

Reimagining Community Health Challenge

Fostering Innovations for
Healthier Communities

Impact Report
September 2021 – August 2022

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About this report

In this report, we wrap-up the first year of the journey that Ashoka and J&J have embarked on together.

We begin by remembering what our values are and what we were set out to achieve, and then dig deeper into the journeys of the different stakeholders we have engaged: Challenge applicants, J&J and Ashoka communities, and the wider health ecosystem.

For each of these, we demonstrate the wide impact we've reached, we reflect on what we have achieved, and project onto what is ahead.



Strong partners joined forces to reimagine community health

Recognizing new paradigms in the health space, we see the need for new models and for future health actors to carry them - community health is one of the fields that has the potential to, on one hand, strengthen the system and, on the other hand, transform it.

Ashoka and The Johnson & Johnson Foundation have joined forces with the common goal of surfacing pioneering practices and growing the field of Community Health innovation in Europe. With this partnership we are looking **to build a system that values wellbeing and prevention as much as it values treatment** acknowledging the importance that Community Health deserves.

In 2022, we ran a Challenge to identify new promising models centered around future health actors and source the most outstanding community health entrepreneurs in Europe. Through this Challenge, we **set out to find innovators that are reimagining community health in Europe** – system entrepreneurs who are passionate about improving health outcomes within their communities by delivering person-centered solutions.

We have **now selected 8 winners** who each received €50,000 and are now embarking on a journey with us to learn, grow, and connect to build the field of community health in Europe. We also aim to bring them together with varying stakeholders to better develop this work.



These are 3 building blocks for our partnership

We concluded this phase!



Identifying pioneering systems entrepreneurs in the Challenge

Out of 136 applications, we selected 8 change leaders from UK, Belgium, the Netherlands, France and Germany. Winners received a monetary prize of €50K.

Year 1



Growing impact through supporting change leaders

Selected entrepreneurs are being supported to scale their impact and grow a thriving community health sector. They will create their system change strategies and launch multi-stakeholder collaborations.

Year 2



Building a Community to foster an enabling environment for system change in Europe

A committed group of European partners aligns on a common vision and impact framework, with the purpose of achieving systemic change in the European health system.

Year 3



Challenge Overview



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We set goals and worked towards them

What did we set out to achieve with this Challenge?

Reach a high number of high-quality community health innovators.

We aimed to reach up to 50 well-established applicants for this Challenge.

Create learning and network-building spaces for all applicants.

60% of all applicants declare valuing the application process in itself as a learning and peer to peer connection opportunity, regardless of whether they win or not.

Build a journey for the J&J Community.

60% of partners and J&J employees involved in the selection process valued it as a learning opportunity.

Support finalists to refine their work.

60% of finalists declare that the selection process helped them strengthen and articulate their idea.

Surface pioneers in Community Health in Europe.

8 winners are elected to receive funding from J&J and embark on a journey with the partners.

What did we achieve during this Challenge?

We reached more applications than expected.

We reached 130 eligible applicants, with 78% of them being mostly or strongly aligned with our work.

Applicants had the opportunity to connect and share knowledge.

72% of participants either have or plan to connect with other participants. Applicants reported that the most valuable aspect of this Challenge was learning to articulate their idea, followed by feedback from peers and opportunities to connect.

J&J employees and partners were involved at each step of the way.

20 partners and J&J employees participated in the Challenge framing, and 88% of reviewers reported they would recommend this experience to others. Feedback to all engagements were overwhelmingly positive from the J&J ecosystem.

All finalists received feedback at each stage of the Challenge.

88% of finalists reported that they were at least somewhat likely to apply learnings from this Challenge to their work.

We selected 8 winners from 5 countries across Europe

These 8 winners are all embarking on a journey with us to build the field of community health in the region.



The Challenge process was rigorous to find the most outstanding innovators

1

FRAMING [Oct – Nov 2021]

We worked to define the Challenge focus, strategy and stakeholders. Deliverables include: key messaging, evaluation & eligibility criteria and prize & benefits.

2

PRE-LAUNCH [Dec – Jan 2022]

The Challenge team developed communications materials, designed the network activation strategy and built the Challenge page.

3

LAUNCH & ENTRY PHASE [Jan – Feb 2022]

The Challenge page went live and open for participants to apply. We connected with hundreds of innovators through our global network and engaged them to participate in the Challenge.

4

SCREENING & PEER REVIEW [March 2022]

J&J Foundation and Ashoka reviewed and scores the entries, and provided feedback to entrants. The Challenge core team then convened and defined the semi-finalists. In parallel, we ran a Peer Review process between participants.

5

REFINEMENT [April 2022]

Semi-finalists were invited to refine their entries, answer additional entry form questions and incorporate the feedback they received from reviewers.

6

SHORTLISTING [May 2022]

Expert reviewers from Ashoka, J&J and its networks participated in a private review of the semifinalists. A final panel discussion with these reviewers defined finalists.

7

JUDGES PANEL & WINNERS ANNOUNCEMENT [May – June 2022]

A panel of high-profile judges reviewed the finalists and convened to discuss and select winners. Winners were announced on the Challenge page in early June.

8

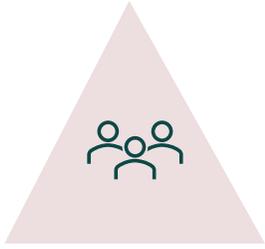
PRIZES [June-Aug 2022]

Winners applied for a grant through J&J to receive EUR 50,000 each. The winners now have the opportunity to embark on a journey with us.



The Applicant Journey





Engaging applicants at every step of the way

1

Entry phase

- Application submissions
- 2x Info Sessions
- 3x Office Hours
- Activated on community support channel

2

Selection process

Community Review

- Reviewed 3 peer applications and receive feedback from peers
- 1x Speed dating networking event

Refinement phase

- Applied peer & reviewer feedback to answer additional questions
- 2x Info Sessions
- 3x Office Hours

Judges Panel

- Received feedback on refined applications.
- 4x workshops on Systems Change
- 1x Meet & Greet and Q&A with the judges panel

3

Winners announcement

- Winners celebration ceremony!
- Prepare for the journey onwards.





“I have really enjoyed all aspects of the Challenge. All the technology was really easy to use, and I felt there was really good explanation, support and guidance along the way. Everyone has been so easy to work with and it has been really great to hear about all the great things others have been doing and link up with people. Meeting people who are doing similar work is really motivating and very encouraging, I look forward to more of this.”

- Reimagining Community Health Challenge winner



Entry phase: Activating networks

Following the framing, design, and launch of the Challenge, we activated our networks to reach high quality community health innovators, and start building the network of community health entrepreneurs in Europe.

By engaging Ashoka venture teams, J&J operating companies, as well as network partners and running a strong social media campaign, we prioritised quality and alignment when looking for applicants.

136

Applications received

15

European countries reached

18%

Of applicants were Ashoka Fellows

78%

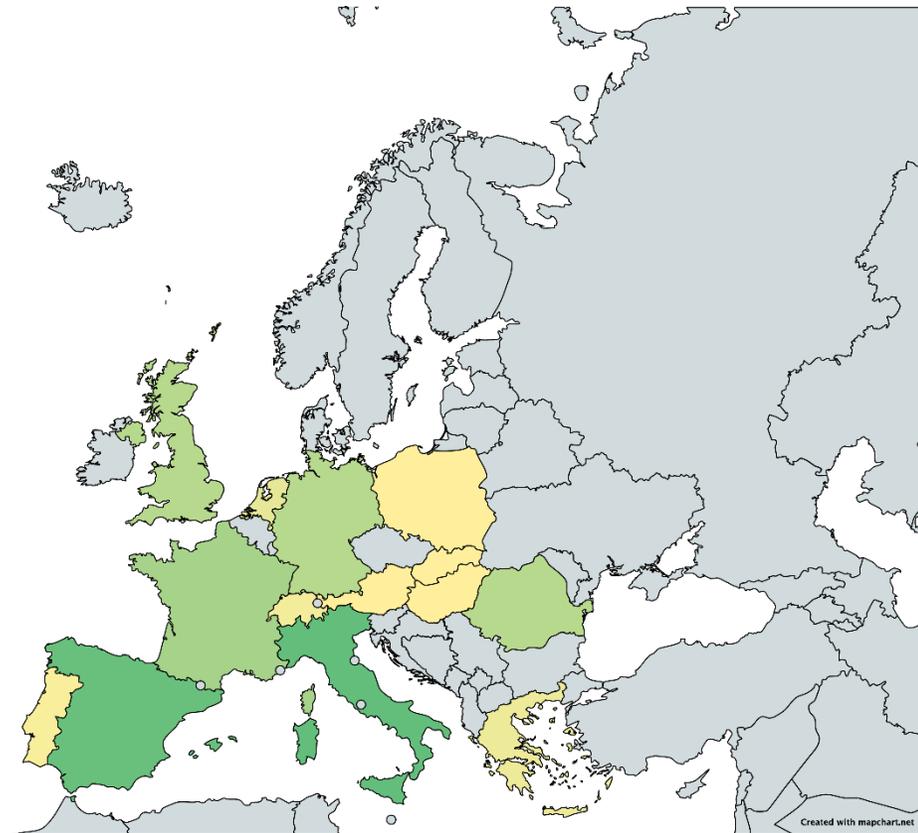
Of all applications were mostly or strongly aligned



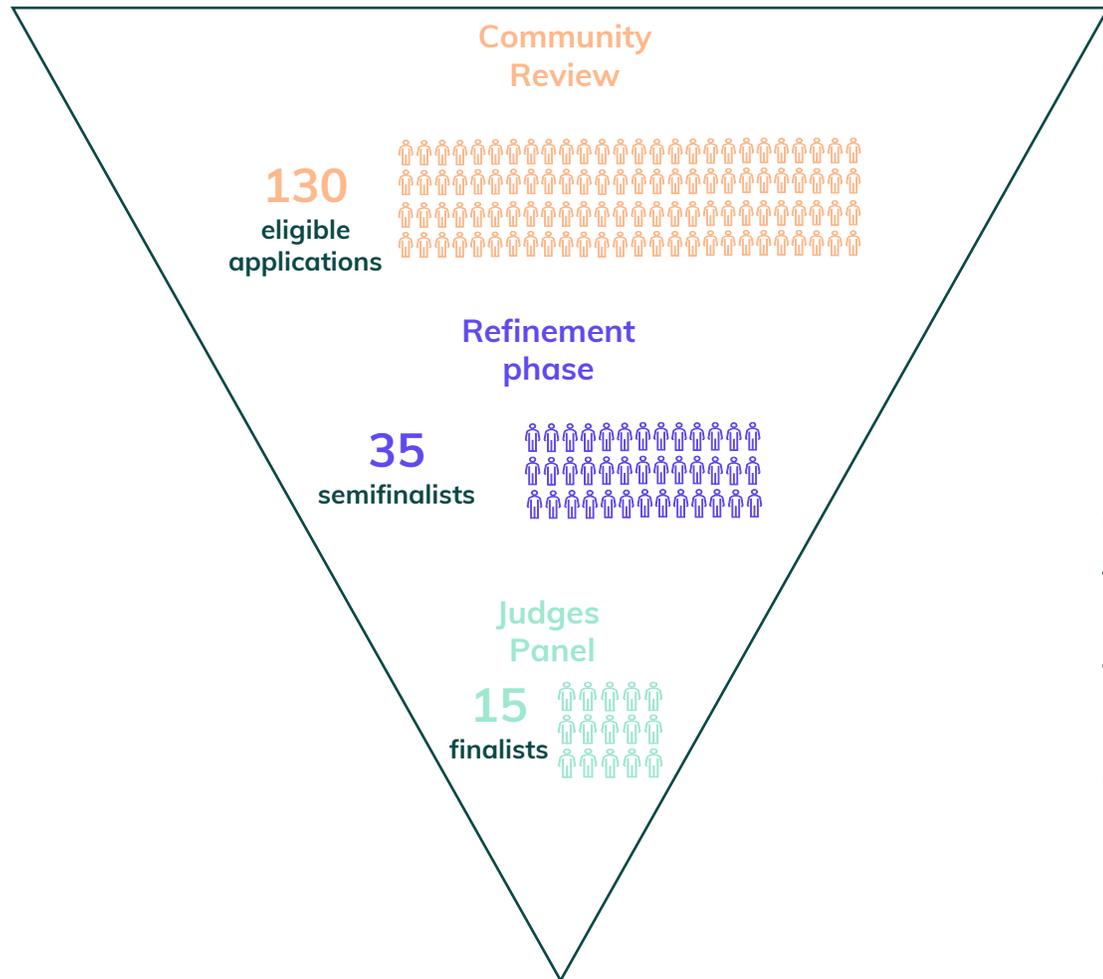
Entry phase in numbers

We received a total of 130 *eligible* applications, more than half of which were from Italy, Spain, France, and Belgium.

Country	Number of applicants
Italy	27
Spain	26
France	16
Belgium	16
England	13
Romania	7
Germany	7
Netherlands	5
Greece	4
Switzerland	3
Portugal	2
Slovakia	1
Poland	1
Austria	1
Hungary	1



Selection process: From 136 applicants to 8 winners



Of the 136 applications, **130 of them were eligible** and aligned with our Challenge. Each of these applications was reviewed by 2 people, an Ashoka representative and a J&J employee, along with peer review.

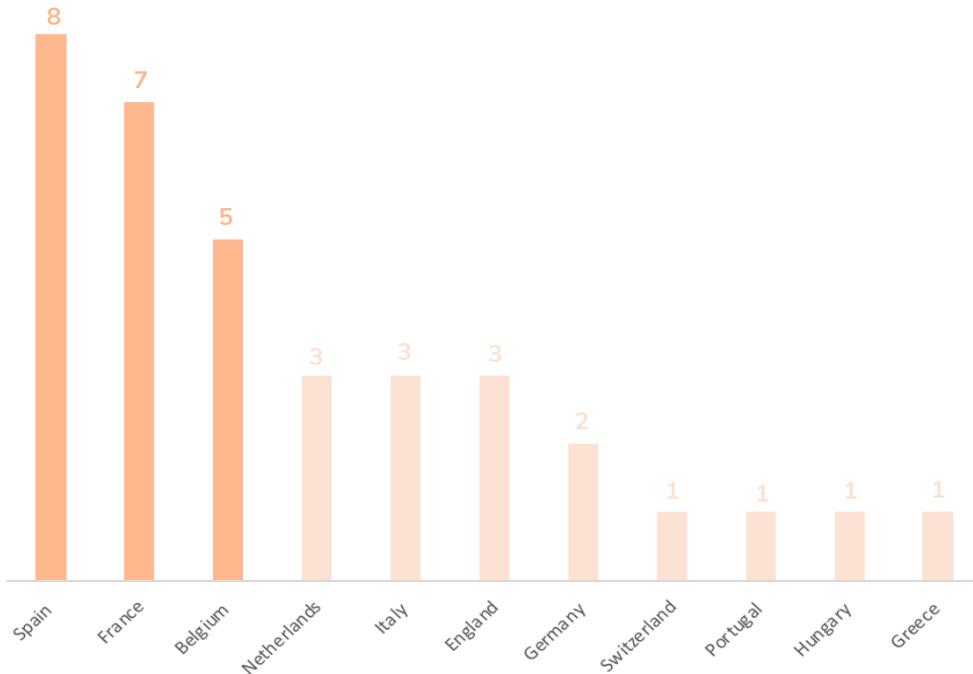
Based on reviews, scores, and feedback, we selected **35 semifinalists** from **11 countries** to go to the next phase – the majority was from **Spain, France, and Belgium**.

Semifinalists, having received feedback from reviewers and their peers, then had a chance to refine their applications by answering additional questions about their organisation. These applications were each evaluated by **3 reviewers** who scored them based on our evaluation criteria. The Challenge team deliberated and picked **15 finalists** from **9 countries** – with a majority from the **Netherlands**.



Semifinalists

Each of the applications was reviewed by 2 people, an Ashoka representative and a J&J employee. Based on reviews, scores, and feedback, we selected **35 semifinalists** from **11 countries** to go to the next phase – the majority was from Spain, France, and Belgium.



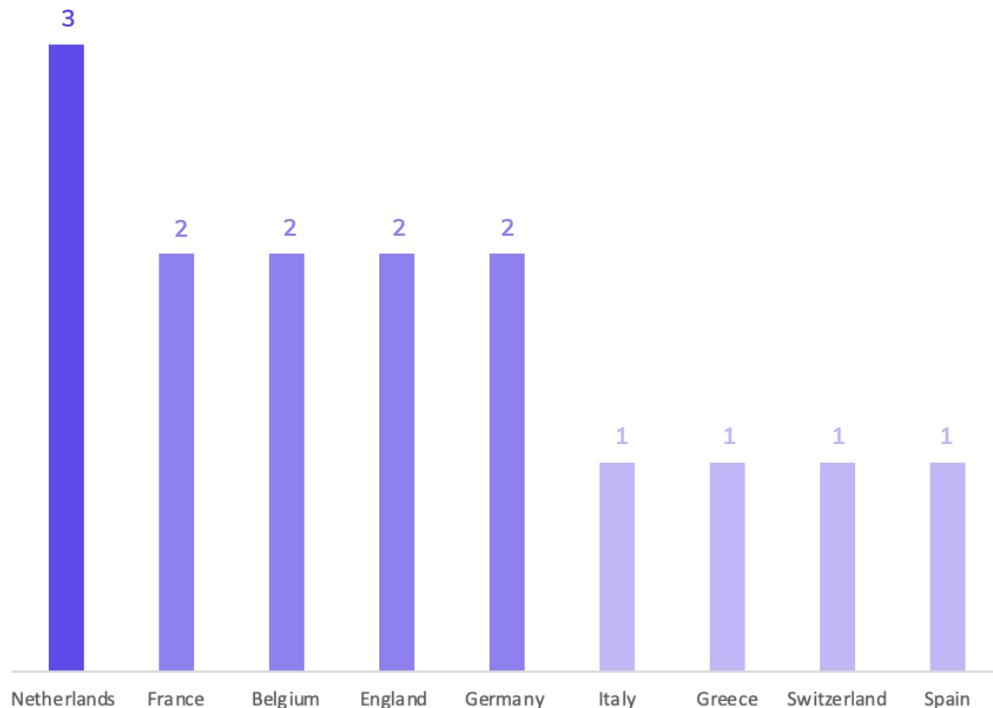
Strengthening community governance	Making novel health interventions	Improving health equity
77%	74%	60%

The 35 organisations that made it to the next stage each focused on one or more of the areas above, with a majority of the semifinalists emphasizing Strengthening community governance and agency.



Finalists

Semifinalists, having received feedback from reviewers and their peers, then had a chance to refine their applications by answering additional questions about their organisation. These applications were then each evaluated by 3 reviewers who scored them based on our evaluation criteria. The challenge team deliberated and picked **15 finalists** from **9 countries** – with a majority from the Netherlands.



Strengthening community governance	Making novel health interventions	Improving health equity
80%	80%	67%

The 35 organisations that made it to the next stage each focused on one or more of the areas above, with a majority of the finalists emphasizing both strengthening community governance and agency, and making novel health interventions.



After a thorough panel, 8 winners were announced

These finalists attended workshops on systems change where they learned how to frame their work with a systemic lens, they connected with each other, and they provided insights for each other. They then all attended a Meet & Greet to chat with the judges and answer some of their questions.

The 5 judges carefully discussed, deliberated, and selected 8 winners who have each received a €50,000 grant.

These 8 winners are all from J&J priority markets, spanning across The Netherlands, England, Germany, France, and Belgium.



[The Challenge] has been a great journey, we learned so much by completing our case, forcing us to dive even deeper in some of the challenges we face but also to continue our mission in homecare and amplifying our social impact. The winner's price will help us take [our organization] to the next level and we can't thank you enough for your constructive feedback and coaching during the challenge.

– Reimagining Community Health Challenge
Winner



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Reimagining Community Health: Winner showcase

Building resilient communities with Positive Health

Positive Health is an innovative concept that has a proven track record in the Netherlands in the field of health care and in building resilient communities and started to scale up to new international initiatives in Iceland, Belgium and Germany.



Netherlands

La Cloche

La Cloche aims to change the perception of homelessness and encourage neighbors with and without homes to recreate social links, providing an embedded framework where inclusion is everyone's role through local smart networks enabling citizens to act in complementarity with socio-medical work.



France



Reimagining Community Health: Winner showcase

Creative Minds moving beyond the soft and fluffy

Creative Minds is working with communities to bring hope meaning and purpose to lives that have been affected by ill health and to help restore wellbeing.



Healthy Werra- Meissner- District

The Healthy Werra-Meissner-District is a regional health network that integrates actors from the health and social sector and implements a service offer including prevention, health promotion, care management and digital innovations.



Reimagining Community Health: Winner showcase

Helpper

Meet HELPPER, the online Peer-to-Peer platform that brings a breath of fresh air to the home care industry. Influenced by the socialisation of the traditional home care services, this innovative sharing economy platform strengthens and complements those services as we know them today.



Belgium

The Inspire Service

The Inspire Service helps children, young people and their families to address practical, social, and emotional needs. It consists of a holistic assessment of needs and strengths, devising and implementing a personal plan, and connecting to sources of help. It's a social prescription for wellbeing.



United Kingdom



Reimagining Community Health: Winner showcase

MedGezel Humanizing Healthcare

MedGezel is a person-centered innovation to empower patients and improve their health outcomes with the help of medical students taking the role of medical coaches.



MedGezel[®]
wij luisteren, wij helpen, wij leren

Netherlands

PACCT

PACCT is a stepped-matched care methodology combining community psychology and transcultural psychiatry to make specialized, qualitative mental health care more accessible for persons with a refugee or migrant background.



SOLENTRA
uz brussel

Belgium



Along the way, applicants benefited from the connections and learning opportunities

At every stage of the Challenge, we ensured that *all* participants had opportunities for learning, refining the way they articulate their idea, and building connections with the community.

Beyond the Challenge, we provided opportunities for the Challenge applicants to engage with Ashoka and J&J either locally or through courses.



162
entrepreneurs

Involved through
info session and
office hours.



45+
applicants

Engaged through
networking events (speed
dating, workshop, meet &
greet).



80+
applicants

Provided and
benefited from peer
reviews.



16
applicants

Invited to the Basecamp
for Health System
Transformation course.



The journey for community health innovators is only just starting

In the coming year, the winners will:

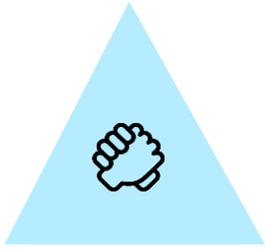
- Take part in a Systems Change Course.
- Connect with each other and share their systems change strategy with key experts in the field.
- Collaborate with the wider ecosystem, take part in roundtables and workshop to begin shaping the field of community health in Europe.

Through these engagements, we aim for the winners' work to not only strengthen healthcare system, but also aspire to transform it as such.



The journey of J&J and Ashoka communities





Engaging J&J and Ashoka at every step of the way

1

Surfacing themes

- 20 experts attended a framing workshop.
- 40 individuals engaged from both partners.
- 2 x Lunch and Learn with J&J employees.

2

Identifying pioneers in community health

J&J network activation

- 14 J&J employees.
- Mobilized allies and local communities for outreach.
- Built connections with local Ashoka offices.

Ashoka venture teams

- 8 Ashoka local offices
- Held a onboarding presentations.
- Activated Ashoka networks and Fellows to find the strongest applicants.

Review phase

- 12 reviewers from each partner.
- Scored, reviewed, and provided feedback for all applicants
- 1x Board Meeting presentation

3

Judges panel and Winner's celebration

Judges panel

- 5 judges across both partners.
- Evaluated the 15 finalist applications.
- Participated in Meet & Greet with finalists.

Winner's celebration

- Had all people involved join us to celebrate the winners! 61 guests invited from both partners.

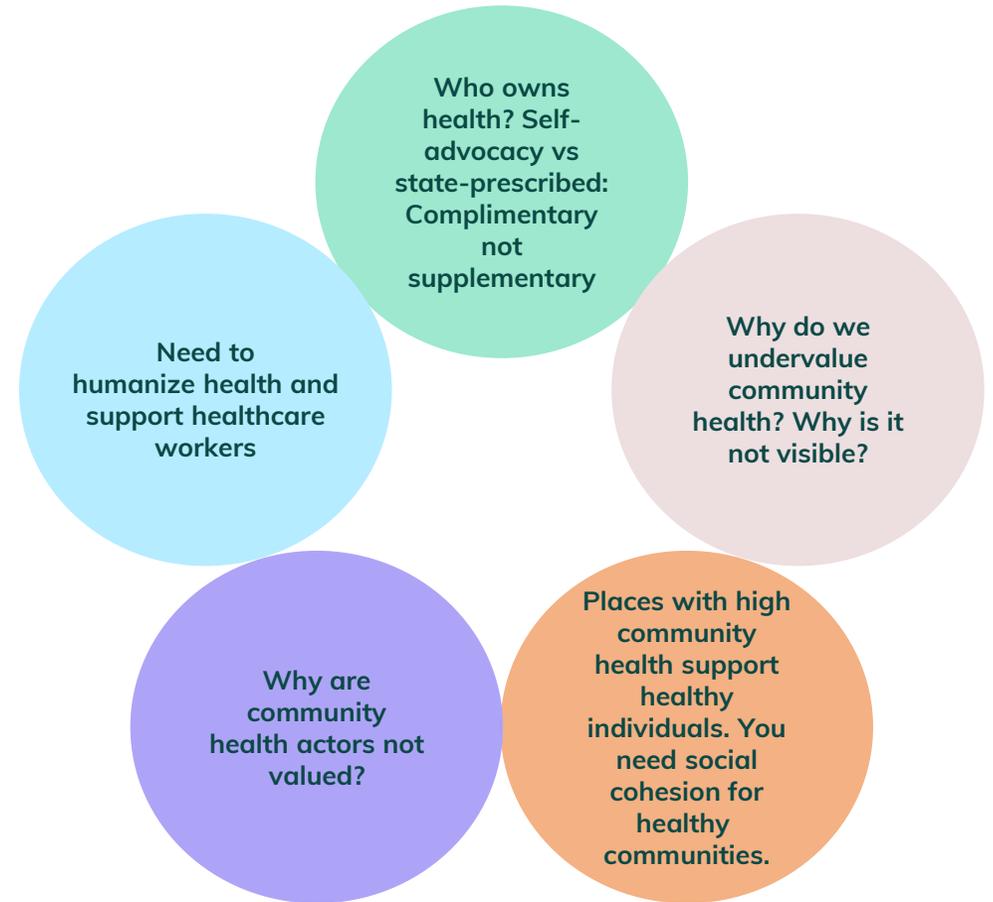


Surfacing the themes in Community Health

We kickstarted this Challenge by bringing together members of the Ashoka and the J&J community to collaborate in a framing workshop with the goal to envision the opportunities, obstacles, and ideas for this partnership. **Each partner brought 20 experts** from the health sector to the table, and we collected valuable inputs to scope our work and frame the Challenge.

More importantly, we started building a community tinted by both humility and ambition.

W *[We are leaving this session] With inspiration, patience, challenges we share, humanity, chaos, complexity, spark, catalyst.*



Together, identifying over a hundred pioneers in Community Health

Following the Challenge framing, we **activated J&J and Ashoka networks** to get the word out and identify innovators in community health in Europe. In doing so, we facilitated connections between local teams of J&J and Ashoka in Europe, with success stories in Spain, Italy, France, and Belgium.

Each applications was scored and reviewed twice, once by an Ashoka reviewer, and once by a J&J reviewer. The scores of both reviewers were then aggregated for the discussion.

14

J&J employees led the outreach in their respective countries.

8

Ashoka local offices onboarded and connected with J&J offices.

24

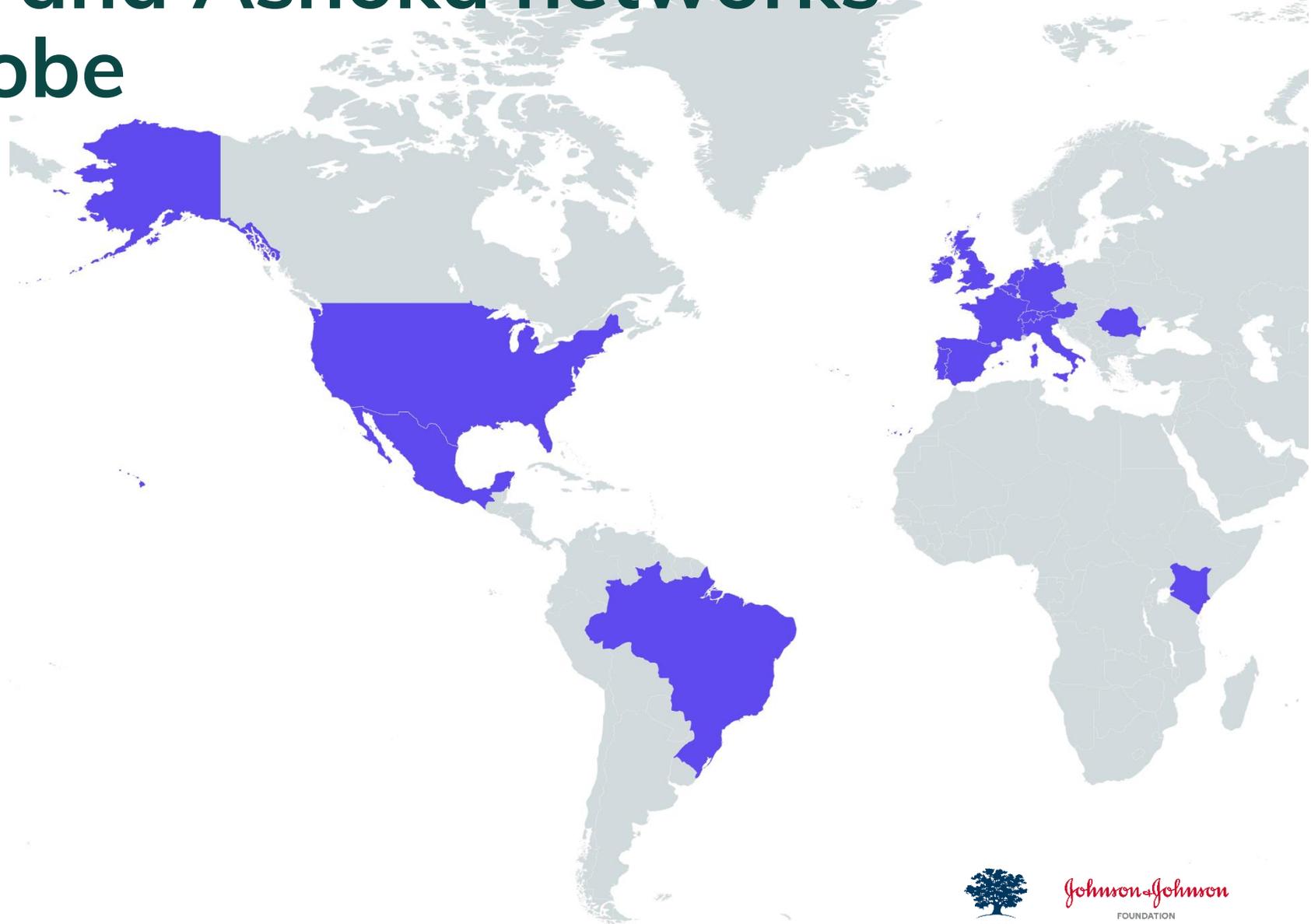
Ashoka and J&J employees reviewed applications



Engaging J&J and Ashoka networks across the globe

From the Challenge framing, to the outreach, reviewing, and selection, we engaged a total of **61 people** across both organisations.

Though we had a focus on 8 priority countries, we activated our colleagues and partners throughout Europe and even beyond, involving our networks in the **US, Mexico, Brazil, and Kenya**.



5 judges from Ashoka, J&J and their partners came together to select the winners



Chris Underhill MBE
Principal
Mentor Services



Marta Szulc
Systemic Design Coach
ShiftN



Jonathan Munro
Associate Director for Criminal
Justice & Care Navigation
Rethink Mental Illness



Marion Birnstill
Senior Manager Global
Community Impact EMEA
Johnson & Johnson Foundation



Yeleka Barrett
Senior Partnership Manager
Making More Health Initiative
Ashoka



Along the way, we kept learning from each other

In parallel to the Challenge process, we regularly connected and engaged with J&J employees and leadership to keep on learning from each other and identifying synergies and potential other ways to collaborate.

From November 2021 to May 2022, this partnership held:

- **2 Lunch & Learn** events, bringing together 50+ employees from across the globe.
- **1 Board Meeting** presentation, sparking interest from Board Members regarding our work.
- **1 Global Community Impact** presentation, showcasing this partnership as part of a global impact strategy.



“The Challenge is a clear opportunity for operational companies to leverage.”

“Excited to see what innovations we can surface in the region.”

“First time countries got connected on a shared cause.”

“We are already thinking how to link this with other initiatives running.”



We invite colleagues and partners to further engage

Beyond the Challenge, we would like to explore more ways to engage J&J and Ashoka by building local communities, and activating both partners around the winners.

We hope to provide opportunities for both partners to:



Invest into change leaders in the field of community health.



Build capacity of employees by joining events and learning courses.



Communicate our collective message globally and locally through the networks' channels.



Connect locally with leaders in the community health space.

We have already begun this work – **2 organizations**, the Institute for Positive Health and Banlieues Santé, **are in the process of shaping a long-term partnership** with the Johnson & Johnson Foundation.



Activating the wider ecosystem

This partnership has a wider purpose to reshape the way we view health in Europe, and to place communities and people at the heart of our health systems.

The Ashoka and J&J teams therefore built a communications strategy to **spread**, **amplify**, and **deepen** our impact on the wider ecosystem.

Together, we created the visual identity for this partnership, agreed on our key messaging, carried out a social media campaign, built resources for partners to use, and produced storytelling pieces about our work.

The impact of this communications strategy is therefore threefold:

- **The Social Media campaign** allowed to spread the message of the work we do.
- **The Network Activation** strategy amplified our message through targeted channels.
- **The Storytelling** articles deepened the impact of our work.



Impact of the Challenge



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Measuring our impact

It is key for Ashoka and the Johnson & Johnson Foundation to learn how this journey plays a role in increasing the impact and reach of both the participants and the winners.

In order to do so, we gathered feedback in 2 instances throughout the Challenge.

- **A first survey** was administered to *all participants* after the first review phase. Its goal was to understand whether the journey was impactful in helping them learn and whether they were provided with spaces to connect with peers.
- **A second survey** was administered to *all finalists* after having gone through the judges panel process. Its goal was to understand whether their journey allowed them to grow internally and to better articulate their ideas.

Overall, the feedback from participants was positive, with a favourable net promoter score.

+38

Net
Promoter Score





“Belonging to this community has helped us to see [...] a perspective that we had forgotten in our daily practice. The interest shown by other professionals, asking about the project and giving feedback, has been great. Finally, interacting with other entities and people from all over Europe is very valuable, since it allows us to know what is being done in other places.”

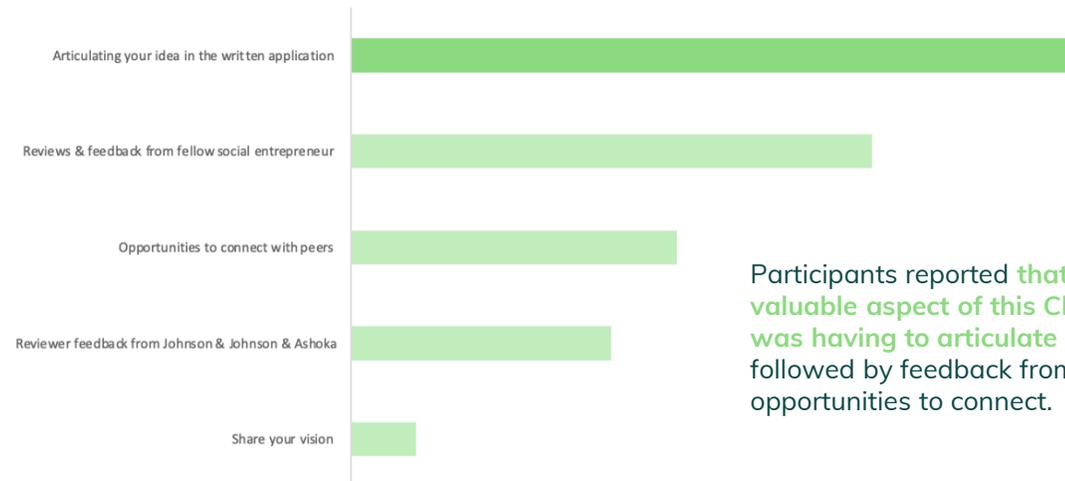
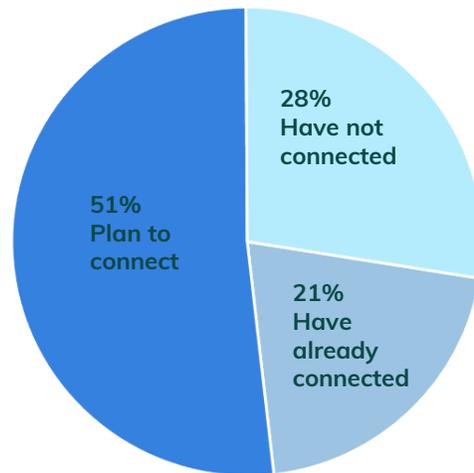


Applicants were provided with spaces for learning and network-building

Goal 1: 60% of all applicants declare valuing the application process in itself as a learning and peer to peer connection opportunity, regardless of whether they win or not.

What we did: Through connections with other changemakers, and developing knowledge through speed dating, info sessions, and the refinement phase, we are igniting their potential. We began building the field of community health in Europe before even choosing the winners, by simply building bridges between innovators across the region.

72% of applicants either have or plan to connect with other participants as a result of this Challenge.



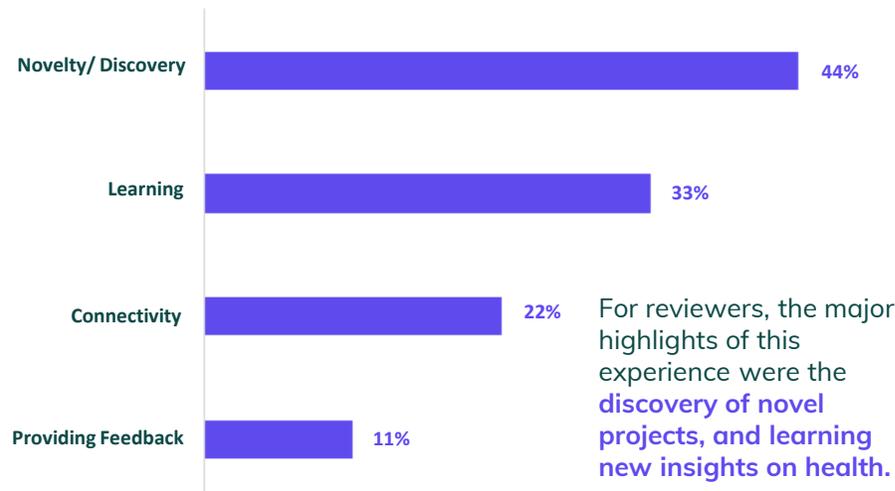
Participants reported that the most valuable aspect of this Challenge was having to articulate their idea, followed by feedback from peers and opportunities to connect.



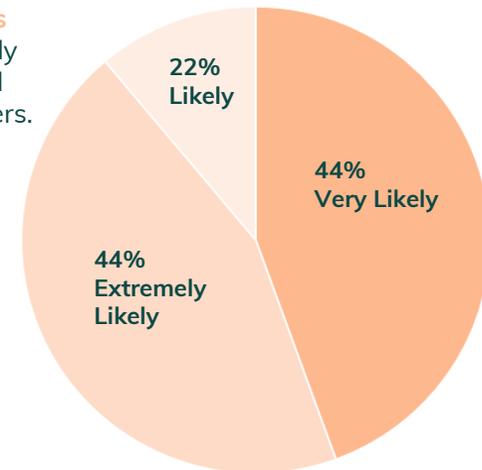
J&J employees and partners had opportunities to learn from and contribute to the Challenge

Goal 2: 60% of partners and J&J employees involved in the selection process valued it as a learning opportunity.

What we did: We engaged up to 41 J&J employees and partners throughout the Challenge, from the framing and design, to the outreach, reviewing and judges panel. We involved them in the selection process by having them review, score, and provide constructive feedback to the participants.



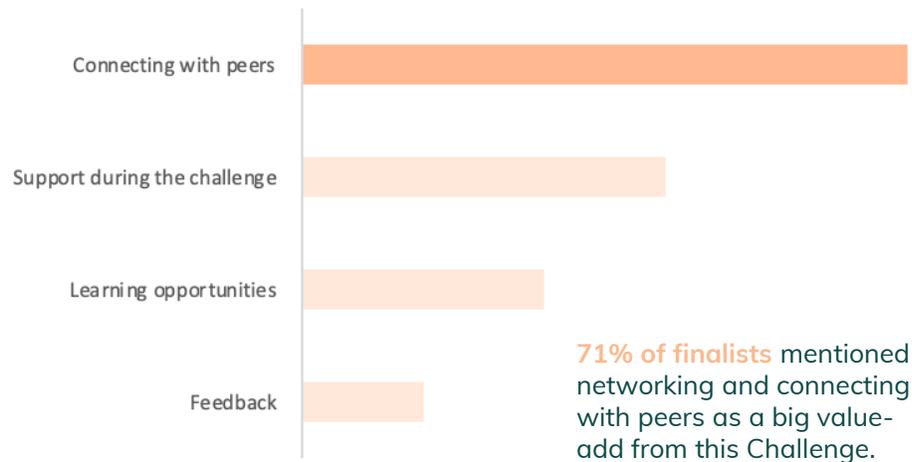
And **88% of reviewers** were at least very likely to recommend J&J and Ashoka's work to others.



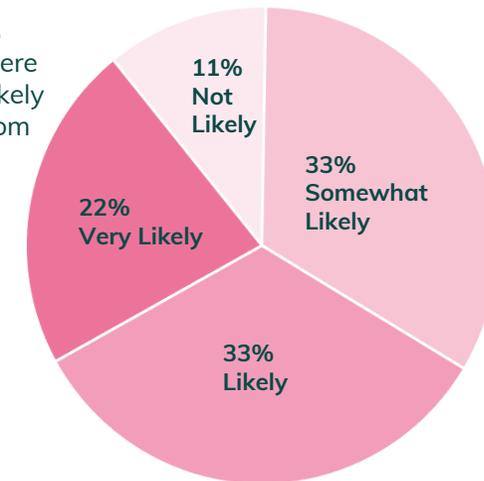
Finalists were supported in refining their work

Goal 3: 60% of finalists declare that the selection process helped them strengthen and articulate their idea.

What we did: All participants submitted a thorough application form, and received feedback from peers and reviewers. Finalists were provided with additional learning opportunities, receiving feedback at every subsequent phase, including the refinement questions and meet & greet opportunities, and diving deep into framing their work within a systems change perspective.



And **88% of finalists** reported that they were at least somewhat likely to apply learnings from the Challenge.



Insights and learnings



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New paradigms are emerging in the health space in Europe

We are seeing a global understanding of wellness, well-being, and good health that focuses on holistic approaches. In other words, we find that there are new models emerging centered around community health and community health workers. By analysing the 136 applications, we found that:

- **Innovations are focused on holistic care**, they acknowledge the role of social and environmental factors in health rather than just biological, and strive to create more efficient systems for care.
- **At the core of innovation in health is a human-centered mindset**, meaning the "spark" for many solutions come from a motivation to better the lives of the people around them.
- **The strongest cases of innovation are working broadly to create impact**, contributing to multiple shifts at once in the field.
- **Health is increasingly understood as more than just one hospital visit** but rather the effectiveness of the health system as a whole.
- **Inequity in health access is clearly recognized**, and often centered in the solutions or audience.
- **Innovations differ in the way they connect with traditional health actors**: some promote efficiency of moving parts already within the health system; and others plug themselves into current systems as a separate but collaborative entity.



Learning together throughout the process

Proud of our strengths

- PROVEN METHODOLOGY
- STRONG NETWORK
- IMPRESSIVE TEAMWORK
- TRUSTFUL PARTNER
- CONSTANTLY LEARNING
- GLOBAL FRAMEWORK FOR CHANGE

After this fast-paced process, we reflected on what our key learnings were and what we wish to improve for future Challenges:

- Alignment on a clear engagement strategy at every step to catalyse the community that emerges throughout the process
- Clarity on limitations that we need to be transparent about when it comes to grant allocation on the J&J side (hidden criteria: bricks and waters, too disease specific etc.)
- Outreach in different countries attracted very diverse quality of applicants, esp. in Italy and Spain (very disease specific, too tech focused)





Reimagining Community Health



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Appendix



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The Challenge evaluation criteria

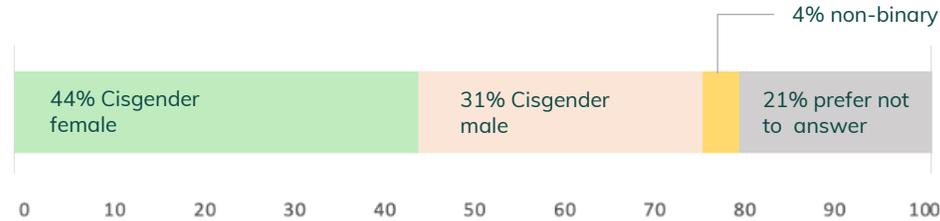
We set out to find the most outstanding social entrepreneurs in the field of community health following a set of criteria.

- **Community Focus** – Is it a truly person-centric solution? We want to see buy-in from the community you serve, and how you are helping them take control of their own and each other's health outcomes.
- **Collaboration** – How well is the initiative integrated with the existing health system? We want to see that health professionals and other key community stakeholders are integral to the design of your solution.
- **Innovation** – Is the initiative truly unique and responsive? We want to see a novel approach which comes from a clear affinity and understanding for the community(s) you serve and how your solution was designed to meet their needs.
- **Impact** – Are you able to prove that your initiative is making a difference? We want to see sophisticated impact measures, and how they are being used to inform decisions making.
- **Sustainability** – Do you have long-term plan for increasing impact and creating lasting change?



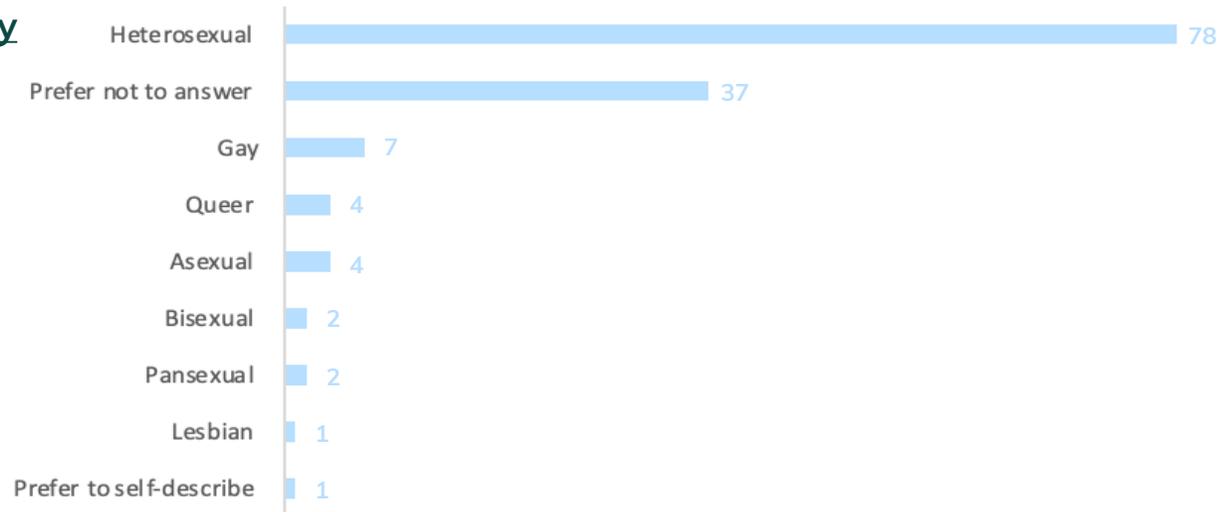
Participant demographics

Gender



Nearly half of applicants were **Cisgender Female**.

Sexuality

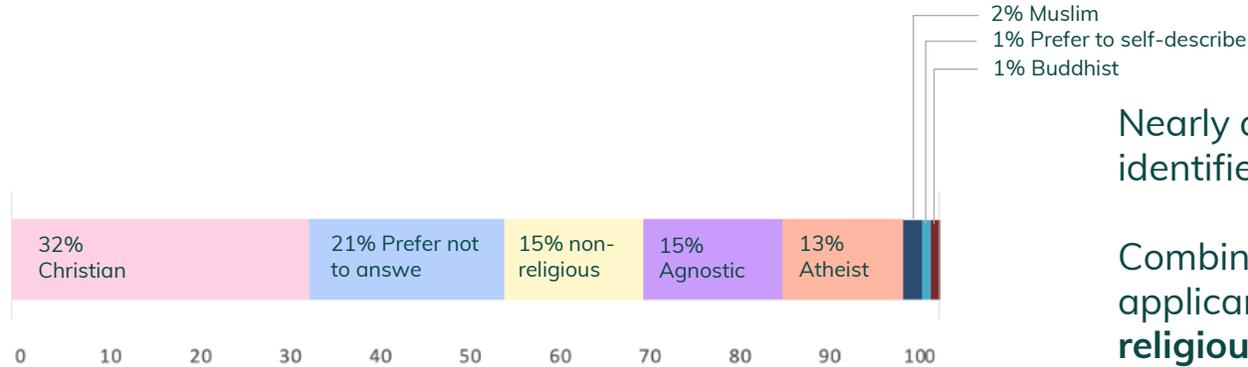


Over half of applicants identified as **heterosexual**, and about a third of applicants chose to not identify.



Participant demographics

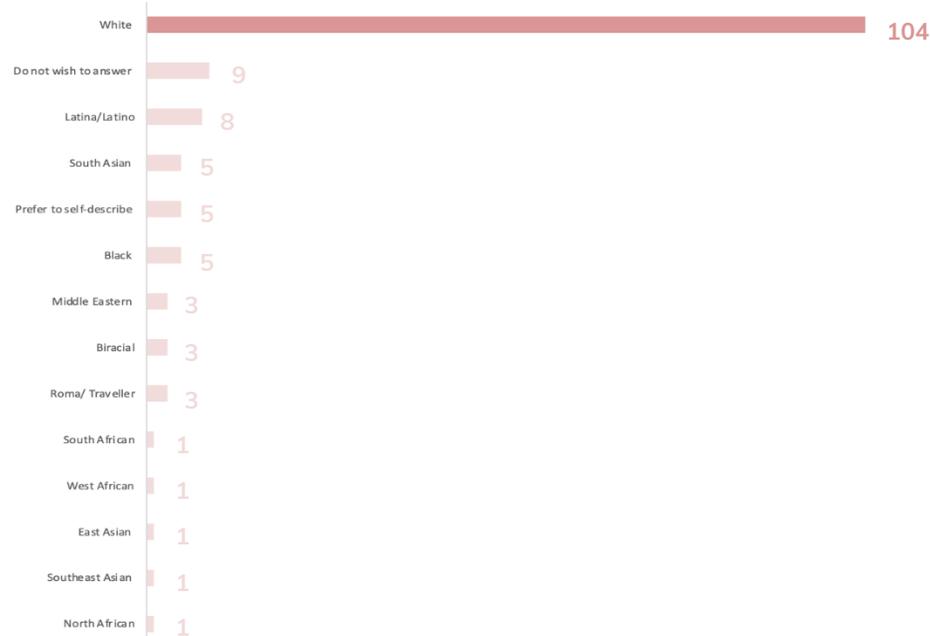
Religion



Nearly a third of applicants identified as **Christian**.

Combined, over a third of applicants identified as **Non-religious, Atheist, or Agnostic**.

Race/Ethnicity



A large majority of applicants identified as **white**.

A significant percentage of applicants chose not to identify, and no other races or ethnicities made up a significant percentage of applicants.

