



## Let's Get on the Same Page about Terminology.

Cracking open the workbook and seeing some terms you don't recognize? You're not alone, so we've put together this glossary. Refer to it as needed while you explore the workbook!

# GLOSSARY





# Glossary

**Anchor organization:** A large institution that has a vested interest in a region's prosperity and is unlikely to leave the region; common examples include hospital systems, universities, and major regional employers.

**Avoided cost:** A cost that would have been incurred if action had not been taken to prevent it. In population health, this may occur when an intervention saves money downstream. When this happens, the intervention doesn't produce actual revenue, but will result in an organization avoiding future health care costs.

**Comparables (comps):** Things with known values that share similar characteristics to something with an unknown value that you are trying to determine, giving you a basis for comparison.

**Financial flows:** The path money takes from its source through financing mechanisms on its route to a specific destination. One simplified example: if you buy a soda for one dollar, that dollar's financial flow starts with you, flows through the shopkeeper, then out to the soda distributor and manufacturer.

**Financial plan:** A schedule of current and future intended uses of money and—ideally—predicted sources of that money (i.e., *what do we need money for, how much, where from, and over what period of time?*).

**Financing:** The process of developing and balancing your financial sources (where money comes from) with uses (what money is spent on).

**Financing mechanisms:** Techniques or instruments used to pool, distribute, and/or transfer funds (which come from a source).

**Financing structure:** A system of decisions, protocols, procedures, and authorities that govern how money from a source gets distributed.

**Funding:** Money provided for a particular purpose, which may or may not have to be repaid.

**Health ecosystem:** A system composed of an extensive collection of distinct variables and organizations that depend on and interact with one another to produce health and well-being in a region.

**Integrative activity:** Roles and leadership functions for governing and managing the work happening within and across multisector partnerships in a region, to achieve a common purpose. See Appendix 1 for a list of examples.

**Intervention:** A policy, program, or practice that regional leaders design to help produce health and well-being in the region.

**Multisector partnership:** A group of regional leaders who have working relationships with one another, across organizations and sectors, to achieve a common purpose related to health and well-being.

**Neutral convener:** A person or organization that brings others together to collaborate on an issue but does not take a side, engage in negotiations, or have a direct interest in the outcome. Often, a convener takes responsibility for the management and administrative tasks needed to provide a platform for negotiation and collaboration.

**Portfolio of interventions:** A balanced and impactful set of policies, programs, and practices that regional leaders select as the "right mix" to produce health and well-being in the region.

**Population health and well-being:** Often shortened to "population health," "health and well-being," or simply "health" in this workbook, this denotes the overall level and distribution of healthiness and quality of life for all people within a given region. It is not limited to the healing or strengthening of the body against injury and disease, but instead includes all aspects of well-being, including physical and psychological health, security, economic prosperity, connectedness, and more.

**Return on investment (ROI):** A statement of the amount of value resulting from a given investment.

**Stewardship:** The act of regional leaders working together across boundaries to create the conditions for equitable health and well-being. This involves perpetual efforts to negotiate shared values, establish and enforce norms, resolve conflict, and adapt to changing circumstances in a common world.

**Strategy:** High-level planning about what you want to do and why it will be impactful. In population health, strategy equips leaders with data and dynamic models to help them individually and collectively understand the complexity and interactions of their health system, play out plausible scenarios, identify opportunities, set priorities for action, and measure progress over time.

**System:** A set of interacting or interrelated parts with a specific purpose. In this workbook, system is often used as shorthand for health ecosystem.



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