

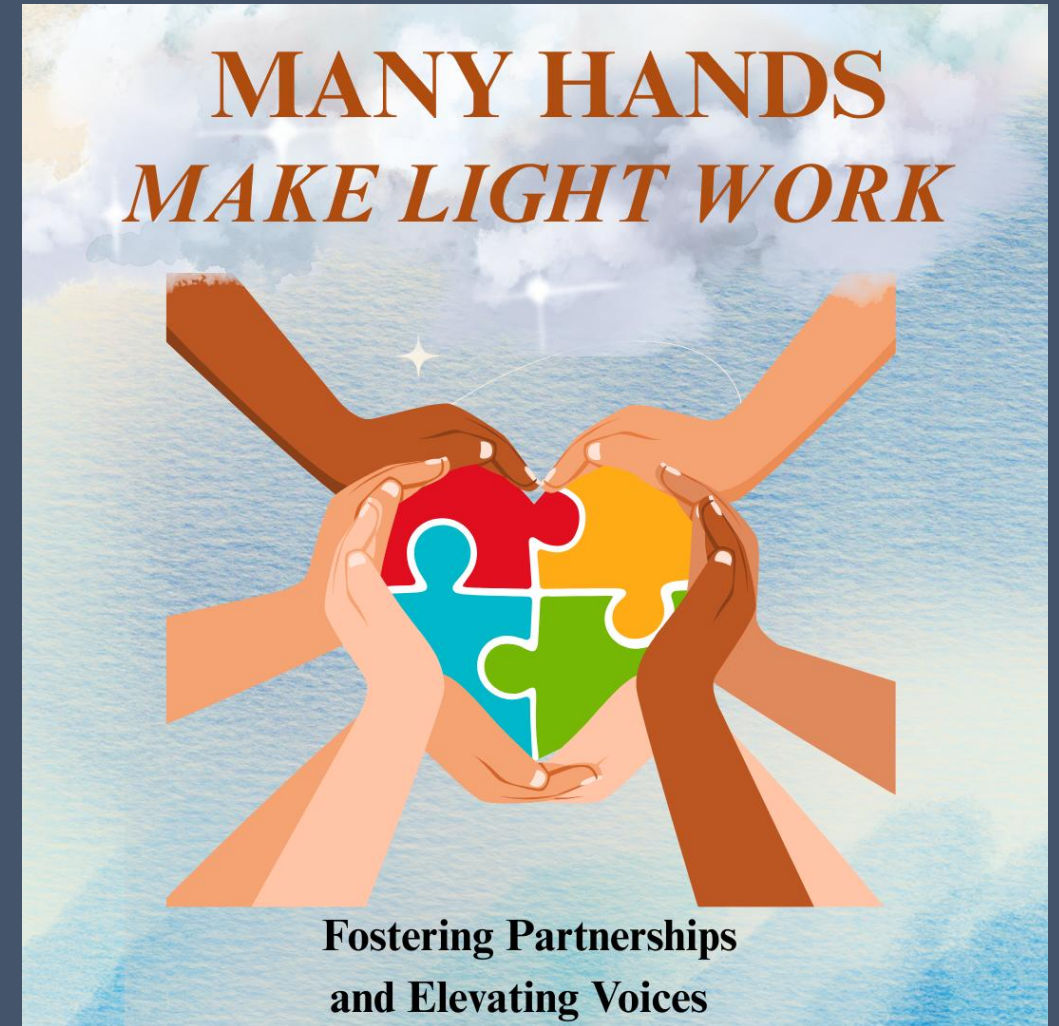
# Community Healthcare Coalition of GPW Meeting

September 28, 2026



**BE HEALTHY  
BE HAPPY**

Community Healthcare Coalition Greater Prince William



## Sign-In & Meet Someone New

(10:30 - 10:40 am)



## Sign-In Form



1. Discuss a memorable partnership
  - **What were the key characteristics that made partnership successful?**
2. Enter words in **Slido.com #2398627**
3. Exchange Blinq mobile business cards / physical cards

# What were the key characteristics that made partnership successful?

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- Enter words in [Slido.com #2398627](https://www.slido.com/join/default.aspx?roomid=2398627)





# Effective Partnerships & Collaborations

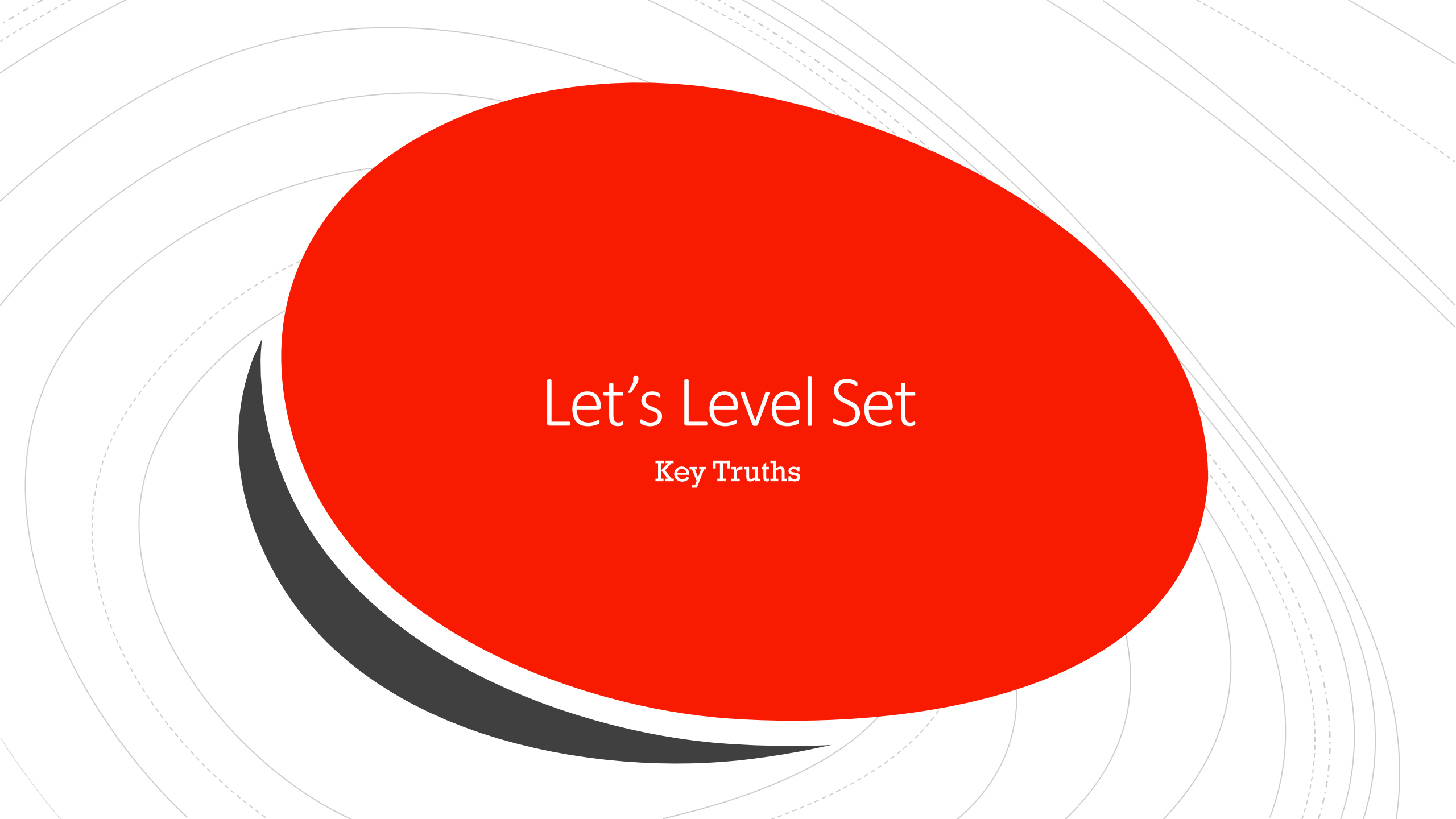
**Ondrea McIntyre-Hall, Coalition Co-Chair**

Kaiser Permanente Mid-Atlantic Region

Presenter:  
Ondrea McIntyre-Hall  
Sr. Director Community Health  
Kaiser Permanente MAS  
9/28/26

Let's Explore: What  
organizations can do  
better together.

# Partnerships & Collaborations

The background features a series of concentric circles in light gray, some solid and some dashed. A large, solid red oval is positioned in the center-right of the frame. A dark gray, curved shape, resembling a thick comma or a stylized 'C', is located to the left of the red oval, partially overlapping it.

# Let's Level Set

Key Truths

## Widely desired & admired.

~shared goals, mutual respect, pooled resources, inclusive leadership, and bridging differences for collective impact.

~the whole is greater than the sum of its parts.

~collaboration is rarely simple.

- **People will be people.**

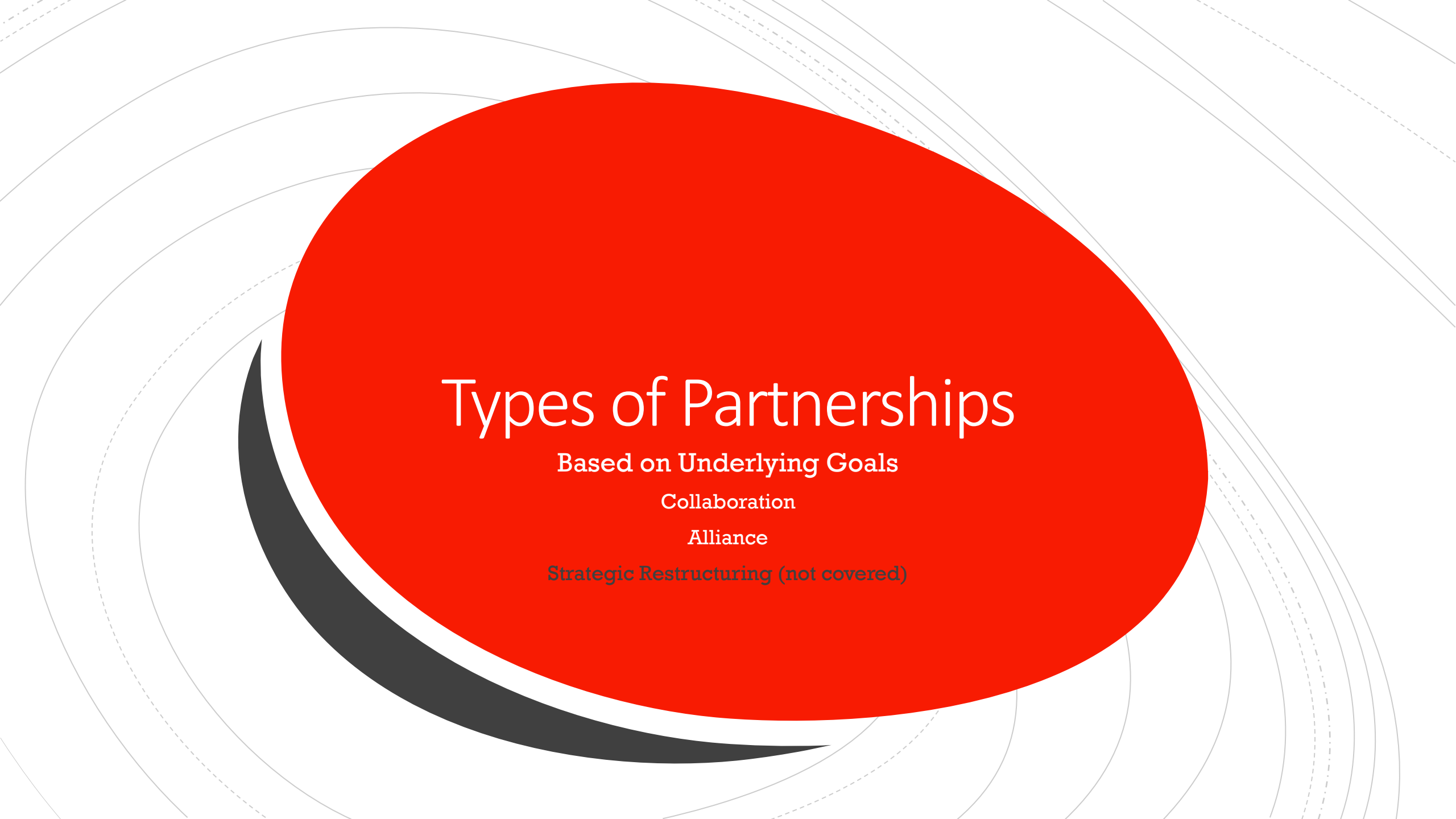
Much of the collaborative effort goes into managing these human dynamics like

- distinct perspectives,
- experiences,
- interests,
- allegiances and
- biases.

- **The devil—and the angel—is in the details.**

Saying "let's collaborate" is easy; executing it is complex. Factors that can make or break the process:

- who dominates discussions,
- who stays quiet,
- when and where meetings occur,
- whether cultural traditions are acknowledged,
- who steers the purpose,
- how power dynamics play out, and
- how conflict is handled.

The background features a series of concentric circles in light gray, some solid and some dashed. A large, vibrant red oval is positioned in the center-right of the frame. A dark gray, curved, comma-like shape is located to the left of the red oval, partially overlapping its edge.

# Types of Partnerships

Based on Underlying Goals

Collaboration

Alliance

Strategic Restructuring (not covered)

## Collaboration

If you want to...

- ~Pool expertise or resources,
- ~Amplify a policy message,
- ~Create and share collective wisdom, or
- ~Tackle social issues requiring sustained, coordinated action...

- **Collaborations** offer great flexibility in pursuing such goals without requiring any change in how partner organizations are structured or managed and need last only so long as it takes for goals to be reached.

### ■ **Types**

- Coordinated Actions
- Joint Advocacy
- Network
- Collaborative Learning

## Alliance

If you want to...

- ~Develop a more robust level of organizational efficiency,
- ~Provide or receive the financial and infrastructural benefits of a 501(c)3,
- ~Provide services or programs,
- ~Share the benefits (and risks) of a revenue-generating social venture,
- ~Network and share learning, or
- ~Leverage advocacy, purchasing power, standards setting and enforcement, or other activities...

- **Alliances** of various types can be very effective, and while they tend to be **more formal and longer-term than collaborations**, they still allow partners a significant level of organizational autonomy.

### Types

- Joint Programming
- Shared Staff
- Fiscal Sponsorship
- **Coalition**
- Affinity Groups
- Administrative Consolidation
- Joint Earned Income Venture
- Association
- Consortium
- Joint Funding/Grantee Relationship

The background features a series of concentric circles in light gray, some solid and some dashed, creating a sense of depth and movement. A large, vibrant red oval is positioned in the center, serving as a focal point for the text.

# Understanding Motivations

for Partnerships

# Why Partner?

- In Pursuit of Strategy
- To better Serve the Community
- Economics
- Limited Capacity
- Growth Mindset
- Reasons Specific to Each Non-Profit

The background features a series of concentric circles in light gray, some solid and some dashed, creating a sense of depth and movement. A large, vibrant red oval is positioned in the center, serving as a focal point for the text.

# Effective Partnerships

Factors for Success

Potential Roadblocks

# Success Factors

- Mission Focus & Alignment
- Flexibility in Pursuing Mission
- Not in an immediate crisis
- A lack of divisiveness
- Cultural Alignment
- Positive relations with potential partners
- Support from board and executive leadership
- Risk-taking, growth orientation

# Potential Roadblocks

- Major Culture differences
- Fear of identity loss
- Fear of autonomy loss
- Fear of change
- Bandwidth & timing
- Self-interest
- Distrust

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# Understanding the Importance of Trust

It's relational not just transactional

# Features of Trust

- Openness
- Reliability
- Integrity
- Competence
- Benevolence
- Reliability

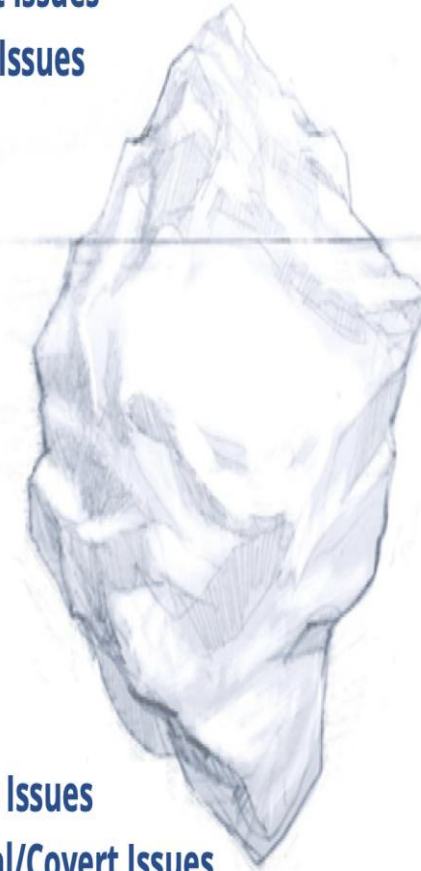
## Relational Not Just Transactional

~ **Collaborations are relational, not merely transactional.** The process of bringing two or more organizations together has **numerous technical elements** that **must be addressed**, but it is even **more important to develop a common understanding** of how the **people** in those organizations **will relate** to one another, **communicate**, and **work together** to achieve shared goals.

~ **Organizational culture is comprised of some elements that can be easily “seen” or grasped and others that are less obvious.** Many have used the **“iceberg” metaphor** (below) to illustrate that the **explicit elements** of organizational culture are often just the **tip of the iceberg**, and that there are **many more** that may be **implicit or hidden** from view. The iceberg model reminds us that strategic partnerships and mergers are **not just “business” deals** but have **emotional implications for the individuals involved**.

### Content Issues Formal Issues

- Mission, goals
- Structures, systems
- Technology
- Policy, procedures, work processes
- Programs, performances
- Resources (financial and human)



### Process Issues Informal/Covert Issues

- Managerial styles
- Decision-making modes
- Access to power
- Degree of inclusion
- Trust level
- Values, perceptions, attitudes
- Feelings
- Intra-personal styles
- Conflict management
- Linkages, friendship, power dynamics

# Exploratory Process

**Assessment**

Negotiation

Implementation

# Assessment:

## Making the Business Case

- **Internal Assessment Factors to Assess:**
  - Motivators
  - Desired Outcomes
  - Critical Issues
  - Organizational Factors or Red Flags
  - Financial Assessment
- **Identifying Potential Partners**
  - Which organizations are closet to you?
  - Offer same/similar program/services
  - Have geographic or consumer overlap
  - Seek funding from the same sources
  - Compete for media attention, staff, or board members
- **Assessing Potential Partners**
  - Level of Trust
  - Past experiences
  - Usable skills and assets
  - Cautions and challenges
  - Mission and program compatibility and complementarities
  - Financial condition
- **Resolution of assessment**

# Resources & Tools

Credits & Links to this Information

## The Paradox:

Chavis (2001) identified several recurring tensions in collaborative efforts, known as the paradoxes of collaboration.

- **Mixed Loyalties.**
- **Unity and Diversity.**
- **Autonomy vs. Accountability.**
- **Dependence–Independence.**
- **Means vs. Model.**
- **Scarce Resources.**

# How to Navigate the Paradoxes:

- **Membership –**
- **Communication –**
- **Decision-Making Processes –**
- **Leadership –**
- **Strategic Planning –**
- **Capacity Building –**
- **Continuous Strategy Improvement –**

- Collaboration isn't magic—but it is possible. It requires humility, persistence, and a willingness to confront and manage hard truths—and naturally, conflict.
- When pursued with the right mindset and commitment, collaboration can generate powerful, enduring change—especially in communities where it's not just beneficial, but essential.

**Citation** Chavis, D. (2001). The paradoxes and promise of community coalitions. *American Journal of Community Psychology*, 28(2), 309–320.

- <https://communityscience.com/organizational-effectiveness/the-real-deal-about-collaboration/>
- <https://healthbegins.org/partnership-resources/>
- <https://www.lapiana.org/wp-content/uploads/2020/06/Merger-and-Alliance-Toolkit-Final.pdf>
- <https://communityscience.com/wp-content/uploads/2025/07/Webinar-250626-2pm-Mapping-The-Work-Build-Capacity-Jasmine.pdf>
- <https://communityscience.com/organizational-effectiveness/the-real-deal-about-collaboration/>



# 2026-2028 CHIP: Where we are and where we are headed

**Dr. Diane Anderson, Coalition Co-Chair**

Prince William Health District

# From Data to Action

## Community Health Assessment

To learn about the health of  
Greater Prince William

Sept 2024 – March 2025



Residents call for **coordinated action** to address persistent barriers to health and well-being.



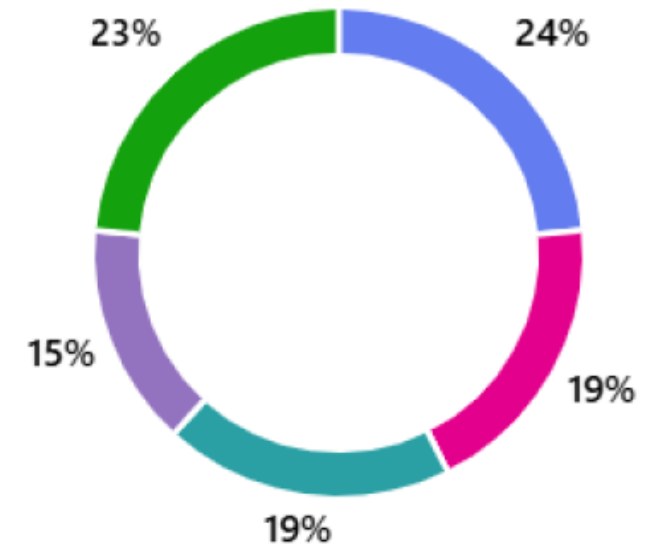
Lasting health improvements require more than reporting problems -- they require **multi-sector partnerships**.

# Who is in the Room (from registration form)

- Community Members 😊
- Legal Aid Justice Center
- Office of Community Safety
- PWHD/ Medical Reserve Corps (MRC)
- Light of Hope Alliance- Don Bosco Center
- Prince William Community Services
- Prince William Health District
- Sentara Northern Virginia Medical Center
- Northern Virginia Family Services
- DMV
- Northern Virginia Health Foundation
- Inova Community Health
- Virginia Women and Family Support Center
- Kaiser Permanente Mid-Atlantic Region
- Lunera Health
- UVA Health
- Northern Virginia Health Foundation
- MIND THE ENVIRONMENT INC.
- Literacy Volunteers of America- Prince William
- VIA Community Behavioral Health
- Edu-Futuro
- NAMI Prince William
- Greater Prince William Trails Coalition
- NOVA ScriptsCentral
- Girls on the Run of Northern Virginia
- Prince William County Schools
- Rock Recovery
- MAP Clinic
- Brain Injury Services
- Sentara Community Care
- Villa Advocacy Group, Inc.
- Budd Education Empowerment Foundation
- PW Health, Wellbeing and Environmental Sustainability (HWES)

5. Which CHIP workgroup(s) did you participate in this summer? (*select all that apply*)

|                                                |    |
|------------------------------------------------|----|
| ● Access to Care                               | 16 |
| ● Behavioral Health                            | 13 |
| ● Health Communication                         | 13 |
| ● Maternal & Child Health                      | 10 |
| ● N/A, did not participate in a CHIP workgroup | 16 |



# 2026 CHIP Workgroups

## Health Communication

- Co-leads: Mary Lopez, Literacy Volunteers of America—Prince William and Ashlie Watts, Sentara

## Behavioral Health

- Co-leads: Wendy Hunt, Community Services and Ashleigh Conrad, Girls on the Run NOVA

## Maternal and Child Health

- Co-leads: Alexandra Luevano, Mother of Mercy and Sandra McMasters, Sentara

## Access to Care (resource navigation)

- Co-leads: Brian Harris, Lunera Health and Leigh Guarinello, Inova



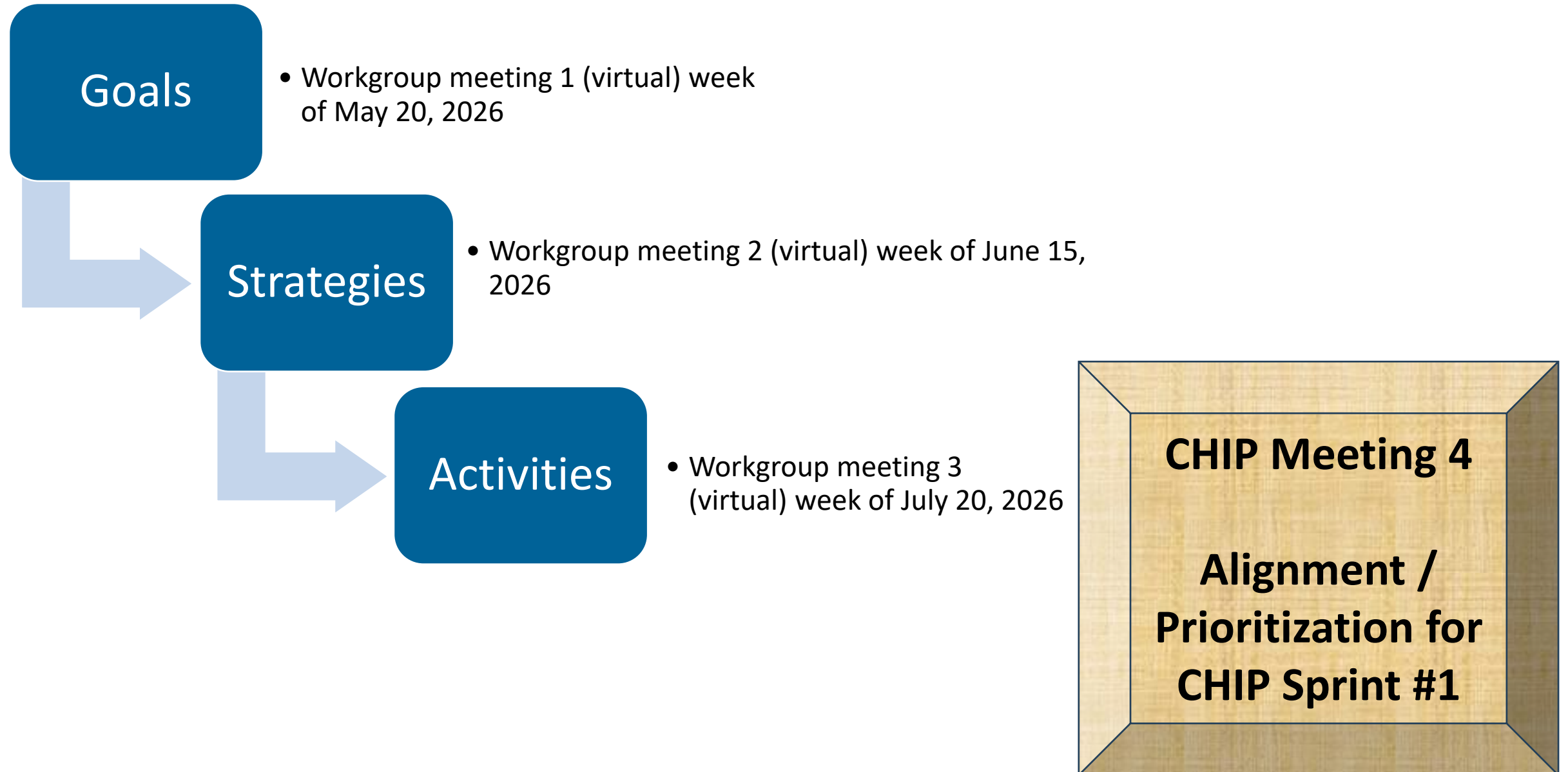
Dr. Vinu Ilakkuvan, Founder and Principal Consultant

From May to September 2026, PoP Health, LLC:

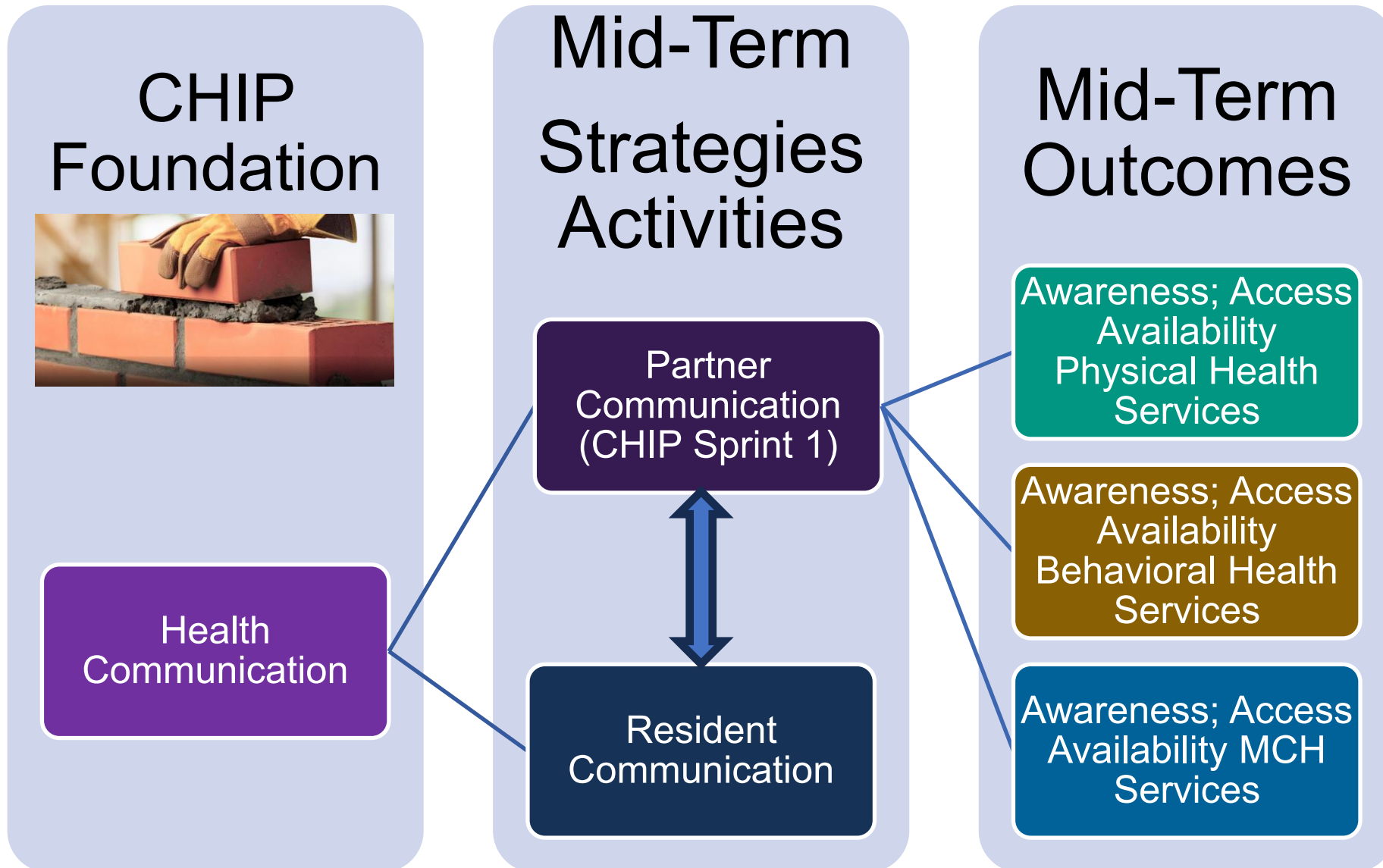
- Equipped workgroup leads to facilitate their own meetings through two core training/technical assistance (TA) sessions
- Coalition Meeting agenda setting and break-out facilitation.

<https://www.pophealthllc.com/>

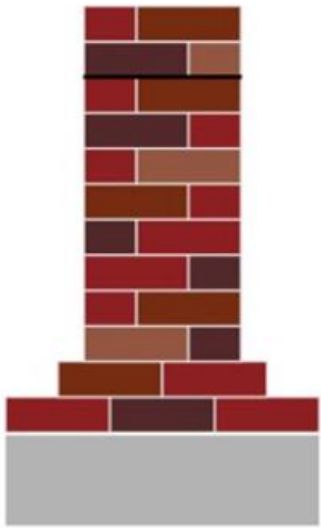
# The Process



# Health Communication as Overarching Priority



# 2026-2028 CHIP Timeline



## Sprint 1 Q4 2026- Q1 2027

Partner Engagement  
– Multi-Coalition /  
Collaborative Alignment

Partner Engagement  
– Dot Voting Sprint 1

Baseline  
measurement

CHIP Report Part 1

## CY 2027

Review Sprint 1  
Progress

Determine Sprint 2 (6  
months)

Review Sprint 2  
Progress

Determine Sprint 3 (6  
months)

## CY 2028

Review Sprint 3  
Progress

Determine additional  
sprints and  
measurement

Iterative CHIP  
Reports

# CHIP Sprint 1: Goal & Strategies

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- **GOAL:** Between Oct 2026 and March 2027, strengthen cross-sector communication and coordination to improve residents' awareness of and access to health-related services (physical health, behavioral health, MCH) in Greater Prince William.
- **STRATEGIES:**
  - Multi-Coalition Partner Networking opportunities
  - Piloting local data sources / maps to inform CHIP Partnerships
  - New Multi-Coalition Activities to Pilot
  - Partners co-planning resident trainings
  - Partners co-planning mobile outreach/pop-up events

# CHIP Sprint 1 Example Activities

## Multi-Coalition Partner networking opportunities

- Oct 21 BH/MCH/opioid partner event
- GPW Trails Coalition/Prevention Coalition GPW (x3) Walk and Talks in Oct 2026
  - 10/2/26 Walk & Talk Wellness, 10am-11:30am ([Neabsco](#) Boardwalk)
  - 10/20/26 Walk & Talk Wellness, 12-1:30pm (McCoart Plaza)
  - 10/30/26 Walk & Talk Wellness, 3-4:30pm (Silver Lake Regional Park)

## Piloting local data sources / maps to inform CHIP partnerships

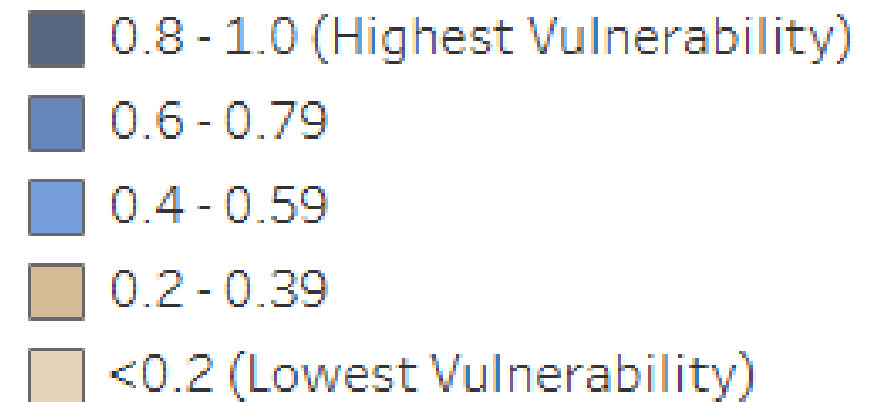
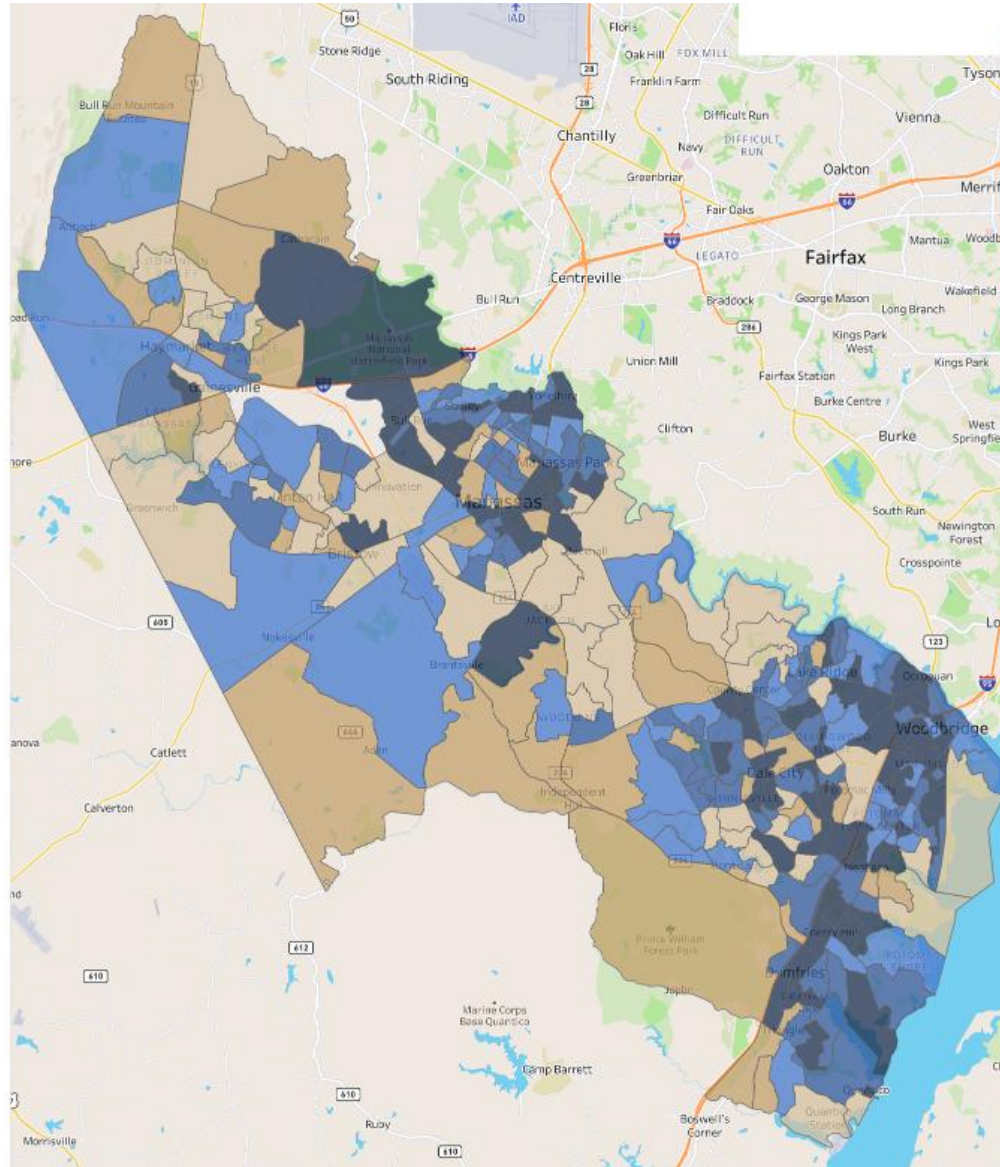
- 911 non-emergency data trends (OCS / Fire and Rescue)
- PWHD Vital Records and Census data maps

## New Multi-Coalition Activities to Pilot:

- Central hub for partner connections (e.g., Civic Roundtable)

# ACS-Based Social Vulnerability Index by Census Block Group, 2024

*CDC/ATSDR SVI 2022 Methodology Adapted to ACS 5-Year Block-Group Data*

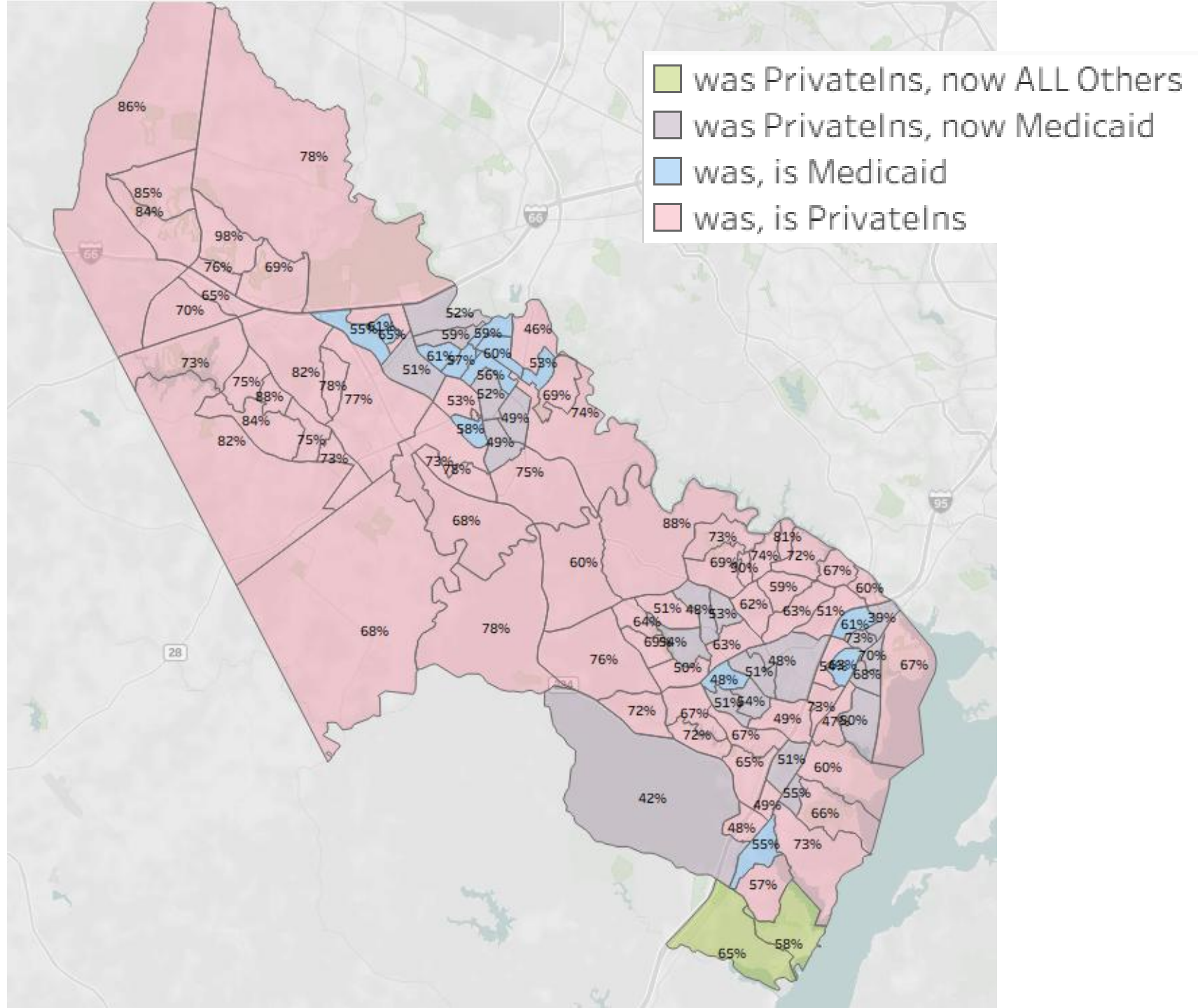


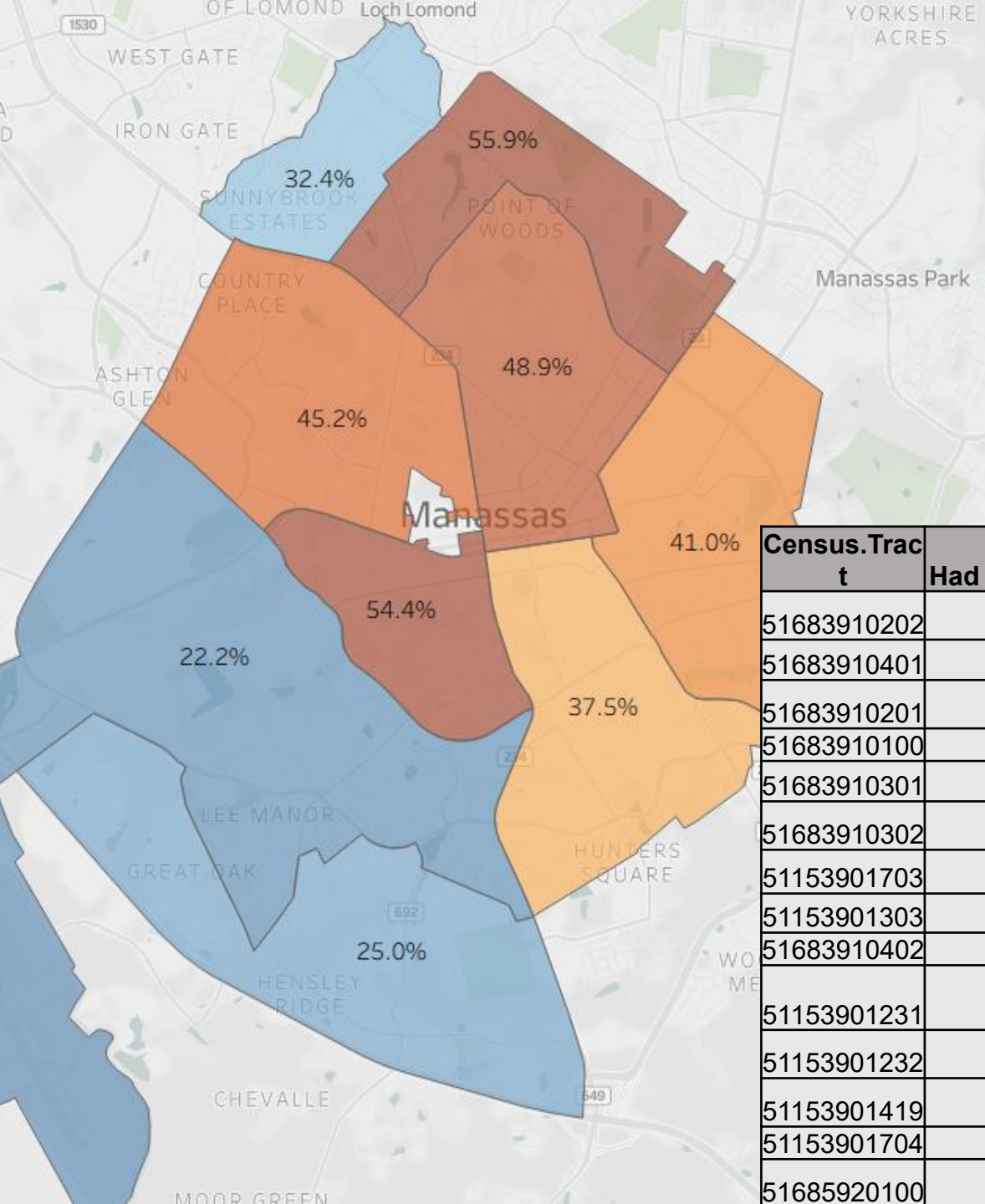
# Largest Payer Type by Census Tract

Comparing Payer Types between

2015      AND      2024

Showing 2024 Percentage of Payer Type by Census Tract for the Largest Payer Type for each of the specific Census Tracts





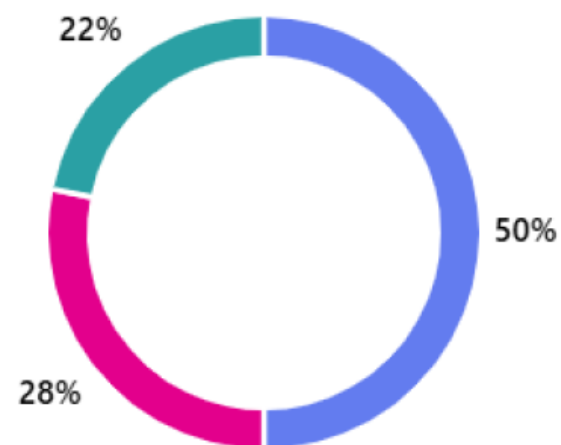
# 2023 birth records in Manassas City, With Hispanic as the Ethnicity/Race

Showing the Percent of No Prenatal Care by Census Tract

| Census.Tract | Had Prenatal | No Prenatal | Grand Total | %     | tract_description                                      |
|--------------|--------------|-------------|-------------|-------|--------------------------------------------------------|
| 51683910202  | 41           | 52          | 93          | 55.9% | Summer Lake, Stonewall Park, Liberia Mansion           |
| 51683910401  | 41           | 49          | 90          | 54.4% | Georgetown South; American Legion                      |
| 51683910201  | 24           | 23          | 47          | 48.9% | Point of Woods; Manassas Shopping Center               |
| 51683910100  | 17           | 14          | 31          | 45.2% | Robnel, Country Place                                  |
| 51683910301  | 23           | 16          | 39          | 41.0% | Signal Hill Road; Euclid Ave                           |
| 51683910302  | 30           | 18          | 48          | 37.5% | Manassas Museum; Hunter's Square [North]               |
| 51153901703  | 23           | 11          | 34          | 32.4% | Sunnybrook Estates; Westgate; Heritage Crossing        |
| 51153901303  | 3            | 1           | 4           | 25.0% | Great Oak; Country Roads; Bloom Hill; Hensley Ridge    |
| 51683910402  | 21           | 6           | 27          | 22.2% | Airport; Ratcliffe Trail; Lee Manor                    |
| 51153901231  | 4            |             | 4           | 0.0%  | Montyville Estates; Mockingbird Ridge; Occuquan Shores |
| 51153901232  | 2            |             | 2           | 0.0%  | Buckhall; Woodlawn Meadows; Raintree; Blandsford       |
| 51153901419  | 1            |             | 1           | 0.0%  | Jackson Ridge; Paradise Point; Orchard Glen            |
| 51153901704  | 1            |             | 1           | 0.0%  | Westgate; Iron Gate; Fairmont                          |
| 51685920100  | 1            |             | 1           | 0.0%  | Costello Park; Denver Drive; Cabbel Drive              |

6. Does your organization or program offer trainings that can be promoted to Coalition members and residents who live in Greater Prince William?

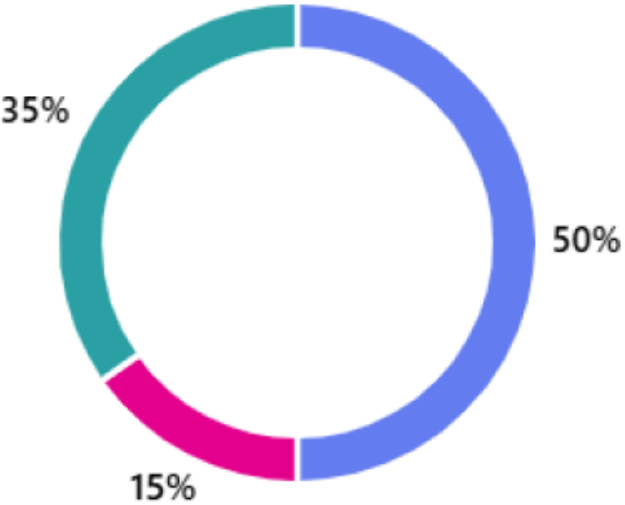
|                |    |
|----------------|----|
| ● Yes          | 23 |
| ● No           | 13 |
| ● Maybe/Unsure | 10 |



8. Would your organization / program be interested in partnering with an existing mobile service provider(s)\* to provide services to residents in Greater Prince William?

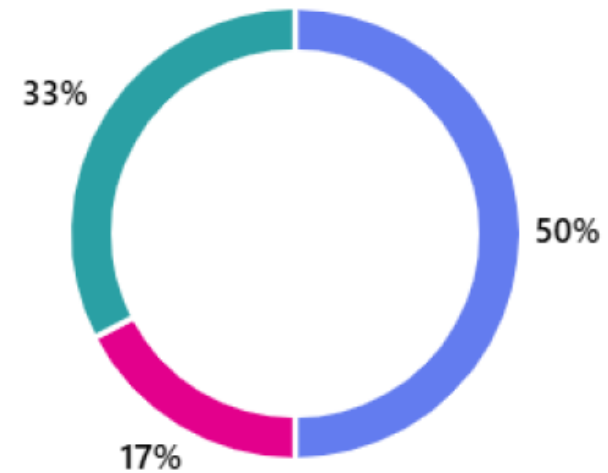
*(\*mobile service providers travel to neighborhoods and community organizations/faith-based organizations for health screenings, and/or social services)*

|                |    |
|----------------|----|
| ● Yes          | 23 |
| ● No           | 7  |
| ● Maybe/Unsure | 16 |



10. Could the clients/members of your organization benefit from trainings and/or mobile outreach activities provided by community partners?

|                |    |
|----------------|----|
| ● Yes          | 23 |
| ● No           | 8  |
| ● Maybe/Unsure | 15 |



# Agenda for Working Meeting

(65 min until  
12pm)

- Strength mapping exercise (10 min)
- Meeting attendees join an action team break-out group
  - **Behavioral Health**
  - **Maternal and Child Health**
  - **Medicaid Eligibility Impacts**
- Discuss partner co-planning trainings (15 min)
- Discuss mobile outreach/pop-up events (15 min)
- Full group report-out (10 min)
- Determine how action teams want to meet for 6-month CHIP Sprint 1 (Oct 2026 – March 2027) (15 min)

# Ensure we structure this Coalition CHIP to partner with existing GPW coalitions, committees, and action plans. **Avoid duplication.**

|                                                |                                                                                                                                         |                                             |                                                                                                  |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------|
| Prevention Coalition of Greater Prince William | PW Chamber of Commerce <ul style="list-style-type: none"><li>• Health and Wellness Committee</li><li>• Not-for-Profit Council</li></ul> | Evidence-Based Decision Making (EBDM) Group | Comprehensive Opioid Action Team (COAT)                                                          |
| Light of Hope Alliance, Don Bosco Center       | Greater Prince William Trails Coalition                                                                                                 | Prince William County Food Council          | Prince William County Community Foundation                                                       |
| Human Services Alliance of GPW                 | PW Office of Community Safety <ul style="list-style-type: none"><li>• Safety Ecosystem</li></ul>                                        | Potomac Health Foundation                   | Northern Virginia Health Foundation                                                              |
| Virginia Healthcare Foundation (VHCF)          | Prince William County Community Foundation                                                                                              | No Wrong Door / SDOH work (HWES Quadrant)   | PW Office of Human Rights <ul style="list-style-type: none"><li>• Language Access Plan</li></ul> |

# Consider funding / windows of opportunity

Strategic Planning in PWC/MC/MP and  
agencies/CBOs

## Virginia and Federal Legislation Impacts

- [2026 Virginia Momnibus](#)
  - Increasing access to maternal mental healthcare screenings. *HB1400 (Delegate Margaret Franklin)*
  - VDH to develop a reporting system to better track Severe Maternal Morbidity. *HB1403 (Delegate Margaret Franklin)*
  - Improving care for high-risk mothers by expanding Medicaid reimbursements to include remote monitoring of pregnant women at greater chance of health complications.
- In 2022, Virginia became the fourth state to start reimbursing doulas through Medicaid / access barriers remain
- [H.R.1 → Virginia Cardinal Care Medicaid Eligibility Impact](#)
- [Virginia's SDOH Requirements in Comprehensive Plans](#)

Virginia Plan for Well-Being and Health Systems  
community benefit plans

# Ground Rules



Please join an action team discussion group and be present for this working meeting time.



Your perspectives are important. We need to hear from you.



Lean into problem solving and asking what's possible



Clear is kind

Who is lead  
Who is supporting



# Strength Mapping Exercise

**Jordan Chambers, Outreach Educator**

Prince William Health District

Behind the scene sorceress Patience/Empathy  
Food Safety  
Conductor  
Data analysis  
Collaboration  
Co-planning  
Innovation  
People centered rapport  
Finder  
Data insights  
Flexibility  
Organized  
Common grounds  
Connections  
Representation  
Communication  
Patience/Collaboration  
Collaborative forethought  
Passion for care  
Connection  
Connection  
Connector  
Bilingual  
Bilingual  
Community volunteer  
Encourager  
Strategy  
Saving lives  
Communication  
What is your superpower?  
Faith  
Pray  
Teamplayer



# Organizational strength mapping reflection exercise



**Give / get mapping.**



**Understanding organization's strength and working from there—"who can be a muscle for X"**



**What do you do well?**

# Agenda for Working Meeting

(11:40 am –  
12:20 pm)

- Join an action team break-out group
  - **Behavioral Health**
  - **Maternal and Child Health**
  - **Medicaid Eligibility Impacts**
- Discuss partner co-planning trainings (15 min)
- Discuss mobile outreach/pop-up events (15 min)
- Full group report-out (10 min)
- Determine how action teams want to meet for 6-month CHIP Sprint 1 (Oct 2026 – March 2027) (15 min)



# Health Summit

**Elijah Johnson, Deputy County Executive for Human Services**

Prince William County

**Luke Davies, Health Director**

Prince William Health District

# Next Steps

- Friday, Oct 9 Coalition webinar from PW Dept Social Services (DSS), 11am-12pm
- October: Finalize CHIP Report / Begin CHIP Sprint 1
- November 9, Coalition Steering Committee Mtg
  - Finalize Charter
  - Set Coalition meeting calendar for 2027
- Early Dec 2026: Health Summit
  - Opportunity to engage PWC/MC/MP leadership in CHIP implementation and alignment