



Collection of Tools & Resources: 2021 Integrator Learning Lab

April 2021

Authors

Allison Gertel-Rosenberg, MS; Nemours Children's Health System

Kate Burke Blackburn, MSW; Nemours Children's Health System

Bilal Taylor, MPA; Nemours Children's Health System

C. Sherry Immediato, MPP, MBA; Heaven & Earth, Incorporated

THE
KRESGE
FOUNDATION

The work described in this document was funded through generous support from The Kresge Foundation.

Collection of Tools & Resources: 2020 Integrator Learning Lab

This document was produced as an appendix to a white paper entitled *The Engine of Population Health Networks: Understanding & Using Integrative Activities*, and summarizes technical assistance (TA) tools and resources used to support networks that participated in *Nemours' 2020 Integrator Learning Lab*.

By providing copies of tools and resources used in the Integrator Learning Lab, Nemours' goal is to spread the benefit of the Learning Lab to any/all population health networks. We welcome questions and comments at NationalOffice@Nemours.org.

At the end of 2019, Nemours Children's Health System selected nine communities from around the country to participate in the Nemours 2020 Integrator Learning Lab (Learning Lab). Learning Labs are a short-term technical assistance model in which multi-sector teams (including health care organizations) working on shared population health goals have an opportunity to receive self-directed resources, coaching, and TA. The 2020 Integrator Learning Lab focused on strengthening use of integrative roles and functions within population health networks, in order to strengthen and sustain work toward the shared population health goals of each network.

In the months prior to the start of the Learning Lab, Nemours completed a literature scan and produced a *summary of evidence*, and also conducted informal conversations and semi-structured interviews with *40 national experts and practitioners in multi-sector population health networks*. Nemours used lessons learned from these conversations both to determine focal areas for the Learning Lab and to identify experts to participate as contracted TA providers (Learning Lab "faculty").

Ultimately, the team selected seven focal areas for the Learning Lab (below). The organizational affiliations of the faculty in the Lab are noted below each focal area; Nemours Children's Health System provided expertise across all areas in concert with contracted faculty. Biographies of faculty *are available here*.

1.) *Integrative Activities: the Engine of Multi-Sector Partnerships*

- Heaven & Earth, Incorporated

2.) *Equitable Governance Structures & Distributed Leadership*

- Heaven & Earth, Incorporated
- Visible Network Labs

3.) *Equity Strategies to Improve Population Health*

- Institute for Public Health Innovation
- Well-being and Equity (WE) in the World /100 Million Healthier Lives

4.) *Cross-Sector Data Sharing*

- Data Across Sectors for Health

5.) *Sustainability: Value and Financing*

- Heaven & Earth, Incorporated
- Fannie E. Rippel Foundation

6.) *Sustainability: Capacity Building Among Network Partners*

- Heaven & Earth, Incorporated

7.) *"We're Not Unicorns": Lessons from the Field*

- Capital Health (as part of the Trenton Health Team)
- Trenton Health Team

The remainder of this document summarizes tools and resources provided to networks within each focal area of the Learning Lab. Area 7 ("We're Not Unicorns": Lessons from the Field) emphasized connecting Learning Lab teams to the Trenton Health Team and other networks that have recently solved challenges currently faced by Learning Lab teams. Connections emphasized candid conversation rather than tools and training. As such, this area is not included below.

1. INTEGRATIVE ACTIVITIES: THE ENGINE OF MULTI-SECTOR PARTNERSHIPS

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

Source: *Nemours Children's Health- National Office of Policy & Prevention*

- **Description:** A collection of tools designed to help networks understand integrative activities, determine which integrative activities they could/should use more strategically, and create action plans.
- **Use within Learning Lab:** Networks in the Learning Lab completed early versions of tools to help inform their focal areas for Lab-provided technical assistance and to create action plans.

Name: *Community Transformation Map*

Source: *WE in the World / 100 Million Healthier Lives*

- **Description:** A planning tool intended to help users assess where their community is on the journey to become a healthy, equitable community. Designed to help guide users from one stage of the journey to another. The map first assesses where you think you are, then facilitates a community conversation to inform next steps.
- **Use within Learning Lab:** Used as part of outreach to participants in the Learning Lab. Potential networks were asked to self-assess their readiness and fit for inclusion, with the understanding that the Learning Lab was suited for networks at the "Gaining Skills" areas for most elements in the document. The tool was not formally completed. Rather, networks were asked to review and do an informal "gut check" assessment.

Name: *Integrator Role and Functions in Population Health Improvement Initiatives*

Source: *Nemours Children's Health System*

- **Description:** A 2012 article presenting a view of the integrator role, including a framework of system-level integrator functions within population health improvement initiatives.
- **Use within Learning Lab:** Used as part orientation and level-setting, to establish a common understanding of the concept of integrative activities among networks in the Learning Lab.

Name: *What are Integrative Activities?*

Source: *ReThink Health, A Rippel Initiative*

- **Description:** An at-a-glance description of integrative activities, including a framework of Integrative activity areas and the specific roles and leadership functions within each area.
- **Use within Learning Lab:** Used as part orientation and level-setting, to establish a common understanding of the concept of integrative activities among networks in the Learning Lab.

Name: *Integrative Activities Tool*

Source: *ReThink Health, A Rippel Initiative*

- **Description:** A tool to help people examine and map the extent to which stewards (the people and/or organizations who take responsibility for forming working relationships with others to transform health and well-being in the region) are conducting ReThink Health's eight integrative activities.
- **Use within Learning Lab:** Networks in the Learning Lab completed a modified version of the tool at the start of the work and used it as a springboard for determining what their technical assistance ask(s) would be. During a pre-pandemic in-person meeting of Learning Lab networks and faculty, completed tools were used as the springboard for group conversation and to orient faculty to networks.

2. EQUITABLE GOVERNANCE STRUCTURES & DISTRIBUTED LEADERSHIP

Name: *Thinking Like a Network Scientist*

Source: *Visible Network Labs*

- **Description:** A presentation addressing thinking like a network scientist; designing a network strategy; practice mapping your own network; and network science in action.
- **Use within Learning Lab:** Presented in a learning session with Lab networks and faculty to inform and inspire conversation and action steps.

Name: *Who Is In Your Network? Thinking Like a Network Scientist*

Source: *Visible Network Labs*

- **Description:** A two-page worksheet that invites partners to practice mapping their networks and the relationships between them, then reflecting on findings as a springboard for action.
- **Use within Learning Lab:** Used as a companion worksheet to the “Thinking Like a Network Scientist” presentation, above.

Name: *Partner Strategy Worksheet*

Source: *Visible Network Labs*

- **Description:** A two-page worksheet that invites network members to articulate where they are now, and where they want to be, along a range of dimensions (purpose, governance, lifecycle, management, etc.).
- **Use within Learning Lab:** Used as a companion worksheet to the “Thinking Like a Network Scientist” presentation, above.

Name: *Social Connectedness in Family Social Support Networks: Strengthening Systems of Care for Children with Special Health Care Needs*

Source: *eGEMs, from Academy Health; The Journal for Electronic Health Data and Methods*

- **Description:** An article published by researchers affiliated with Visible Networks Labs, relevant to the Thinking Like a Network Scientist presentation, above.
- **Use within Learning Lab:** Used as a reinforcing companion document to the “Thinking Like a Network Scientist” presentation, above

Name: *Assessing Your Distributed Leadership Practice*

Source: *ReThink Health, A Rippel Initiative*

- **Description:** A tool that invites you to work with your fellow regional stewards to assess and enhance your distributed leadership practice. It is organized around four questions that will help you determine how broadly and effectively you are distributing leadership as you seek to transform your regional health system.
- **Use within Learning Lab:** Used with Learning Lab networks during the pre-pandemic, in-person meeting and during virtual TA sessions with networks.

Name: *Café to Go! A Quick Reference Guide for Hosting World Cafe*

Source: *The World Cafe*

- **Description:** A guide to hosting World Café, covering the basics of the World Café process.
- **Use within Learning Lab:** Shared as a resource during a learning session on “Engaging Stakeholders in a Time of Physical Distancing.”

2. EQUITABLE GOVERNANCE STRUCTURES & DISTRIBUTED LEADERSHIP *(CONTINUED)*

Name: *Creating and Sustaining Audacious Goals*

Source: *ReThink Health, A Rippel Initiative*

- **Description:** A tool to enhance your ability to articulate bold aspirations—aspirations that are clear enough to generate challenging but achievable goals that promote creativity and action, and that can be sharpened and sustained over time.
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *Establishing a Shared Vision*

Source: *ReThink Health, A Rippel Initiative*

- **Description:** This tool proposes a detailed agenda and small-group session agendas during which comprehensive discussions can occur as you engage large groups in transforming regional systems of health.
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *Guidebook for Building Regional Networks for Urban Sustainability 2.0*

Source: *Urban Sustainability Directors Network*

- **Description:** A guidebook containing lessons learned about building regional networks. Though the focus is on regional networks for urban sustainability, the tips and processes apply to building most/all regional networks.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement and network governance.

Name: *Network Governance and Leadership Structure Development*

Source: *Urban Sustainability Directors Network*

- **Description:** A four-page worksheet is designed to help networks develop, or re-design, their governance and leadership structure.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement and network governance.

Name: *RACI Chart* (Responsible, Accountable, Consulted, Informed)

Source: *TeamGantt*

- **Description:** A RACI chart is a simple matrix used to assign roles and responsibilities for each task, milestone, or decision on a project. By clearly mapping out which roles are involved in each project task and at which level, you can eliminate confusion and answer the age-old project question, *Who's doing what?*
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *All-In: Data for Community Health webinar: Community Engagement & Governance*

Source: *All In: Data for Community Health*

- **Description:** A webinar featuring two former *Data Across Sectors for Health* grantee communities that are demonstrating success in leading multi-sector collaboration and data sharing efforts driven by community voice. The *webinar resource guide* includes links to resources mentioned by speakers and/or relevant to the topic.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement and network governance.

3. EQUITY STRATEGIES TO IMPROVE POPULATION HEALTH

Name: *Equitable Distributed Leadership*

Source: *WE in the World / 100 Million Healthier Lives*

- **Description:** A presentation including a comparison of organizational and network leadership, an introduction to the Community of Solutions framework, and a practice activity for evaluating equitable distributed leadership using the *Community Transformation Map tool*.
- **Use within Learning Lab:** Presented in a learning session with Learning Lab networks and faculty.

Name: *Mapping Stakeholders & Developing an Engagement Plan*

Source: *WE in the World / 100 Million Healthier Lives*

- **Description:** A worksheet, including instructions, for mapping stakeholders and developing an engagement plan.
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *Recruiting Community Members with Lived Experience of Inequity*

Source: *WE in the World / 100 Million Healthier Lives*

- **Description:** An eight-slide presentation that succinctly captures the importance of including community members with lived experience of inequity within leadership and decision making positions in networks; includes action steps and links to additional resources.
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *100 Million Healthier Lives Advancing Equity Tools*

Source: *WE in the World / 100 Million Healthier Lives*

- **Description:** Tools and resources developed as part of the 100 Million Healthier Lives initiative to support communities' efforts to prioritize equity in an authentic and deep way and address racism as a determinant of health as they work toward achieving improvements in health and well-being.
- **Use within Learning Lab:** Shared broadly as a resource for networks

Name: *Framing Our Work- Engaging in Equity Practice*

Source: *Institute for Public Health Innovation*

- **Description:** A presentation defining and explaining equity; outlines steps involved in engaging in equity practice; describes equity impact reviews and their purpose; and takes the audience through the process of using IPHI's Equity Impact Review Tool (full copy of tool, below).
- **Use within Learning Lab:** Presented in a learning session with Learning Lab networks and faculty.

Name: *Equity Impact Review Tool*

Source: *Institute for Public Health Innovation*

- **Description:** A worksheet, including instructions, that guides users through the process of assessing the equity impact of policies (policies, processes, plans, systems, etc.) under consideration or already in use.
- **Use within Learning Lab:** Used by multiple networks in the Learning Lab as part of their customized TA, including embedding the tool into network work-flows and decision making processes.

3. EQUITY STRATEGIES TO IMPROVE POPULATION HEALTH *(CONTINUED)*

Name: *Race Matters: Organizational Self-Assessment*

Source: *Annie E. Casey Foundation*

- **Description:** A worksheet, including instructions, that guides users through the process of assessing the equity impact of policies (policies, processes, plans, systems, etc.) under consideration or already in use.
- **Use within Learning Lab:** Used by multiple networks in the Learning Lab as part of their customized TA, including embedding the tool into network work-flows and decision making processes.

Name: *Local Health Department Organizational Self-Assessment for Addressing Health Inequities*

Source: *Bay Area Regional Health Inequities Initiative*

- **Description:** A toolkit intended to be used by local health departments throughout the nation to assist in their development of a greater capacity to address health inequities.
- **Use within Learning Lab:** Shared broadly as a resource for networks.

Name: *Communicating Equity to Stakeholders: Building Support for Equitable Maternal and Infant Health Outcomes*

Source: *Institute for Public Health Innovation*

- **Description:** A presentation addressing understanding metaphors and mindsets that shape thinking about equity in the U.S.; identifying key values, words, and phrases to convey racial equity messages; and participating in exercises to develop and refine messages to target audiences (See also, Equity Message Map, below).
- **Use within Learning Lab:** Presented in a learning session with a Learning Lab network focused on maternal and child health.

Name: *Equity Message Map*

Source: *Institute for Public Health Innovation*

- **Description:** A one-page worksheet that allows users to practice creating equity messages and metaphors; a companion document to the Communicating Equity to Stakeholders presentation, above.
- **Use within Learning Lab:** Used as a companion document for the “Communicating Equity to Stakeholders” presentation, above.

Name: *Evidence-Based Birth Equity Messaging: Summary of FrameWorks Institute Messaging*

Source: *March of Dimes*

- **Description:** A two-page summary of the recommendations and suggested messaging for talking about health equity for moms and babies prepared by *FrameWorks Institute* for the March of Dimes.
- **Use within Learning Lab:** Used as a companion resource for the “Communicating Equity to Stakeholders” presentation, above.

3. EQUITY STRATEGIES TO IMPROVE POPULATION HEALTH

(CONTINUED)

Name: *Lived Experience: The Practice of Engagement in Policy*

Source: *Nemours Children's Health System- National Office of Policy & Prevention*

- **Description:** A brief synthesizing the thought leadership of community organizers, parents, public sector, and organizational leaders committed to bringing the voice of experience to policy and practice decisions.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement.

Name: *Training for Change Toolbox*

Source: *Training for Change*

- **Description:** A toolbox including tools for virtual and in-person movement and capacity building at the grassroots level, including a focus on community leadership, voice, and decision-making.
- **Use within Learning Lab:** Used by multiple networks in the Learning Lab as part of their customized TA, including embedding the tool into network work-flows and decision making processes

Name: *TimeBank Mahoning Watershed*

Source: *Time Dollars: A New Currency in Community Building*

- **Description:** A blog post introducing the idea of Time Dollars and how they can be used in community building.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement.

Name: *Levels of Community Participation*

Source: *Advocates for Youth*

- **Description:** A one-page resource presenting models and types of participation on a continuum from outsider control to community ownership.
- **Use within Learning Lab:** Shared with multiple networks in the Learning Lab as part of their customized TA on strategies for community engagement.

4. CROSS-SECTOR DATA SHARING

Name: *Community Multi-Sector Data-Sharing 101*

Source: *Data Across Sectors for Health*

Description: A presentation focused on the state of multi-sector data-sharing; challenges and opportunities facing the field; a hyperlinked list of tools for understanding community capacity for collaboration and data sharing; and next steps communities can take to build readiness to share data.

Use within Learning Lab: Presented in a learning session with Learning Lab networks and faculty.

Name: *The Value Proposition for Multi-Sector Collaboration and Data Sharing*

Source: *Data Across Sectors for Health*

Description: A presentation focused on identifying opportunities or problems too big for any single organization to tackle alone (the values); gathering institutions and people with lived experience of inequity who have a common stake in the outcome (the stakeholders); figuring out what to do together (the use case); asking the questions of each other to be answered in order to do the work (the systems development); and using consensus to select the group that will move the work forward.

Use within Learning Lab: Presented in a learning session with Learning Lab networks and faculty.

Name: *Selecting Indicators for Early Childhood Systems Change Projects*

Source: *Nemours Children's Health System- National Office of Policy & Prevention*

Description: A guide to help identify and track data indicators to inform and advance systems change.

Use within Learning Lab: Shared broadly as a resource for networks.

Name: *Webinar- Selecting Indicators for Early Childhood Systems Change*

Source: *Nemours Children's Health System- National Office of Policy & Prevention*

Description: A webinar on a new data resource for state and community leaders working to advance systems change.

Use within Learning Lab: Used as a companion resource for the Selecting Indicators for Early Childhood Systems Change guide, above.

Name: *Building a System Change Initiative Theory of Change*

Source: *Nemours Children's Health System- National Office of Policy & Prevention*

Description: A tool to help visually organize the focal areas and intended outcomes of systems change initiatives.

Use within Learning Lab: Shared broadly as a resource for networks.

5. SUSTAINABILITY: VALUE AND FINANCING

Name: *Considering Options for Funding & Sustaining Our Work in A Changing World*

Source: *ReThink Health, A Rippel Initiative*

Description: A presentation providing an orientation to a revenue typology and an exercise on evaluating possible financing structures.

Use within Learning Lab: Presented at a learning session with Learning Lab networks and faculty.

Name: *Beyond the Grant*

Source: *ReThink Health, A Rippel Initiative*

Description: A sustainable financing workbook that uses colorful examples, engaging exercises, and plain, everyday language to help stewards do what it takes to expand their financing horizons.

Use within Learning Lab: Used as a resource during all-network learning sessions and in support of team-specific TA, with a focus on Module 5: “What Value Do You Create”; *Module 5’s “Value Analysis Worksheet”*; and Module 7: “What Integrative Activities Could You Get Paid For?”

Name: *Toolkit for Developing a Value Proposition Narrative*

Source: *ReThink Health, A Rippel Initiative*

Description: A toolkit guiding you through each step of developing a value proposition- a positioning statement that explains what benefits you, your colleagues, and your multisector partnership or organization provide to whom, and how you do it uniquely well.

Use within Learning Lab: Used as a resource during all-network learning sessions and in support of team-specific TA, specifically the value sequence content and tool.

Name: *Identifying and Communicating Value*

Source: *ReThink Health, A Rippel Initiative*

Description: A presentation introducing the *Beyond the Grant workbook* (above); the financing mindset; and providing practice using the value sequence tool.

Use within Learning Lab: Used as a resource during all-network learning sessions and in support of team-specific TA.

Name: *Stop Donating to the Homeless*

Source: *Weingart Center*

Description: A video providing a compelling example of a value proposition for thinking about homelessness in new ways: “Don’t make a donation; make an investment.”

Use within Learning Lab: Shared with Learning Lab networks as an example of a value proposition.

Name: *Training: Public Narrative & Story of Self, Us, Now*

Source: *The CommunityRun Blog*

Description: Training videos that share how to tell a compelling story about yourself, the community you organize with, and your strategy to encourage others to create change.

Use within Learning Lab: Shared broadly as a resource for networks.

6. SUSTAINABILITY: CAPACITY-BUILDING AMONG NETWORK PARTNERS

Name: *Growing Knowledge Together: Using Emergent Learning and EL Maps for Better Results*

Source: *Fourth Quadrant Partners*

Description: An article presenting Emergent Learning (EL) maps as a method to help groups consciously capture learning that occurred over multiple events. EL maps offer a simple yet powerful approach to recognize patterns and come up with more systemic solutions through capturing data or results, framing hypotheses, and articulating next steps.

Use within Learning Lab: Provided to networks as a resource in support of creating their own learning map, as part of their own After Action Review process (see below).

Name: *Emergent Learning in Action: The After Action Review*

Source: *The Systems Thinker*

Description: An article describing the After Action Review process in contrast to other kinds of debrief activities.

Use within Learning Lab: Provided to networks as a resource in support of their own After Action Review process.

Name: *Emergent Learning: A Framework for Whole-System Strategy, Learning, and Adaptation*

Source: *The Foundation Review*

Description: An article offering Emergent Learning (EL) as a framework and describing how EL tools help make thinking visible and support real-time and peer learning. It looks at two organizations that have embraced EL to support a more emergent approach to achieving a whole that is greater than the sum of its parts.

Use within Learning Lab: Shared broadly as a resource for networks in support of creating learning maps.



Nemours National Office of Policy & Prevention
1201 15th Street NW, Ste. 520
Washington, DC 20005
202.457.1440

www.nemours.org | NationalOffice@Nemours.org

Suggested Citation

Gertel-Rosenberg A., et al. "Collection of Tools & Resources: 2021 Integrator Learning Lab" *Nemours*. April, 2021.
Retrieved at ***LINK***