



Five Tools for Helping Turn Big Ideas into Action: An Integrator's Toolkit

September 2021

Five Tools for Helping Networks Turn Big Ideas into Action: An Integrator’s Toolkit

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Acknowledgements

Special thanks to the individuals (participants in [Nemours’ 2020 Integrator Learning Lab](#) and others in the field) who field tested and reviewed early versions of the tools presented within this document:

- Chelsea Arnold, DNP, APRN; First 1000 Days Suncoast (on behalf of [First 1000 Days Sarasota](#), since expanded to First 1000 Days Suncoast)
- Julia DeAngelo, MPH; Children’s National Hospital (on behalf of the [DC Health Matters Collaborative](#))
- Sharon Elmensdorp, PhD, BCBA-D; First 5 Ventura County (on behalf of the [Help Me Grow Ventura County Network of Care](#))
- Hanaa Hamdi, PhD; New Jersey Community Capital (on behalf of [Partners for a Healthier Paterson](#))
- Caroline Tillier, MPA; [North Central Accountable Community of Health](#)

While work from a range of organizations and sectors has informed Nemours’ perspectives, a special debt of gratitude is owed to the leadership of Fannie E. Rippel Foundation’s ReThink Health initiative who have been long-term thought partners. In particular, ReThink Health’s work on regional stewardship of multi-sector initiatives, their semi-annual “Pulse Check,” and their Financing Workbook have greatly enriched Nemours’ understanding of the challenges and opportunities of this work.

Thanks to The Kresge Foundation, whose support made this toolkit possible.

Introduction

Moving the needle on measures of health and wellbeing for everyone living in a community requires collaboration between sectors, or what we refer to as **population health networks**. If you want, for example, to make sure every family has access to affordable healthy food, one organization cannot do it alone. You will need community residents to identify the challenges and solutions. You may need city government and to address zoning issues. You may need the community development and business sectors to attract stores and farmers markets. You may need transportation partners to ensure families can get to and from stores, schools, and jobs. And you may need legislators and policy advocates to create policy solutions that increase income families can use for food.

Integrators can be thought of in two ways: 1.) Integrators are the organizations that set the table for the population health networks to exist by securing buy-in and resources from executive leaders of partner organizations. 2.) Integrators are also organizations that take responsibility for internal tasks that maintain and sustain those networks once they are in place.

Integrative activities include governance and coordination functions that enable networks to move toward their shared population health goals. This can include, but is not limited to, establishing decision making structures that ensure all voices are heard; developing data-sharing agreements between network partners to get a clear picture of community needs and strengths; and creating in-network training to increase adoption of effective policies and practices.

Nemours Children's Health developed an Organizing Framework of Integrative Activities as part of its work on [***Exploring the Roles & Functions of Health Systems within Population Health Integrator Networks***](#), supported in part by The Kresge Foundation. The framework includes five broad activity categories:

1. Governance and Leadership
2. Continuous Use of a Health Equity Lens
3. Innovation & Oversight
4. Continuous Learning & Improvement
5. Spread, Scale, and Sustainability

The [***Collection of Tools & Resources from Nemours' 2020 Integrator Learning Lab***](#) provides networks seeking to strengthen integrative activities within these categories with action-oriented guidance documents. **This toolkit is a complement to, as well as a part of the collection, and is focused specifically on helping networks consider which integrative activities they could/should use more strategically.**

Terminology

Language shifts with one's understanding of concepts. The terminology below reflects our thinking at the time this work occurred.

Population Health Networks: Networks that work intentionally and systematically across sectors to achieve shared goals specific to improved health and wellness outcomes for an entire geographically-defined community

Population Health Integrators: Entities that have formally agreed to take leadership and accountability (alone or in concert with other network members) for specific integrative activities within a population health network as a means of supporting the network's cross-sector goals

Integrative Activities: Governance, management, and administrative functions that enable population health networks to carry out tasks and strategies related to the network's shared population health goals

Big Ideas & Supporting Tools

This toolkit is organized around five big ideas, each with a supporting tool.

1

IDEA #1: Networks are strengthened when integrative activities are named, supported, and prioritized. Integrative activities are the governance, management, and administrative functions that enable population health networks to carry out tasks and strategies related to the network's shared population health goals.

- **Tool #1: Integrative Activities Inventory** - Assesses the degree to which integrative activities are in place within the network.

2

IDEA #2: Networks are strengthened when they regularly take stock of which integrative activities are in need of more attention to help them go further, faster.

- **Tool #2: Aligning Integrative Activities with Network Strategic Plans** - Aligns and prioritizes integrative activities with existing strategic plans of the networks, to accelerate network progress.

3

IDEA #3: Networks are strengthened when responsibility and accountability for integrative activities are shared among multiple network members, preventing one or a select few from shouldering the burden of responsibility.

- **Tool #3: Distributed Accountability** - Identifies opportunities to distribute accountability for integrative activities among a greater number of network partners.

4

IDEA #4: Networks are strengthened when the organizational representatives at the table are "present with purpose"- the organization's contribution of time, people-power, funding, and/or other resources is a deliberate part of the organization's own strategies.

- **Tool #4: Being Present with Purpose** - Supports partner organizations in clarifying their participation in the network, planning resources to be allocated to the network, and articulating how/where network participation aligns with organizational goals.

5

IDEA #5: Networks are strengthened when members share common values and agree about the importance of ensuring the network's actions reflect its values.

- **Tool #5: Network Values** - Assesses the degree to which guiding values and principles are shared among network members.

Who Should Give Input on the Tools, and How?

The tools in this toolkit are intended to be used by stakeholders within population health networks as part of planning and strategy meetings. We encourage networks to be deliberate and strategic about who gives input on the tool(s) it uses, ensuring that the collection of individuals who give input is representative of all stakeholders/sectors, including representatives of the population the network seeks to serve or represent.

There is not one “right” way to complete the tools. Here are some examples, presented to spark ideas.

- Complete the tool(s) together live via a consensus process.
- Send a copy of the tool and instructions to people, asking them to complete it independently and return it by a deadline. Compile the responses, then convene the group to discuss findings.
- Complete the tool with sub-sets of people representing various groups, committees, departments, etc. Have a few representatives from each group convene to share and discuss findings, then report back to the sub-sets who gave input.

Which Tools Should We Use? In What Order? How Many Should We Complete?

Which Tools? As in the world of DIY and home improvement, you need the right tool for the job. We encourage networks to skim the big ideas above to determine which tool or tools are “right” for your network at this time—which are most relevant and will be most informative and helpful. Networks should also consider capacity in deciding how many tools to complete.

In What Order? While each tool is suitable to be used on its own, some lend themselves to sequencing.

- Tool #2 (Aligning Integrative Activities) and Tool #3 (Distributed Accountabilities) are best used after completing Tool #1 (Integrative Activities Inventory).
- Before completing Tool #3 (Distributed Accountability), networks may want to ask partner organizations to complete Tool #4 (Being Present With Purpose) independently and bring results to the Tool #3 work session.

How Many? There is no expectation that networks will use the tools as a set. For some networks, a “less is more” approach may be best, with networks focusing one tool at a time. Other networks may opt to complete several tools at once or over the course of a few meetings.

When Should We Use These Tools?

Tools are designed to be used in conjunction with networks’ routine strategic planning activities. Like strategic plans, tools in the toolkit should be considered living documents to be revisited and revised as network contexts change.

How Should We Facilitate Use of the Tools?

The tools in this toolkit are intentionally low-tech and easily used without training or technical support. This reflects Nemours’ belief that value from the toolkit will come not from a prescriptive assessment and planning process, but from creating the time and space to engage network partners in thoughtful reflection, discussion, and planning. Tools are intended to serve as a guide for discussion and planning, with the understanding that networks may opt to customize them.

TIP: The secret to network progress is less about the content of planning tools and more about having the discipline to create and protect time at regular intervals to engage partners in thoughtful reflection, discussion, and planning. We encourage you to keep this in mind as you plan to use a tool, or tools.

Background

In 2012, Nemours staff and other stakeholders released "[***Integrator Role and Functions in Population Health Improvement Initiatives***](#)," which outlined how hospitals and health systems can, in collaboration with other community-based organizations, serve as integrators to collectively achieve population-level health goals. The paper contributed to a growing body of literature presenting frameworks for understanding the ways that multi-sector partners support, fund, and sustain systems-change work that cuts across sectors and goes beyond the purview of any one organization.

In Fall 2018, The Kresge Foundation provided Nemours Children's Health with funding for an initiative that would build upon Nemours' 2012 framework of integrative activities and other work in the field at large focused on the importance of integrative activities. The initiative ("[***Exploring the Roles & Functions of Health Systems within Population Health Integrator Networks***](#)") focused on exploring 1) ways the health sector contributes to cross-sector population health networks; and 2) how integrative activities are being shared among partner organizations in cross-sector population health networks and leveraged to move networks toward their goals. Through sharing findings from these areas of exploration, the initiative's ultimate goals were: 1) to inform and accelerate the work of health care entities seeking new ways to partner with other sectors to advance population health and health equity in communities across the United States and 2) to inform and to accelerate multi-sector networks as they seek to engage productively with health care.

[***Nemours 2020 Integrator Learning Lab***](#) was one portion of the "Exploring the Roles & Functions of Health Systems within Population Health Integrator Networks" initiative. Feedback from networks and faculty participating in the Lab sparked the idea for this toolkit- a collection of tools networks can use to increase strategic use of integrative activities to accelerate network progress.

Next Steps: Linking the "Which" and the "How"

The tools in this document are focused specifically on helping networks consider **which** integrative activities they could/should use more strategically. With these determinations in mind, networks are encouraged to turn to the [***Collection of Tools & Resources from Nemours' 2020 Integrator Learning Lab***](#), which provides action-orient guidance documents networks focused on **how** networks can strengthen the selected integrative activities.

Appendices

Organizing Framework of Essential Integrative Activities

(Integrative Activities: Governance, oversight, and administrative functions that enable population health networks to carry out tasks and strategies related to the network's shared population health goals)

The Organizing Framework of Essential Integrative Activities includes five broad categories, each with an aspirational descriptor and a detailed list of integrative activities. Descriptors are intended to present the big idea of each category—the ideal state. Specific integrative activities associated with each category are intended to operationalize the big ideas, providing a roadmap or checklist that partners can use to assess the network and plan for strategic use of integrative activities.

The framework is a living document that is likely to evolve as Nemours continues to learn with and from others in the field.

FRAMEWORK OF INTEGRATIVE ACTIVITIES– By Category, and with Detail

1. Governance and Leadership. To achieve systems-change goals, network partners come together under a well-designed structure that facilitates cooperation between partners with diverse missions and resources. Network structure is intentionally designed to include substantive input and participation from people with first-hand experience of the challenges the network seeks to address, and to involve such people in leadership and decision-making roles within the network). Those at the network's leadership table work collaboratively with the other network partners so that all involved understand how strategies and decisions connect to the larger goal of the network.

Network Governance & Approach

- 1.1. Facilitate consensus process establishing the network's vision, mission, goals, governance structure, administration and oversight structure, strategic plan, and communications approach
- 1.2. Ensure that the network's decision-making structures and processes include the perspectives and input of people with lived experience ("Nothing about us without us")
- 1.3. Ensure that network strategies address health at the individual, group, and population level; that the network's efforts include policy, systems, and environmental strategies aimed at improving social conditions and addressing root causes of health disparities; and that network strategies are developed with a health equity lens
- 1.4. Design and facilitate structures for accountability to the community and among network members

Network Leadership

- 1.5. Serve as a champion of the value, efficiency, and effectiveness of networks for moving the needle on measures of health equity and population health
- 1.6. Continually scan for opportunities to strengthen the network and its impact (increasing strategic use of integrative functions and increasing alignment between partners and sectors to address gaps, needs, and inefficiencies)

2. Continuous Use of a Health Equity Lens. As networks work to address health disparities, strategies include a deliberate focus on inequities (health, racial, other) linked to the disparities. All network strategies are informed by substantive input and participation from people with first-hand experience of the challenges the network seeks to address.

- 2.1. Ensure that decision-making occurs through the lens of health equity
- 2.2. Ensure that all network structures and processes are designed to include and amplify the voices and perspectives of people the network seeks to serve— those who have needs, or experience conditions, that the network seeks to address
- 2.3. Ensure that equity-related training and capacity building opportunities are in place such that network members have a shared understanding of related concepts and strategies

FRAMEWORK OF INTEGRATIVE ACTIVITIES- By Category, and with Detail (Cont'd)

3. Innovation & Oversight. Networks develop and test programs and approaches that may not have been tried and tested before in their particular location or context, seeking small and large innovations that become game-changers. Mechanisms are in place to monitor implementation, report progress to network members and the community-at large, and capture lessons learned and best practices.

Innovation

- 3.1. Create conditions and spaces within the network to nurture innovation, including but not limited to building capacity among network partners to generate and test innovations, and providing seed capital
- 3.2. Facilitate the setting of audacious goals for the network; goals that require innovation and new ways of working over small changes to current tactics

Oversight

- 3.3. Provide oversight of strategy implementation flowing from network strategic plan; ensure accountability and effectiveness
- 3.4. Direct and/or manage projects, including supporting work groups or alignment of activities
- 3.5. Monitor the field for relevant research and best practices that can be applied within the network

4. Continuous Learning & Improvement. Networks recognize that changing complex systems within continually shifting social and political contexts requires them to be nimble and responsive. Networks regularly collect qualitative and quantitative data on agreed-upon metrics related to process and impact, and use these data to determine when course-corrections are necessary.

Creating Capacity Building & Improvement Opportunities

- 4.1. Ensure that the network deliberately and strategically includes continuous learning and improvement into its ways of working, making data-driven changes as needed
- 4.2. Create opportunities for learning and training among members of the network, including opportunities to build capacity for network partners to carry out integrative activities and to implement promising/proven policy and practice strategies

Cross-Sector Data

- 4.3. Gather, analyze, monitor, integrate, and learn from systems-level and community-level data, ensuring that (in addition to aggregate data) the network is utilizing disaggregated data to monitor measures of health and wellness among sub-groups of the population
- 4.4. Ensure that data are accessible to the community via data dashboards, health information exchanges, etc. and that the data are available for community use
- 4.5. Ensure that the data are translated into customized content for various audiences in ways that provide context, meaning, and value
- 4.6. Use data to inform network strategic planning- including selection of strategies, measures, and benchmarks
- 4.7. Work creatively and strategically to maximize cross-sector data sharing, including considerations related to selecting and utilizing data sharing platforms.

FRAMEWORK OF INTEGRATIVE ACTIVITIES- By Category, and with Detail (Cont'd)

5. Spread, Scale, and Sustainability. Networks routinely spread and scale promising/proven strategies within the network and via local, regional, and/or national partnerships. This includes policy, systems, and environmental change strategies as well as program and practice strategies. Networks have a diverse portfolio of funding types and sources.

Scale and Spread

- 5.1. Continually scan for opportunities to scale up promising/proven policy and practice changes within and among sectors in order to achieve sufficient scale to move the needle on measures of health equity and population health
- 5.2. Ensure that training, technical assistance, infrastructure, and other resources are in place to allow network partners to rapidly adopt or leverage policy and practices changes made at the systems-level

Advocacy and Policy Change

- 5.3. Build public will for the importance and urgency of transformative policy changes that change community conditions (as opposed to incremental changes)
- 5.4. Facilitate the setting of policy priorities for the network, including identifying opportunities for network organizations to take part in collective advocacy
- 5.5. Advocate for policy & practice change at the systems-level, within the public and private sectors

Sustainability- Financial & Other

- 5.6. Establish sustainability-related goals and strategies, ensuring that the network's sustainability plan is not limited to direct financial support, but that it also includes capacity building for leadership of integrative activities and strategic allocation of resources (financial and in-kind)
- 5.7. Continually scan for funding and other sustainability-related resources available to partners by sector- for example community development, workforce development, education, and healthcare payment reforms
- 5.8. Continually scan for opportunities to blend, braid, and strategically re-allocate existing supports to maximize efficiency and impact
- 5.9. Mobilize and monitor/manage funding to implement priorities and activities, which may include serving as fiduciary for grants, wellness trusts, etc.

TOOL #1- Integrative Activities Inventory

The big idea of Tool #1 is that networks are strengthened when integrative activities are named, supported, and prioritized. Integrative activities are the governance, management, and administrative functions that enable population health networks to carry out tasks and strategies related to the network's shared population health goals. Networks can also use this tool to track and celebrate their ability to implement these activities more effectively over time.

Tool #1 focuses on assessing the degree to which integrative activities are in place within the network and can help a network assess its future direction. The resulting inventory of integrative activities can serve as the foundation for completing other tools.

How should we use results from this inventory inform to our work?

Scores for activities and activity categories are useful for benchmarking, particularly if a network plans to repeat the inventory annually or at some designated point in the future. However, **networks should not automatically prioritize activities or activity categories with lower rankings. Instead, networks should focus on activities that, if used more strategically, are most likely to enhance progress toward network goals.**

Networks should also consider capacity and interest. For example, the network may not have the time and/or resources to strengthen use of the lowest scoring activity area but may decide that increased focus on a mid-scoring activity area would have the greatest impact on its ability to reach its goals.

TIP: While each tool is suitable to be used on its own, some lend themselves to sequencing. Tool #2 (Aligning Integrative Activities with Network Strategic Plans) is intended to follow completion of this inventory, since it focuses on aligning scores from the inventory with the network's strategic plan. Tool #3 (Distributed Leadership) is also intended to follow completion of the inventory, since it focuses on sharing responsibility for activities from the inventory among network partners.

Instructions

1. Decide who will participate in completing the tool, and where/when/how you will get their input. (See "[Who Should Give Input on the Tools, and How?](#)" in the Introduction.)
2. Gather the network's membership list and most recent strategic plan. Ensure that everyone has copies of the membership list and strategic plan for reference while completing this tool.
3. If needed, conduct a refresher on the strategic plan and/or network members and current roles for individuals giving input on this tool.
4. Review the Framework of Integrative Activities with the individuals giving input on this tool.
5. Select the rating (1-3) that best represents the network's current status. The rating system is deliberately subjective because it's meant to be a "gut check." The intent of the rating is to create a snapshot in time of the extent to which the activities are in place at present, allowing the network to identify activities that, if used more strategically, are most likely to enhance progress toward network goals.
6. **The form will auto-calculate average scores for each activity category. Be sure to save and download the PDF if you fill in the information electronically. Responses are not saved to the web.**

Rating System

- 1 = This activity isn't happening in the network or is barely happening.
- 2 = This activity is happening in the network but there's a lot of room to expand and/or improve use.
- 3 = This activity is happening in the network and there's little need for expansion and/or improved use.

| FRAMEWORK OF INTEGRATIVE ACTIVITIES- By Category, and with Detail | |
|---|----------------|
| <p>1. Governance and Leadership. To achieve systems-change goals, network partners come together under a well-designed structure that facilitates cooperation between partners with diverse missions and resources. Network structure is intentionally designed to include substantive input and participation from people with first-hand experience of the challenges the network seeks to address, and to involve such people in leadership and decision-making roles within the network). Those at the network's leadership table work collaboratively with the other network partners so that all involved understand how strategies and decisions connect to the larger goal of the network.</p> | RATINGS |
| NETWORK GOVERNANCE & APPROACH | |
| <p>1.1. Facilitate consensus process establishing the network's vision, mission, goals, governance structure, administration and oversight structure, strategic plan, and communications approach</p> | |
| <p>1.2. Ensure that the network's decision-making structures and processes include the perspectives and input of people with lived experience ("Nothing about us without us")</p> | |
| <p>1.3. Ensure that network strategies address health at the individual, group, and population level; that the network's efforts include policy, systems, and environmental strategies aimed at improving social conditions and addressing root causes of health disparities; and that network strategies are developed with a health equity lens</p> | |
| <p>1.4. Design and facilitate structures for accountability to the community and among network members</p> | |
| NETWORK LEADERSHIP | |
| <p>1.5. Serve as a champion of the value, efficiency, and effectiveness of networks for moving the needle on measures of health equity and population health</p> | |
| <p>1.6. Continually scan for opportunities to strengthen the network and its impact (increasing strategic use of integrative functions and increasing alignment between partners and sectors to address gaps, needs, and inefficiencies)</p> | |
| AVERAGE SCORE: GOVERNANCE & LEADERSHIP | |
| <p>2. Continuous Use of a Health Equity Lens. As networks work to address health disparities, strategies include a deliberate focus on inequities (health, racial, other) linked to the disparities. All network strategies are informed by substantive input and participation from people with first-hand experience of the challenges the network seeks to address.</p> | RATINGS |
| <p>2.1. Ensure that decision-making occurs through the lens of health equity</p> | |
| <p>2.2. Ensure that all network structures and processes are designed to include and amplify the voices and perspectives of people the network seeks to serve- those who have needs, or experience conditions, that the network seeks to address</p> | |
| <p>2.3. Ensure that equity-related training and capacity building opportunities are in place such that network members have a shared understanding of related concepts and strategies</p> | |
| AVERAGE SCORE: CONTINUOUS USE OF A HEALTH EQUITY LENS | |

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| <p>3. Innovation & Oversight. Networks develop and test programs and approaches that may not have been tried and tested before in their particular location or context, seeking small and large innovations that become game-changers. Mechanisms are in place to monitor implementation, report progress to network members and the community-at large, and capture lessons learned and best practices.</p> | <p>RATINGS</p> |
| <p>INNOVATION</p> | |
| <p>3.1. Create conditions and spaces within the network to nurture innovation, including but not limited to building capacity among network partners to generate and test innovations, and providing seed capital</p> | |
| <p>3.2. Facilitate the setting of audacious goals for the network; goals that require innovation and new ways of working over small changes to current tactics</p> | |
| <p>OVERSIGHT</p> | |
| <p>3.3. Provide oversight of strategy implementation flowing from network strategic plan; ensure accountability and effectiveness</p> | |
| <p>3.4. Direct and/or manage projects, including supporting work groups or alignment of activities</p> | |
| <p>3.5. Monitor the field for relevant research and best practices that can be applied within the network</p> | |
| <p>AVERAGE SCORE: INNOVATION & OVERSIGHT</p> | |
| <p>4. Continuous Learning & Improvement. Networks recognize that changing complex systems within continually shifting social and political contexts requires them to be nimble and responsive. Networks regularly collect qualitative and quantitative data on agreed-upon metrics related to process and impact, and use these data to determine when course-corrections are necessary. Creating Capacity</p> | <p>RATINGS</p> |
| <p>BUILDING & IMPROVEMENT OPPORTUNITIES</p> | |
| <p>4.1. Ensure that the network deliberately and strategically includes continuous learning and improvement into its ways of working, making data-driven changes as needed</p> | |
| <p>4.2. Create opportunities for learning and training among members of the network, including opportunities to build capacity for network partners to carry out integrative activities and to implement promising/proven policy and practice strategies</p> | |
| <p>CROSS-SECTOR DATA</p> | |
| <p>4.3. Gather, analyze, monitor, integrate, and learn from systems-level and community-level data, ensuring that (in addition to aggregate data) the network is utilizing disaggregated data to monitor measures of health and wellness among sub-groups of the population</p> | |
| <p>4.4. Ensure that data are accessible to the community via data dashboards, health information exchanges, etc. and that the data are available for community use</p> | |
| <p>4.5. Ensure that the data are translated into customized content for various audiences in ways that provide context, meaning, and value</p> | |
| <p>4.6. Use data to inform network strategic planning- including selection of strategies, measures, and benchmarks</p> | |
| <p>4.7. Work creatively and strategically to maximize cross-sector data sharing, including considerations related to selecting and utilizing data sharing platforms.</p> | |
| <p>AVERAGE SCORE: CONTINUOUS LEARNING & IMPROVEMENT</p> | |

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| <p>5. Spread, Scale, and Sustainability. Networks routinely spread and scale promising/proven strategies within the network and via local, regional, and/or national partnerships. This includes policy, systems, and environmental change strategies as well as program and practice strategies. Networks have a diverse portfolio of funding types and sources.</p> | <p>RATINGS</p> |
| <p>SCALE AND SPREAD</p> | |
| <p>5.1. Continually scan for opportunities to scale up promising/proven policy and practice changes within and among sectors in order to achieve sufficient scale to move the needle on measures of health equity and population health</p> | |
| <p>5.2. Ensure that training, technical assistance, infrastructure, and other resources are in place to allow network partners to rapidly adopt or leverage policy and practices changes made at the systems-level</p> | |
| <p>ADVOCACY AND POLICY CHANGE</p> | |
| <p>5.3. Build public will for the importance and urgency of transformative policy changes that change community conditions (as opposed to incremental changes)</p> | |
| <p>5.4. Facilitate the setting of policy priorities for the network, including identifying opportunities for network organizations to take part in collective advocacy</p> | |
| <p>5.5. Advocate for policy & practice change at the systems-level, within the public and private sectors</p> | |
| <p>SUSTAINABILITY- FINANCIAL & OTHER</p> | |
| <p>5.6. Establish sustainability-related goals and strategies, ensuring that the network's sustainability plan is not limited to direct financial support, but that it also includes capacity building for leadership of integrative activities and strategic allocation of resources (financial and in-kind)</p> | |
| <p>5.7. Continually scan for funding and other sustainability-related resources available to partners by sector- for example community development, workforce development, education, and healthcare payment reforms</p> | |
| <p>5.8. Continually scan for opportunities to blend, braid, and strategically re-allocate existing supports to maximize efficiency and impact</p> | |
| <p>5.9. Mobilize and monitor/manage funding to implement priorities and activities, which may include serving as fiduciary for grants, wellness trusts, etc.</p> | |
| <p>AVERAGE SCORE: SPREAD, SCALE AND SUSTAINABILITY</p> | |

TOOL #2- Aligning Integrative Activities with Network Strategic Plans

The big idea of Tool #2 is that networks are strengthened when they understand which integrative activities can be used as levers to advance the network's strategic plans.

Tool #2 focuses on aligning and prioritizing integrative activities with existing strategic plans of the network, to accelerate progress.

TIP: While each tool is suitable to be used on its own, some lend themselves to sequencing. This tool is best used after completing Tool #1 (Integrative Activities Inventory).

Instructions:

1. Decide who will participate in completing the tool, and where/when/how you will get their input. (See ["Who Should Give Input on the Tools, and How?"](#) in the Introduction.)
2. Gather the network's most recent strategic plan and ensure that everyone has a copy for reference while completing this tool.
3. If needed, conduct a refresher on the strategic plan for individuals giving input on this tool.
4. Review the [Organizing Framework of Integrative Activities](#) with individuals giving input on this tool.
5. Identify the integrative activities that, if used more deliberately, would accelerate the network's progress on areas of work within the network's strategic plan.
6. Use the facilitation questions below to create an action plan.
7. **Be sure to save and download the PDF if you fill in the information electronically. Responses are not saved to the web.**

ACTION PLANNING

While referencing your network strategic plan, use the facilitation questions below to create an action plan.

Add or alter questions as needed; the goal is to be concrete, deliberate, and strategic- not to strictly follow a specific action planning protocol or template.

1. Which integrative activities, if used more deliberately, would accelerate the network's progress on areas of work within the network's strategic plan?
2. Of these, which can we realistically work on in the coming year? (Think about which seem easiest or most feasible to focus on. Avoid selecting too many. Be realistic.)
3. How will the network be more deliberate about using the integrative activities we selected? (Be as specific as possible. Where possible, include timelines and names of people who are accountable to carry out tactics.)
4. What will success look like? (A fill in the blank activity such as the one below can help participants articulate the link between deliberate use of integrative activities and network goals. Alter as needed.)
By being more deliberate about using this integrative activity (_____), the network will be able to _____ , which helps move us closer to this benchmark in the network's strategic plan _____ .
5. How often will we revisit this plan to check on progress? (Since this tool is designed to complement the network's strategic plan, we suggest that it's reviewed and updated on the same schedule as the strategic plan.)

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Sample Action Planning Template (This sample template is provided as an optional resource. Networks may wish to use their own template or create a modified version of this sample.)

INTEGRATIVE ACTIVITY #1:

Supports these Aspects of Networks Strategic Plan:

| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
|---------|----------------------------------|-----------|----------|------------|--------------------|
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INTEGRATIVE ACTIVITY #2:

Supports these Aspects of Networks Strategic Plan:

| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
|---------|----------------------------------|-----------|----------|------------|--------------------|
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INTEGRATIVE ACTIVITY #3:

Supports these Aspects of Networks Strategic Plan:

| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
|---------|----------------------------------|-----------|----------|------------|--------------------|
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TOOL #3– Distributed Accountability

The big idea of Tool #3 is that networks are strengthened when responsibility and accountability for integrative activities are shared among multiple network members, preventing one or a select few from shouldering the burden of responsibility.

Tool #3 focuses on identifying opportunities to distribute accountability for integrative activities among a greater number of network partners.

Assigning new accountability for integrative activities to network partners allows the network to do more without additional non-network resources, accelerating network progress and contributing toward sustainability. In addition, distributed accountability among partners (based on a partner's organizational mission and expertise) helps with network sustainability by preventing burnout among a few organizations doing the heavy lift.

TIP: While each tool is suitable to be used on its own, some lend themselves to sequencing. This tool is best used after completing Tool #1 (Integrative Activities Inventory).

Tool #4 (Being Present with Purpose) is intended to be a complement to this tool, since it focuses on supporting partner organizations in clarifying their participation in the network by planning resources allocated to the network and articulating how/where network participation aligns with organizational goals.

Instructions:

1. Decide who will participate in completing the tool, and where/when/how you will get their input. (See [“Who Should Give Input on the Tools, and How?”](#) in the Introduction.)
2. Gather the network's membership list and most recent strategic plan. Ensure that everyone has copies of membership list and strategic plan for reference while completing this tool.
3. If needed, conduct a refresher on the strategic plan and/or network members and current roles for individuals giving input on this tool.
4. Review the [Organizing Framework of Integrative Activities](#) with individuals giving input on this tool.
5. Look for opportunities to distribute accountability for integrative activities among a greater number of network partners.
6. Use the facilitation questions below to create an action plan.
7. **Be sure to save and download the PDF if you fill in the information electronically. Responses are not saved to the web.**

ACTION PLANNING

With the network's membership list and strategic plan in mind, use the facilitation questions to create an action plan.

Add or alter questions as needed; the goal is to be concrete, deliberate, and strategic- not to strictly follow a specific action planning protocol or template.

PART ONE

1. Reviewing the Organizing Framework of Integrative Activities, make note of which partner(s) are currently responsible for each integrative activity. Also make note of integrative activities for which no partners are currently accountable.
2. Reflecting on the integrative activities that aren't currently the responsibility of any network partners – Which of these activities seem most likely to accelerate the network's progress on its strategic plans, if a partner organization or organizations were accountable for them? How would having an accountable organization accelerate progress on the network's strategic plan?

Example: *Having an organization or two take formal accountability for activity 3.3 (Monitoring the field for relevant research and best practices that can be applied within the network) would help us with our goal of securing funding from XYZ funder.*

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For each integrative activity selected in #2:

3. Do any of the network’s current members seem well-suited to take a leadership role for the activity?
4. If not, are there individuals/organizations not already part of the network seem well-suited to be accountable for the activity?

Example: *Currently no one in the network has formal accountability for activity 3.3 (Monitoring the field for relevant research and best practices that can be applied within the network). However, Ms. Jones and Mr. Johnson track best practices for their organizations already. Action: Ask if they’d each be willing to begin sharing best practices with the network. Create a workflow to ensure that sharing happens—for example, add it as a standing agenda item to a particular meeting.*

PART TWO

5. For the individuals/organizations identified above, create a detailed action plan. What is the network’s ask of the person? (Be as specific as possible.) Who will reach out? When?
6. When will we check back on the action plans created? And how often, going forward?

Sample Action Planning Template (This sample template is provided as an optional resource. Networks may wish to use their own template or create a modified version of this sample.)

| INTEGRATIVE ACTIVITY #1: | | | |
|---|---|---------------------|-------------------------------|
| What organization(s) seem well suited to assume responsibility for this integrative activity? (Include the names of specific individuals in the organization, if known.) | What is our ask of this organization? (Lead vs. Support plus any other relevant details) | Who will reach out? | When will the outreach occur? |
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| INTEGRATIVE ACTIVITY #2: | | | |
|---|---|---------------------|-------------------------------|
| What organization(s) seem well suited to assume responsibility for this integrative activity? (Include the names of specific individuals in the organization, if known.) | What is our ask of this organization? (Lead vs. Support plus any other relevant details) | Who will reach out? | When will the outreach occur? |
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| INTEGRATIVE ACTIVITY #3: | | | |
|---|---|---------------------|-------------------------------|
| What organization(s) seem well suited to assume responsibility for this integrative activity? (Include the names of specific individuals in the organization, if known.) | What is our ask of this organization? (Lead vs. Support plus any other relevant details) | Who will reach out? | When will the outreach occur? |
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TOOL #4– Being Present with Purpose

The big idea of Tool #4 is that networks are strengthened when the organizational representatives at the table are “present with purpose”– the organization's contribution of time, people-power, funding, and/or other resources is a deliberate part of the organization's own strategies.

Tool #4 focuses on supporting **partner organizations** in clarifying their participation in the network: Planning resources allocated to the network and articulating how/where network participation aligns with organizational goals.

TIP: While each tool is suitable to be used on its own, some lend themselves to sequencing. This tool is best used by in preparation for completing **Tool #3 (Distributed Accountability)**.

Who should give input? How should input be collected?

This tool is intended for use by organizations that participate in population health network(s), to be completed on their own; it is not intended for use by the network as an entity. There isn't one “right” way to complete this tool. Here are some examples, presented to spark ideas.

- If you are the only one from your organization who actively participates in the network, work through the tool and then review with your supervisor as part of a discussion of organizational support for the network. If possible, include other leaders with decision-making and resource-allocation power in your organization.
- If you are one of several employees from your organization who participate in the network, complete the tool together before engaging leaders with decision-making and resource-allocation power in your organization.

Instructions:

The idea behind this tool is that networks are strengthened when the organizational representatives at the table are “present with purpose.” This tool should be completed by organizations on their own; it is not intended for use by the network as an entity. The purpose of this tool is to spark internal discussion and planning to maximize the organization's contribution of time, people people-power, funding, and/or other resources to the network. Organizations are encouraged to scan for opportunities that are “win-win” in that they support the organization's strategic plan as well as the network's.

1. Gather the network's most recent strategic plan and your organization's strategic plan.
2. Conduct a refresher of the strategic plans, if needed, for individuals giving input on this tool.
3. Review the ***Organizing Framework of Integrative Activities*** with individuals giving input on this tool.
4. Use the facilitation questions below to create an action plan.

ACTION PLANNING

1. Add or alter questions as needed; the goal is to be concrete, deliberate, and strategic– not to strictly follow a specific action planning protocol or template.
2. Comparing the strategic plan of the network and our organization (and/or department), what are the areas of commonality– in goals, purpose, tactics, performance indicators being monitored, etc.?
3. What integrative activities are we currently responsible for? Which activities, if any, can we take greater responsibility for?
4. Are there any areas where we should reduce our responsibility or contribution to the network– perhaps areas where other partners have more capacity, expertise, or resources? Which partners do we propose to pass these responsibilities to (if known)?
5. **What resources (time, people people-power, funding, etc.) do we presently contribute? What new/different resources can we offer?**

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For new/different resources, create an action plan. Be as specific and detailed as possible, using whatever planning template you prefer. (A sample is provided below.) Address key questions such as:

- Who will talk to the network about the additional resources our organization is willing to commit and work out the details? Who will talk to the network about areas where we will reduce responsibilities?
- When will the conversation happen?
- How will the organization monitor work of interest happening in the network? What are the mechanisms for internal reporting?

Sample Action Planning Template (This sample template is provided as an optional resource. Networks may wish to use their own template or create a modified version of this sample.)

| FOCAL AREA/TOPIC: | | | | | |
|-------------------|-------------------------------|-----------|----------|------------|--------------------|
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
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| | | | | | |
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| FOCAL AREA/TOPIC: | | | | | |
|-------------------|-------------------------------|-----------|----------|------------|--------------------|
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
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| FOCAL AREA/TOPIC: | | | | | |
|-------------------|-------------------------------|-----------|----------|------------|--------------------|
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
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TOOL #5- Network Values

The big idea of Tool #5 is that networks are strengthened when members share common values and agree about the importance of ensuring the network's actions reflect its values.

Tool #5 focuses on assessing the degree to which guiding values and principles are shared among network members.

How should ratings inform our work?

- Scores for activities and activity categories are useful for benchmarking, particularly if a network plans to re-assess network values annually or at some designated point in the future. However, networks should not automatically prioritize values with lower rankings. Rather, **networks should focus on values that, if used more strategically, are most likely to enhance progress toward network goals.** Networks should also consider capacity and interest. For example, the network may not have the time and/or resources to strengthen use of the lowest scoring but may decide that increased focus on a mid-scoring value would have the greatest impact on its ability to reach its goals.

Instructions:

1. Decide who will participate in completing the tool, and where/when/how you will get their input. (See [*"Who Should Give Input on the Tools, and How?"*](#) in the Introduction.)
2. Review this list of values and add any others that the network has agreed to uphold in separate rows.
3. Select the rating (1-3) that best represents the network's current status related to the value. The rating system is deliberately subjective because it's meant to be a "gut check." The intent of the rating is to create a snapshot in time of the extent to which the values are operationalized within network practices and workflows.
4. Use the facilitation questions below to create an action plan.
5. **Be sure to save and download the PDF if you fill in the information electronically. Responses are not saved to the web.**

Rating System

- 1 = The network, in general, recognizes the importance of this value, but it has not been operationalized into network practices and workflows.
- 2 = This value has been operationalized into network practices and workflows to some extent but there's a lot of room to do better.
- 3 = This value has been thoroughly operationalized into network practices.

ACTION PLANNING

While referencing your ratings, use the facilitation questions to create an action plan.

Add or alter questions as needed; the goal is to be concrete, deliberate, and strategic- not to strictly follow a specific action planning protocol or template.

1. Which value(s) will our network deliberately seek to strengthen? Remember- When using ratings as the basis for action planning, the goal is not to prioritize values with lower rankings. Rather, the objective is to focus on values (regardless of ranking) the network can strengthen in order to enhance/accelerate network goals.
2. For each value we've decided to focus on, what tactics will we use? Where possible, include timelines (quarterly benchmarks, for example) and names of people who are accountable to carry out tactics.
3. What will success look like if we accomplish this tactic? If the network is successful living into its values, what will the benefit be?
4. How often will we revisit this plan to check on progress?

| VALUES IN ACTION | RATING |
|--|--------|
| <p>A. Equity at the Center. As networks seek to address health disparities, they operate with a deliberate focus on addressing inequities (health, racial, other) behind the disparities. All network strategies are informed by substantive, non-tokenized input and participation from people with first-hand experience of the challenges the network seeks to address.</p> | |
| <p>B. Distributed Leadership. Cross-sector networks collectively do work that no one person or group can do alone. Distributed, equitable leadership calls for shared responsibility among partners for planning, implementing and evaluating the impact of work with special attention paid to elevating the voice and leadership of people with first-hand experience of the challenges the network seeks to address.</p> | |
| <p>C. Shared Vision, Goals, and Strategies. Cross-sector networks have many partner organizations, each with its own vision, goals, and strategies. The network itself should have its own unique vision, goals, and strategies that focus on the areas of overlap in the interests and capacities of partner organizations. These should be created with input from all partners to nurture a feeling of shared ownership.</p> | |
| <p>D. Data Transparency/Open Communication. Network partners are often holders of data that, when aggregated, can give a more accurate picture of a community's wellness than any one entity can provide. This information should move freely through committees and other responsible for achieving the network's goals, based on data-sharing agreements (protecting patient information/limited use, etc.). This information should also be made readily available to share progress back to the families and residents that the network works with and for.</p> | |
| <p>E. Focus on Systems. A network's activities should ultimately be working towards establishing and expanding systems and structures that promote the health and well-being of entire communities, including the promotion of racial equity and health equity. Activities/interventions that provide individuals access to critical services are intended to roll up to system change that can benefit larger numbers of families.</p> | |
| <p>F. Commitment to Long-Term Impact. Partners must commit to long-term engagement (of human and financial resources) to challenge unjust conditions/adaptive challenges in communities that may take decades to fully eradicate.</p> | |
| <p>G. OTHERS? (Include additional values of your network as needed.)</p> | |

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Sample Action Planning Template (This sample template is provided as an optional resource. Networks may wish to use their own template or create a modified version of this sample.)

| VALUE 1: | | | | | |
|----------|-------------------------------|-----------|----------|------------|--------------------|
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
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| | | | | | |
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| VALUE 2: | | | | | |
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
| | | | | | |
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| | | | | | |
| VALUE 3: | | | | | |
| Tactics | Responsible Person/ Committee | Resources | Deadline | Benchmarks | Success Measure(s) |
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Suggested Citation

Blackburn K., et al. "Five Tools for Helping Networks Turn Big Ideas into Action: An Integrator's Toolkit" Nemours. September, 2021. Retrieved at [LINK](#)