

Figure 1. Ten Vital Services Necessary for Surviving and Thriving in the 100% New Mexico Initiative



Chapin Hall at the University of Chicago is evaluating the 100% New Mexico Initiative. In 2023, counties participating in 100% New Mexico began completing a **Quarterly Update Tool** to report activities and progress of their local 100% county initiative. The Quarterly Update Tool asks counties to report progress in the five core conditions of CI. The purpose is two-fold: (1) to equip the 100% New Mexico Initiative with a cohesive set of **performance indicators** for informing and improving the model based on county experiences, and (2) to build evidence about 100% New Mexico’s Collective Impact model to promote positive social determinants of health.

Figure 1 Five Essential Conditions of Collective Impact Collaborations

This brief summarizes county leaders’ documentation of activities occurring since the start of the local initiatives through December 2023. The purpose of the first Quarterly Update Tool was to retrospectively document activities that occurred since the first county initiative officially began in 2019 through June 2023 (the “2019-2023” update). Following this first report, county leaders completed two additional updates that cover activities during the first two quarters of state fiscal year 2024, July through September 2023 (2024 Q1) and October through December 2023 (2024 Q2).

METHODS

The Quarterly Update Tool collects information about implementation of 100% New Mexico county-level activities that are centered in each essential component of CI. Table 1 outlines CI essential components and the 100% New Mexico activities that support each component and are measured by the Quarterly Update Tool.

Table 1 CI Core Components, 100% New Mexico Goals, and Indicators Measured in Quarterly Updates

CI Core Component	100% New Mexico Goal	Indicators
A common agenda	There is county-wide and statewide understanding about the 100% New Mexico Initiative and shared commitment to vision, mission, and goals	<ul style="list-style-type: none"> -Hold a 100% County Summit to launch the work -Engage a broad sector of community to complete mural projects -Form and hold Anna, Age Eight, 100% Community, and other book clubs^a -Other public awareness activities
Shared measurement	There is a common approach to collecting, analyzing, and using information about access to 10 vital services to implement evidence-informed solutions that are focused on removing service barriers in each county and statewide	<ul style="list-style-type: none"> -Administer the 100% Community Survey^b at initiative start and then on an ongoing basis -Use Continuous Quality Improvement to identify, assess, plan, and refine solutions in ten sectors -Share and review progress using Quarterly Update Tool
Mutually reinforcing activities	Within and across counties, there is differentiated and coordinated expertise and influence to address service barriers in each of 10 vital services, all with interrelated activities engaging stakeholders and elected leaders	<ul style="list-style-type: none"> -Ten sector action teams exist and meet regularly -The full county initiative meets regularly -Leaders support coordination of activities and a plan of action -Elected officials are engaged
Continuous communication	There is consistent communication about initiative work and progress, openness and trust, and joint learning at the county and statewide level	<ul style="list-style-type: none"> -Creating and using a shared calendar of initiative events and community resources -County-level action teams and leadership participate together in initiative-level training and support -Counties use social media to communicate across action teams and the full initiative
Backbone team	There is an identified organization to coordinate the work, communicate and advocate for the vision, and maintain momentum and sustainability, supporting collective impact and continuous quality improvement phases of assessment, planning, action, and evaluations	<ul style="list-style-type: none"> -Backbone organization is identified -Project proposals are developed and submitted -Resources are secured for evidence-informed solutions -Ongoing 100% County Summits are held -100% Community Survey is re-administered, shared widely, and used to inform strategy

^a These resources are included in the reference list, page 11.

^b The 100% Community Survey is administered by county initiatives to community members to understand need for, and access to, the 10 vital services for surviving and thriving. Administering the survey is Step 1 of the model's 7-step process. For more information on the 7 steps, see [100% New Mexico Initiative](#).

Collecting these data on a quarterly basis allows evaluators to track the implementation process of 100% New Mexico for process evaluation and provide timely feedback to stakeholders in each county. If implementation is not progressing as expected, this provides an opportunity for county stakeholders and model developers to reflect and adjust their strategies using a Continuous Quality Improvement approach. Data from the Quarterly Update Tool will also be used to assess impact of the work on short, intermediate, and long-term initiative goals by assessing fidelity to the 100% Community Model that guides the initiative.

RESULTS

Building a Common Agenda

Building a common agenda involves interactive activities that are community-wide in scope. These activities develop shared understanding of the problem and commitment to identifying and implementing solutions. Projects for public awareness and recruitment for the initiative are book clubs that provide a forum to discuss *Anna, Age Eight*; *David, Age 14*; and *100% Community*.⁶ Mural projects generate public awareness and engage the arts community. The 100% County Summits bring the full initiative, action teams, elected officials, and other community members (for example, agencies, local government, and interested individuals) together to orient around the vision and model and discuss next steps forward in a process of alignment and collaboration.

Since counties began their 100% Initiative:

- **27 book clubs were launched**
- **14 mural projects were launched**
- **10 County Summits were held**

Figure 2 summarizes the number of book clubs and mural projects that have been initiated and the number of 100% County Summits held. Since the counties began their 100% initiatives, a total of 27 book clubs have been launched, 14 mural projects were launched, and 10 county summits were held.

Figure 3 Indicators of a Common Agenda



In addition to book clubs, mural projects, and county summits, counties reported many additional public awareness efforts, including discussing 100% New Mexico and their specific county initiative on radio programs, in newspaper articles, and in local government meetings, church and community events, conferences, and meetings with community-based organizations. Some examples of public engagement activities include hosting a wellness fair, developing an app and including information about 100% New Mexico with public utility bills to reach a nearly universal audience.

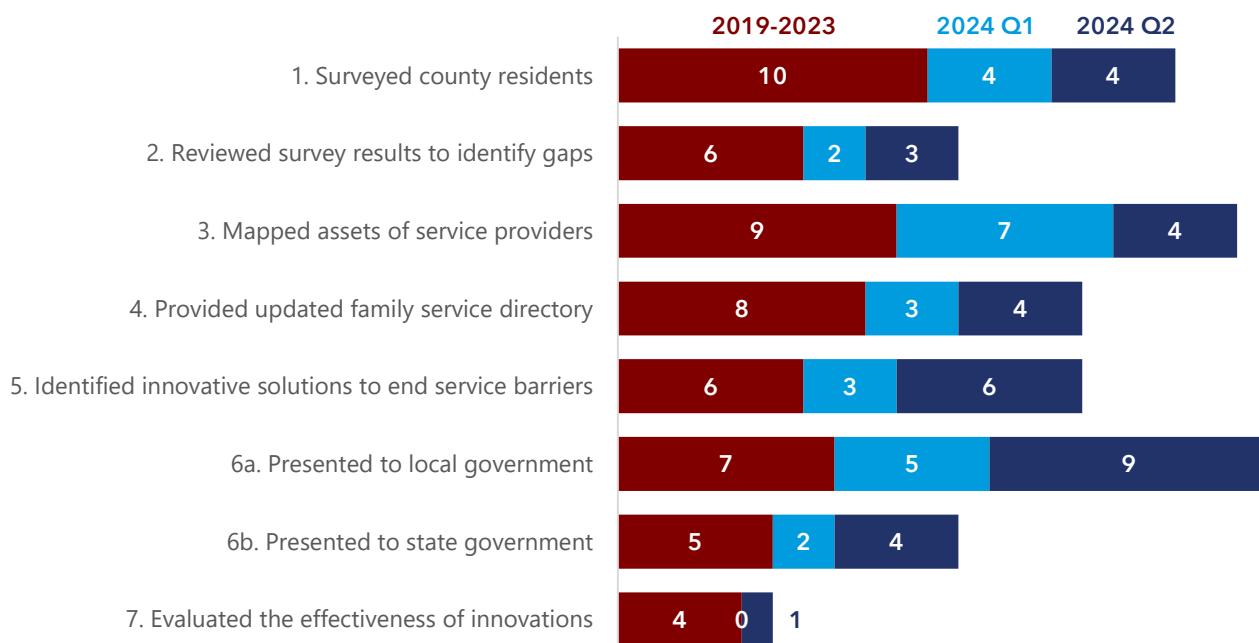
Shared Measurement

Counties engage in a seven-step process to implement the 100% New Mexico Model. The seven-step process was created by the Anna, Age Eight Institute and includes shared measurement of common activities essential to implementing the 100% New Mexico Model. Counties are asked if they completed a step each month of the last quarter and can complete activities multiple times during the same quarter (see Figure 3). This seven-step process is not always linear and can be customized to meet the unique needs and capacities of local stakeholders. The process is iterative, always evolving based on feedback and evaluation.

As shown, since the initiative began, 100% New Mexico counties:

- ✓ surveyed county residents 18 times;
- ✓ reviewed survey results for service barriers 11 times;
- ✓ mapped service provider assets 20 times;
- ✓ updated a family services directory 15 times;
- ✓ identified solutions to service barriers 15 times;
- ✓ presented to local government 21 times, and to state government 11 times; and
- ✓ evaluated the effectiveness of service innovations 5 times.

Figure 4. 100% New Mexico 7 Step Process: Number of Completed Activities

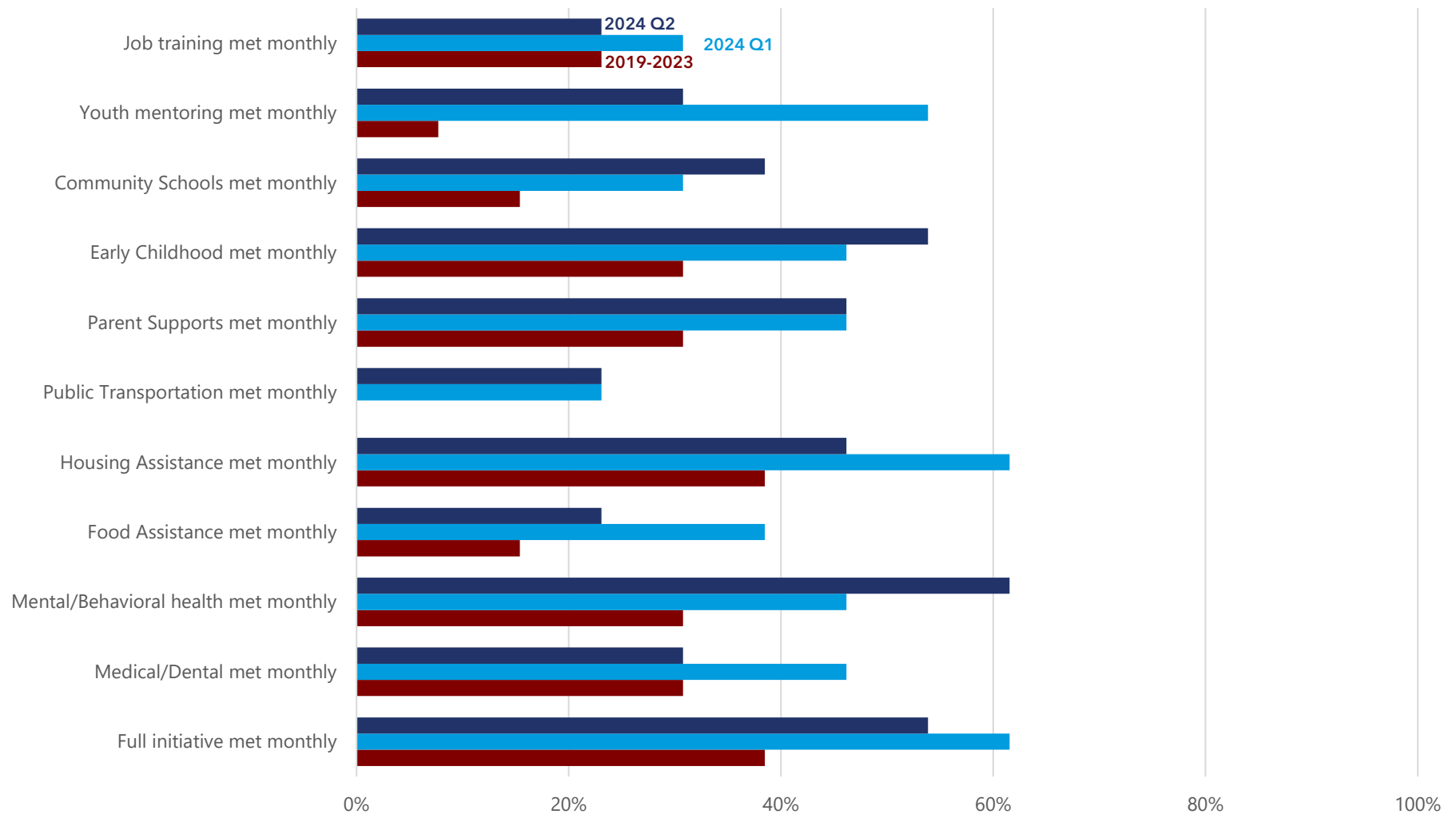


Mutually Reinforcing Activities

In CI, people from multiple disciplines and differentiated expertise work together towards a common vision. These are known as mutually reinforcing activities. Each actor brings skills, knowledge, experience, and influence to contribute to the effort. Leaders of the full county initiative coordinate these attributes and contributions as activities are implemented. These leaders are engaged in organizations that sometimes also serve as the Backbone team, but not always.

In the 100% New Mexico Initiative, the 10 sector action teams were in various stages of implementing the initiative across participating counties (see Figure 4). Few counties reported that their action teams and the full initiative team met monthly since their county initiative began. Monthly meetings increased in eight of the ten sectors in 2024. They also increased among full initiative teams; the proportion of counties reporting holding monthly meetings increased from 38% at in 2019-2023 to 62% in 2024 Q1. In 2024, 54% of counties reported meeting monthly. Bringing initiative members together regularly is an indicator of having a Backbone Team and these results indicate that this key CI component is trending in the right direction.

Figure 5. Mutually Reinforcing Activities: Ten Sector Action Teams



Narrative results reported in the Quarterly Update support the diverse structure and approach to holding full initiative and action team meetings across counties. One county indicated that the full Initiative group meets monthly and that there is a health council that blends several action teams—medical/dental, behavioral health, and food security. Another county indicated they met as a full group but less so as Action teams. A couple of counties have a 100% New Mexico Board of Directors and reported attending Center of Commerce meetings and health equity action team meetings in addition to initiative meetings. Some counties delayed forming or implementing teams until receiving mini-grants available from the Institute. Additionally, counties reported that turnover and maintaining motivation are critical factors to local participation in teams. One county shared, “Many of these fall into teams that are not yet well coordinated with the initiative. This is a primary reason why a coordinator and strategic plan are essential. A lot is happening in individual sectors, but it is not yet well coordinated within the initiative.”

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-County Leader

Continuous Communication

“Continuous communication” in Collective Impact refers to consistent and open communication among the multiple actors with the goals of creating and maintaining common motivation, building trust, and assuring mutual objectives.⁷ In 100% New Mexico, continuous communication is used throughout all five CI core conditions. Continuous communication is also reflected in initiative members having access to information about activities throughout the initiative and the activities of other sector action teams. Initiative members participate in training and support provided by the Institute—for example, leadership training, convenings, and monthly meetings; peer learning opportunities; and web-based courses. Social media is also used throughout 100% New Mexico to keep participants, communities, and the state informed.

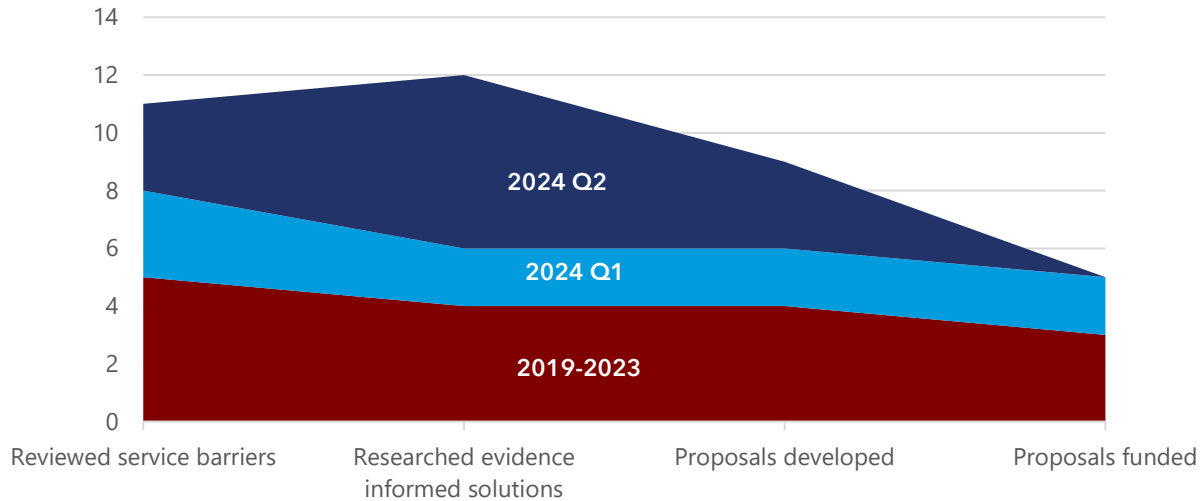
Technology is a key tool for both the Institute and counties. About one-third of counties (31%) maintain a shared calendar of events accessible to initiative members. Each county has a website hosted by the Institute. [100% Otero](#) and many other counties use social media to inform and engage a wide audience informed and engaged.⁸ Diffusion of the innovation across the state is facilitated by Institute staff.

Backbone Team

Counties build a backbone team to align and coordinate group activities, maintain vision and momentum, ensure that resources are secured and sustained for the work, and ensure that the 100% New Mexico model components of using CQI and evidence to implement solutions are at the forefront across the initiative. All county leaders reported in the 2019-2023 Quarterly Update that they had secured a backbone organization/fiscal sponsor for the Initiative.

Initiatives benefit from establishing strong infrastructure and disciplined processes to use data to continuously learn, adapt, and improve.⁹ County leaders reported that they use 100% Community Survey data to make evidence-informed decisions about service barriers, identify potential solutions, develop and fund proposals, and initiate projects to remove service barriers. Figure 5 shows the total number of steps taken among counties to address service barriers pertaining to the full initiative. As shown, since the Initiative began, counties reviewed service barriers 11 times, researched evidence-informed solutions 12 times, developed proposals 9 times, and indicated having funded proposals 5 times. Several counties are also working on proposals to develop 100% Family Centers: One Stop Service Hubs that, in addition to providing and building service capacity in the ten vital services, focus on securing more dedicated staff for the Initiative and being a central organization for CQI.

Figure 6. Backbone Team: Using Evidence to Drive Proposals and Projects



Examples of Projects

Since 100% New Mexico began, counties reported initiating multiple projects within and across the ten sector action teams to address service barriers. **Several counties focused on youth initiatives, including:**

- ✓ Holding a youth summit
- ✓ Developing a 100% community youth center
- ✓ Conducting a social media campaign during youth mentoring month
- ✓ Holding an event to support youth entrepreneurship
- ✓ Partnering with suicide prevention to hold a youth-led summit focused on older youth dealing with addiction and stigmas

Transportation projects included:

- ✓ Hosting medical transportation roundtable discussions to discuss and resolve barriers
- ✓ Providing training on using the local bus system and assessing its limitations
- ✓ Conducting transportation field testing by partnering with a local charter middle school. One county shared, “The students rode to different areas of the city and provided feedback to city council on improvements and suggestions for an easier trip experience. The transportation action team created meeting spaces for the dialogue and finally zero fare was implemented within the city limits. The next focus will be to begin talks with the county to support zero fare for riders.”

Housing was also another focus area and projects included:

- ✓ Organizing and holding a Day of Hope event to provide tangible products and services to those experiencing homelessness or housing insecurity
- ✓ Completing the Point in Time Count
- ✓ Working to support the Go-Bond that funds affordable housing. The county is looking to move forward and make progress working to show the funds are really going to support housing. They are also planning different ways to support people who are unhoused and providing education on what affordable housing is.

One county reported substantial progress involving their medical action team:

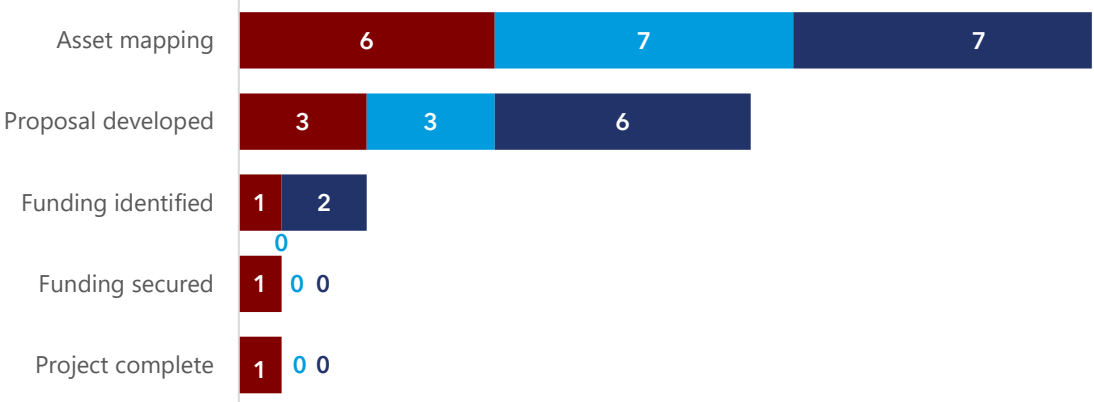
- ✓ One county created school-based health centers in every school in their county, which reaches students in other counties as well: San Miguel, Mora, Colfax, Harding and Guadalupe counties

Projects reported in the Early Childhood sector and Parent Supports sector included:

- ✓ Parent Supports hosted a parent workshop offering information on topics such as IEPs, guardianship, legal issues, and substance misuse prevention. They also hosted a childcare roundtable where providers, parents, and guardians could discuss issues important to them and coordinated a bike and pedestrian safety event.
- ✓ Early Childhood compiled and distributed an infographic outlining the services available in the county

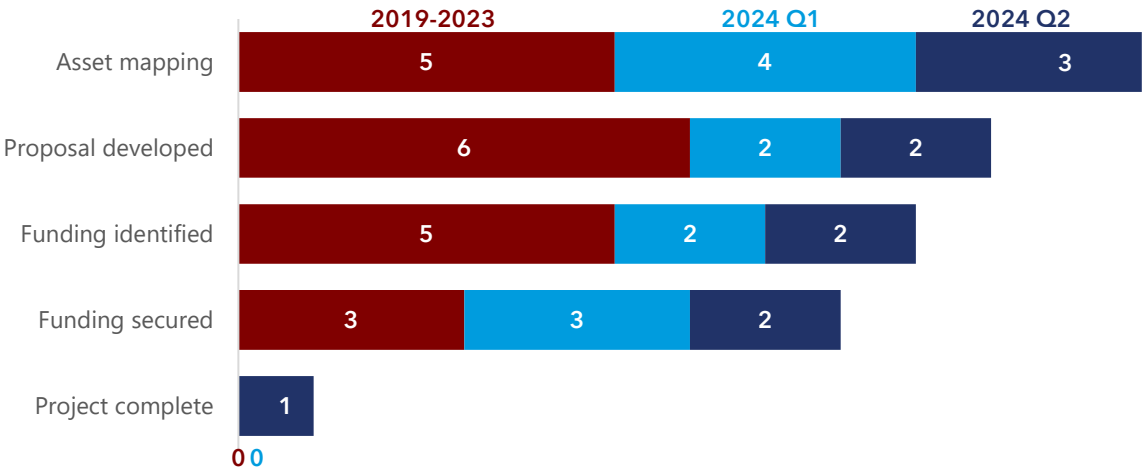
Backbone teams are also critical to driving and supporting 100% New Mexico priority projects. Priority projects are creating community- and school-based **one-stop service hubs** to link children and families to services onsite, online, or through staff navigators to local services organizations. These service hubs are called 100% Family Centers and focus on local services for surviving and thriving—for example, medical and mental health care—and also include staff to support CQI.¹⁰ Steps on the way to standing up these community- and school-based projects in 100% New Mexico include asset mapping, proposal development, identifying funding, securing funding, and launching the project. Since the start of the initiative, counties have completed asset mapping for community-based 100% Family Centers 20 times, developed 12 proposals, identified funding sources 3 times, secured 1 funding source, and completed 1 project (see Figure 6).

Figure 7. Activities Completed during Initiative to Create a Community-based 100% Family Center



For school-based 100% Family Center projects, counties completed asset mapping 12 times, developed proposals 10 times, identified funding 9 times, secured funding 8 times and completed 1 project (see Figure 7).

Figure 8. Activities to Create a School-based 100% Family Center

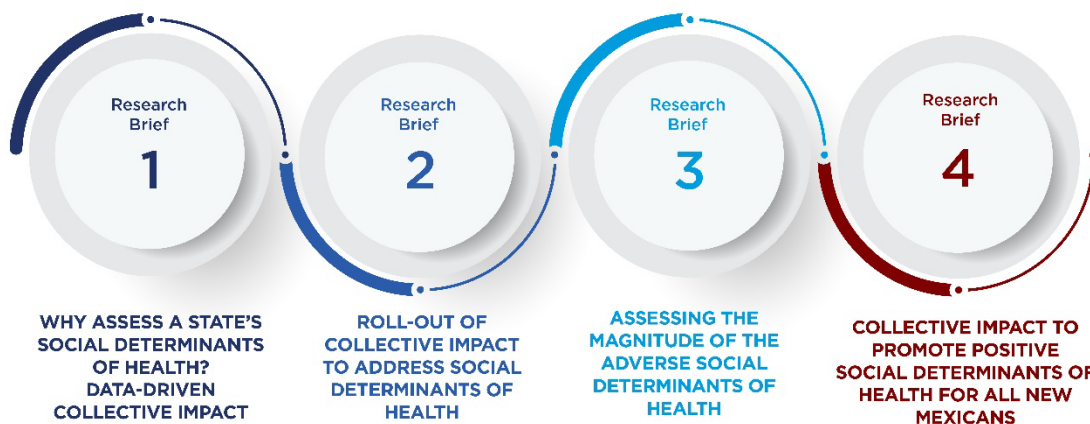


CONCLUSION

The 100% New Mexico initiative is being implemented statewide, with the goal of transforming adverse social determinants of health into positive determinants in all 33 counties. The process is complex. It involves multisector teams and work at all levels of government with nongovernmental agencies across a county. The Anna, Age Eight Institute at a state university oversees the work. Collaboration and a concern for community health rather than significant funding have fueled the local initiatives in the first 5 years of 100% New Mexico. Most of the work is done by public sector professionals who have been able to devote a small portion of their worktime to the initiative or by stakeholders engaged in community service. Reliance on volunteers at the county level, while this has maintained most of the county-level initiative activities to date, is not sustainable nor sufficient to transform social determinants of health.

Collecting Quarterly Update data allows evaluators to track a developmental implementation process and provide timely feedback to stakeholders in each county. The evaluators use a Continuous Quality Improvement approach to addressing service barriers. These semiannual reports are shared with the state and local initiative leaders and teams. If implementation is not progressing as expected, this provides an opportunity for county stakeholders to reflect and adjust their strategies. The data will also be used to conduct a process evaluation of the 100% New Mexico initiative. Before we can measure if the initiative is having the expected impact with short-, intermediate-, and long-term goals focused on transforming adverse SDOH to positive ones, we must first assess if the initiative is being implemented with fidelity to the 100% Community Model.¹¹

This Research brief is a part of a series reporting on Chapin Hall's evaluation of the Anna, Age Eight Institute's 100% Community model.



IN THE 100% NEW MEXICO INITIATIVE

RECOMMENDATIONS

- Support local development projects that can provide full-time staff for work on increasing services, instead of relying solely on volunteer hours or the limited hours of public sector workers engaged in the work
- Develop a mechanism for real-time sharing of local and statewide activities focused on program development
- Increase face-to-face training for initiative members on relevant topics to complement existing web-based courses

Acknowledge, as a state and local initiative, the magnitude of the project and realistic short-, intermediate-, and long-term goals required to transform adverse SDOH into positive ones across an entire county, many in rural areas with a long history of service disparities.

Statement of Independence and Integrity

Chapin Hall adheres to the values of science, meeting the highest standards of ethics, integrity, rigor, and objectivity in its research, analyses, and reporting. Learn more about the principles that drive our work in our [Statement of Independence](#).

Chapin Hall partners with policymakers, practitioners, and philanthropists at the forefront of research and policy development by applying a unique blend of scientific research, real-world experience, and policy expertise to construct actionable information, practical tools, and, ultimately, positive change for children and families.

Established in 1985, Chapin Hall's areas of research include child welfare systems, community capacity to support children and families, and youth homelessness. For more information about Chapin Hall, visit www.chapinhall.org or @Chapin_Hall.

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