measure progress?
- 29. The collaboration has been renewing, in some cases, and building, in others, a civic infrastructure, by which we mean a shared understanding, common vision and the working relationships to achieve the vision--that, hopefully, will be able to sustain and build on the collaboration. What do you think will be needed to strengthen and sustain that civic infrastructure?
- 30. Some collaboration members and observers have expressed that the collaboration could serve as a local and a national model. What is your perspective on the collaboration as a model?
  - Are there models, initiatives or projects that inspired or informed the collaboration? Or inspired or informed your personal thinking about improving health and wellbeing in Central Brooklyn?
  - Who might draw lessons from the collaboration (i.e. other audiences, organizations, systems)?
  - In what ways could it be helpful and/or instructive?

## Timeline Worksheet for interviews

