Progress Along the Pathway for Transforming Regional Health:

A Pulse Check on Multi-Sector Partnerships

For the full report, visit www.rethinkhealth.org/pulsecheck

Appendix

Pathway classification procedure

To determine responding partnerships’ current location on ReThink Health’s Pathway for Transforming Regional Health we looked at seven questions on the Pulse Check. Response options to these questions were “yes” or “no”.

Q16: Which of the following best characterizes the main focus of your regional change efforts now? If several apply, select the one that best reflects your partnership’s core work right now.

A. Advance a Campaign: Multiple organizations find common ground around a narrowly-focused campaign and create a short-term alliance to achieve a tangible health-related goal.

B. Engage Stakeholders: Building on existing relationships, stakeholders appeal to diverse allies, identify connections, and engage in an ongoing forum to address broader dimensions of health and/or health care.

C. Align to Achieve Shared Goals: A formal network of stakeholders aligns around clear common objectives and commits resources to coordinated efforts to achieve them.

D. Redesign the System: Stakeholders enact a long-term strategy by redesigning core practices and policies, reallocating resources, and forming new business relationships to transform the system that shapes health.

E. Integrate the System: Stakeholders institutionalize successful innovations into an integrated health ecosystem that is designed, led, and financed to foster healthy people and thriving communities.

Q17: Have organizations in your region worked together across sectors to accomplish a purpose that no one organization can do alone?

Q18: Has your partnership developed an ongoing forum for well-positioned leaders across the sectors to sustain coordination?

Q19: Does your partnership have dedicated staffing or infrastructure to support cross-organizational collaboration?

Q20: Has your partnership conducted multiple collaborative projects?
Q21: Has your partnership developed a guiding vision and priorities to orient all of your projects?

Q22: Has your partnership spread successful innovations beyond pilot sites?

Q23: Have organizations participating in your partnership redesigned their business models related to population health, health care delivery, and/or other social priorities?

Q24: Has your partnership integrated successful innovations into a common system that routinely delivers better results so that you can focus on the challenges of the future

Partnerships were then classified into six categories based on a set of criteria related to their responses to the questions above. When calculating the relationship between partnership pathway phases and other covariates, the six pathway phases (0-5) were then condensed to Earlier Phase (0-2), Middle phase (phase 3), and Later phase (4-5) based on understanding in the field related to collaborative development, the relationships between the original six categories and what it takes to move from one category to the next.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Category</th>
<th>Definition</th>
<th>Criteria</th>
<th># of partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earlier</td>
<td>Pre-pathway Phase 0</td>
<td>Partnerships have not yet formally and/or collaboratively taken action on a specific issue or crisis. OR… Partnerships have not yet worked together across sectors to accomplish a purpose that no one organization can do alone.</td>
<td>Answered &quot;no&quot; to Q17</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Advance a Campaign</td>
<td>Organizations conduct a focused, time-limited effort to align resources or take action on a specific issue or crisis.</td>
<td>Answered &quot;a&quot; on Q16, and &quot;yes&quot; to Q17</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Engage Stakeholders</td>
<td>A diverse set of stakeholders engages in an on-going dialogue focused on mutual understanding and coordination; small-scale experiments build capacity and trust across sectors, creating a support infrastructure for collaboration.</td>
<td>Answered &quot;b&quot; on Q16 and &quot;yes&quot; to Q17 OR Answered &quot;c&quot; on Q16, &quot;yes&quot; to Q17 and &quot;no&quot; to Q20</td>
<td>64</td>
</tr>
<tr>
<td>Middle</td>
<td>Align to Achieve</td>
<td>The collaborative invests in alignment of efforts around shared goals across the region. The effort is building widespread engagement among stakeholders, including residents; the work is focused on targeted initiatives connected to shared goals, and members are jointly investing in infrastructure (e.g., staff, information systems) to support coordination.</td>
<td>Answered &quot;c&quot; on Q16, &quot;yes&quot; to Q17 and &quot;yes&quot; to Q20</td>
<td>53</td>
</tr>
<tr>
<td>Phase 4: Redesign the System</td>
<td>Organizations engage in high-impact system redesign efforts, and seed and spread disruptive innovations that alter participating organizations in fundamental ways; they redesign key processes (such as pay systems), with clear system goals and measures and pooled resources.</td>
<td>Answered “d” on Q16, “yes” to Q17 and “yes” to Q20</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>----------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Phase 5: Integrate the System</td>
<td>Multi-stakeholder governance structure(s) with influence and authority is setting system goals, shaping and monitoring policies, influencing and directing the allocation of resources, and adjudicating breakdowns. These structures facilitate learning and rethinking, and guide transparency and impact evaluation.</td>
<td>Answered “e” on Q16, “yes” to Q17 and Q20</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
Partnerships included in analysis

Three hundred fifty-four respondents entered the questionnaire and 315 indicated that they were part of a multi-sector partnership. There were 274 full responses. For partnerships where more than one member responded, we selected one response based on questionnaire completeness and role in the partnership. After removing duplicates, the final data set included 237 responses. This list includes most of the partnerships in the analysis. Some data were incomplete, and so are not included in this list.

<table>
<thead>
<tr>
<th>State</th>
<th>Name of partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>AZ</td>
<td>Tucson Collaborative Community Care</td>
</tr>
<tr>
<td>CA</td>
<td>1. Barrios Unidos</td>
</tr>
<tr>
<td></td>
<td>2. Be There San Diego</td>
</tr>
<tr>
<td></td>
<td>3. Building Blocks Collaborative</td>
</tr>
<tr>
<td></td>
<td>4. CA4Health</td>
</tr>
<tr>
<td></td>
<td>5. California Accountable Communities for Health Initiative</td>
</tr>
<tr>
<td></td>
<td>6. California Foster Youth Pregnancy Prevention</td>
</tr>
<tr>
<td></td>
<td>7. California Health in All Policies Task Force</td>
</tr>
<tr>
<td></td>
<td>8. Coalition of Orange County</td>
</tr>
<tr>
<td></td>
<td>9. Cultiva La Salud</td>
</tr>
<tr>
<td></td>
<td>10. Go For Health</td>
</tr>
<tr>
<td></td>
<td>11. Health Improvement Partnership</td>
</tr>
<tr>
<td></td>
<td>12. Impact Monterey County Network</td>
</tr>
<tr>
<td></td>
<td>13. Live Good San Diego</td>
</tr>
<tr>
<td></td>
<td>14. Nutrition and Fitness Collaborative of the Central Coast</td>
</tr>
<tr>
<td></td>
<td>15. Santa Paula Collective Impact</td>
</tr>
<tr>
<td>CA</td>
<td>16. Sonoma Health Action</td>
</tr>
<tr>
<td></td>
<td>17. Torrance South-Bay YMCA/Torrance Memorial Medical Center Diabetes Prevention Program</td>
</tr>
<tr>
<td></td>
<td>18. UC Irvine Program in Nursing Science, Family Health Centers and El Sol Science &amp; Arts Academy</td>
</tr>
<tr>
<td>CO</td>
<td>1. Anschutz Community Campus Partnership</td>
</tr>
<tr>
<td></td>
<td>2. Center for Improving Value in Health Care</td>
</tr>
<tr>
<td></td>
<td>3. Colorado Network of Health Alliances</td>
</tr>
<tr>
<td></td>
<td>4. Community Health Partnership</td>
</tr>
<tr>
<td></td>
<td>5. CRC Prevention Community Committee (CCC)</td>
</tr>
<tr>
<td></td>
<td>6. Mesa County Partnership for Children and Families</td>
</tr>
<tr>
<td></td>
<td>7. Monument Health</td>
</tr>
<tr>
<td></td>
<td>8. Pueblo Triple Aim</td>
</tr>
<tr>
<td></td>
<td>9. RCCO - Colorado Accountable Care Collaborative</td>
</tr>
<tr>
<td></td>
<td>10. Youth Master Plan Coalition</td>
</tr>
<tr>
<td>CT</td>
<td>1. Connecticut Choosing Wisely Collaborative</td>
</tr>
<tr>
<td></td>
<td>2. Hartford HIV Test and Treat Continuum</td>
</tr>
<tr>
<td></td>
<td>3. New Haven Community Health Prevention Group</td>
</tr>
<tr>
<td></td>
<td>4. The Community Alliance for Research and Engagement at the Yale School of Public Health</td>
</tr>
<tr>
<td></td>
<td>5. Vita Health and Wellness District</td>
</tr>
<tr>
<td>DE</td>
<td>1. Nemours Health and Prevention Services</td>
</tr>
<tr>
<td>FL</td>
<td>1. Hialeah Healthy Families</td>
</tr>
<tr>
<td></td>
<td>2. Greater Tampa Bay Oral Health Coalition</td>
</tr>
<tr>
<td>GA</td>
<td>1. ARCHI</td>
</tr>
<tr>
<td></td>
<td>2. Healthy Savannah</td>
</tr>
<tr>
<td>HI</td>
<td>1. Coalition for a Tobacco-Free Hawaii</td>
</tr>
<tr>
<td></td>
<td>2. Live Better Together Collaborative</td>
</tr>
<tr>
<td>IA</td>
<td>1. Inclusive Dubuque</td>
</tr>
<tr>
<td>ID</td>
<td>1. Partnership for Healthy Communities</td>
</tr>
<tr>
<td>IL</td>
<td>1. Central Illinois Community Collaborative for Health</td>
</tr>
<tr>
<td></td>
<td>3. Impact DuPage</td>
</tr>
<tr>
<td>State</td>
<td>Name of partnership</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| IN    | 1. Coalition for a Drug Free Batesville  
     2. Healthy Communities Initiative of Bartholomew County  
     3. Jump IN for Healthy Kids |
| KS    | 1. Healthy Communities Wyandotte  
     2. LiveWell Lawrence |
| KY    | 1. Campbell County Drug Free Alliance  
     2. Covington Partners  
     3. Boone County Alliance  
     4. BOUNCE Coalition  
     5. NKY Regional Prevention Alliance |
| LA    | 1. Fit NOLA |
| MA    | 1. ChildObesity180  
     2. Greater Fall River Partners for a Healthier Community  
     3. Health Starts at Home  
     4. Massachusetts Interagency Supportive Housing Initiative  
     5. People's Medicine Project |
| ME    | 1. Healthy Northern Kennebec |
| MD    | 1. Bridges to Opportunity  
     2. Healthy Long Branch  
     3. Operation Reach Out SouthWest  
     4. Primary Care Coalition |
| MI    | 1. 1 in 21 Healthy Muskegon County  
     2. Alignment for Health Equity & Development (AHEAD)  
     3. CUPPAD Regional Prosperity Initiative  
     4. Healthy Capital Counties  
     5. Healthy Communities Leadership Coalition  
     6. MiHIA, Michigan Health Improvement Alliance  
     7. Muskegon Family Care Wellville  
     8. Population Health Council  
     9. Saginaw Pathways to Better Health |
| MN    | 1. Center for Community Health  
     2. CentraCare Wellness  
     3. Fergus Falls Area Accountable Community for Health  
     4. MN Community Measurement |
| MO    | 1. Cover Missouri Coalition  
     2. FLOURISH St. Louis  
     3. Minnesota Department of Health  
     4. Midwest Health Initiative |
| NC    | 1. Blue Cross Blue Shield Community Centered Health Initiative  
     2. Buncombe Upstream: Community Centered Health Home  
     3. Cape Fear HealthNet  
     4. Care Share Health Alliance  
     5. Carolina Health Net and AccessCare of Central Carolina  
     6. Community Care of NC  
     7. Community Centered Health Homes- Rowan County  
     8. Family Success Alliance  
     9. Forsyth HealthCare, Inc./HealthCare Access  
     10. McDowell Access to Care and Health (MATCH)  
     11. Richmond First-in-Health 2020  
     12. Partnership for Health  
     13. Renaissance West Community Initiative  
     14. Wilkes Health Action Team |
| NE    | 1. Enhance Health Network |
| NH    | 1. Community Care of Lyme  
     2. Healthy Monadnock  
     3. NH Citizens Health Initiative |
| NJ    | 1. Age-Friendly Community Initiative  
     2. Care AC  
     3. Get Healthy Camden  
     4. Jersey City Community Health Alliance: Partnership for a Healthier JC  
     5. Live Health, Salem County  
     6. Montclair Shop Healthy  
     7. New Jersey Healthy Community Network  
     8. North Jersey Health Collaborative  
     9. Partnership for Maternal & Child Health of NNJ  
     10. Shaping Elizabeth  
     11. The Greater Newark HealthCare Coalition, Inc  
     12. The Westside Park Group  
     13. Trenton Health Team |
<table>
<thead>
<tr>
<th>State</th>
<th>Name of partnership</th>
</tr>
</thead>
</table>
| NM    | 1. New Mexico Coalition for Healthcare Value  
       2. Pathways to a Healthy Bernalillo County |
|       | 3. Rio Arriba Community Health Council |
| NV    | 1. Healthinsight Nevada Partnerships for Value  
       Driven Health Care |
| NY    | 1. #Not 62: The Campaign for a Healthier Bronx  
       2. Asthma Coalition of the Capital Region (ACCR)  
       3. Bridge to Wellness Coalition  
       4. Create a Healthier Niagara Falls Collaborative  
       5. Finger Lakes Health Systems Agency  
       6. Healthy Neighborhoods Initiative |
|       | 7. LISC  
       8. Long Island Health Collaborative  
       9. Oneida County Health Coalition  
       10. Prevention Agenda  
       11. Syphilis Advisory Group  
       12. The Haven Project |
| OH    | 1. CHANGE  
       2. Cincinnati Child Health-Law Partnership |
|       | 3. Coalition for a Drug-Free Clermont County  
       4. Coalition for a Healthy Community |
| OH    | 1. Creating Healthy Communities Coalition  
       2. Health Improvement Partnership-Cuyahoga (HIP-Cuyahoga) |
|       | 3. Healthy Lucas County  
       4. The Health Collaborative (OH) |
| OK    | 1. Tulsa Food Security Council  
       2. Wellness Now Coalition |
| OR    | 1. Eastern Oregon Healthy Living Alliance  
       2. Healthy Columbia Willamette Collaborative  
       3. Oregon Arthritis Program |
|       | 4. Oregon Health Care Quality Corporation  
       5. Tri-County Community Health Collaborative  
       6. Way to Wellville Caltsop County |
| PA    | 1. Health Care Improvement Foundation  
       2. Healthy Community Network  
       3. Hep C Allies of Philadelphia |
|       | 4. Lighten Up Lancaster County  
       5. LiveWell Lancaster |
| SC    | 1. Alliance for a Healthier South Carolina  
       2. Richland, Lexington, Fairfield County(s) Partnership(s) |
|       | 3. Spartanburg's Way to Wellville  
       4. Tri-County Community Action Teams-TCAT |
| SD    | 1. Live Well Sioux Falls |
| TN    | 1. Healthy Nashville  
       2. Nashville Health |
| TX    | 1. Gateway to Care  
       2. Community Care Collaborative  
       3. Gateway to Care Collaborative  
       4. Healthy Tarrant County Collaboration |
|       | 5. San Antonio Diabetes Collaborative  
       6. Southeast Texas Regional Healthcare Partnership  
       7. The Health Collaborative (TX) |
| UT    | 1. Utah Leaders for Health  
       2. Utah Partnership for Value/HealthInsight Utah |
| VA    | 1. Petersburg Wellness Consortium |
| VI    | 1. FDD |
| VT    | 1. Burlington Partnership for a Healthy Community  
       2. ECOS (Environment, Community, Opportunity, Sustainability) |
|       | 3. RiseVT |
       2. Cascade Pacific Action Alliance  
       3. Communities of Opportunity  
       4. Healthier Washington - Accelerator Committee  
       5. Healthy Living Collaborative  
       6. Moving Mason Forward  
       7. North Sound Accountable Community of Health |
|       | 8. Olympic Community of Health  
       9. Priority Spokane  
       10. Somali Health Board  
       11. SpoKids  
       12. Washington Health Alliance |
<table>
<thead>
<tr>
<th>State</th>
<th>Name of partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>WI</td>
<td>1. Central Wisconsin Health Partnership</td>
</tr>
<tr>
<td></td>
<td>2. Community Engagement Workgroup (CEW)</td>
</tr>
<tr>
<td></td>
<td>3. Evidence-Based Health Policy Project</td>
</tr>
<tr>
<td></td>
<td>4. Healthier Community Action Team</td>
</tr>
<tr>
<td></td>
<td>5. La Crosse Medical Health Science Consortium</td>
</tr>
<tr>
<td></td>
<td>6. re:TH!NK, Winnebago’s Healthy Living Partnership</td>
</tr>
<tr>
<td>WY</td>
<td>1. The Council of Social Agencies</td>
</tr>
<tr>
<td></td>
<td>2. Wyoming Business Coalition on Health</td>
</tr>
<tr>
<td>Multi-state</td>
<td>1. AHEAD</td>
</tr>
<tr>
<td></td>
<td>2. Building Community Resilience Collaborative</td>
</tr>
<tr>
<td></td>
<td>3. CDC/Appalachian Regional Commission(ARC)/Marshall University</td>
</tr>
<tr>
<td></td>
<td>4. Cities Changing Diabetes</td>
</tr>
<tr>
<td></td>
<td>5. Collective Impact on Health</td>
</tr>
<tr>
<td></td>
<td>6. Community Engagement</td>
</tr>
<tr>
<td></td>
<td>7. Empowered Patient Coalition</td>
</tr>
<tr>
<td></td>
<td>8. Gen-H</td>
</tr>
<tr>
<td></td>
<td>9. Healthy Communities</td>
</tr>
<tr>
<td></td>
<td>10. Healthy Communities Task Force</td>
</tr>
<tr>
<td></td>
<td>11. Human Milk Banking Association of North Americas</td>
</tr>
<tr>
<td></td>
<td>12. Kansas City Quality Improvement Consortium (KCQIC)</td>
</tr>
<tr>
<td></td>
<td>13. Michigan Health Equity Initiative</td>
</tr>
<tr>
<td></td>
<td>15. National Implementation Research Network</td>
</tr>
<tr>
<td></td>
<td>16. OpenNotes</td>
</tr>
<tr>
<td></td>
<td>17. Opiate Initiative</td>
</tr>
<tr>
<td></td>
<td>18. Partners for community wellness</td>
</tr>
<tr>
<td></td>
<td>19. PartnerSHIP 4 Health</td>
</tr>
<tr>
<td></td>
<td>20. Public Health Council of the Upper Valley</td>
</tr>
<tr>
<td></td>
<td>21. Quad City Health Initiative</td>
</tr>
<tr>
<td></td>
<td>22. Region V Health Equity Council</td>
</tr>
<tr>
<td></td>
<td>23. Rethink health upper valley</td>
</tr>
<tr>
<td></td>
<td>24. ReThink Mental Health</td>
</tr>
<tr>
<td></td>
<td>25. TeamWork: Leadership for Healthy States</td>
</tr>
<tr>
<td></td>
<td>26. The Big10 CIC Health Equity Initiative</td>
</tr>
<tr>
<td></td>
<td>27. The Bright Spotting Group</td>
</tr>
<tr>
<td></td>
<td>28. The Practical Playbook</td>
</tr>
<tr>
<td></td>
<td>29. WEACT for Environmental Justice</td>
</tr>
<tr>
<td></td>
<td>30. Weighing In</td>
</tr>
</tbody>
</table>
Results by question

What year did this effort begin? (n=234)

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Cumulative</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985-1989</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>1990-1994</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>1995-1999</td>
<td>24</td>
<td>17</td>
</tr>
<tr>
<td>2000-2004</td>
<td>45</td>
<td>21</td>
</tr>
<tr>
<td>2005-2009</td>
<td>83</td>
<td>38</td>
</tr>
<tr>
<td>2010-2015</td>
<td>234</td>
<td>151</td>
</tr>
</tbody>
</table>

What geographic level best describes the target area for your partnership’s effort? (check only one) (n=195)

- Multi-state: 8%
- State: 16%
- Multi-county: 23%
- County: 26%
- Multi-city: 2%
- City: 9%
- Neighborhood/community: 8%
- Hospital service area/region: 3%
- Other: 7%
Identify the state(s) where your partnership’s effort occurs (check all that apply) (n=195)

What is the estimated population size in the region where your partnership works? (n=196)

<table>
<thead>
<tr>
<th>Population Size</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 1 million</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>250,000-1 million</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>100,000-250,000</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>50,000-100,000</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Less than 50,000</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>
How many FTEs (volunteer or paid) are currently dedicated to supporting the operational infrastructure (i.e., backbone work) of your partnership? (n=217)

- Zero: 2%
- Less than 1 FTE: 11%
- 1 to 5: 56%
- 6 to 10: 13%
- 11 to 25: 10%
- 26 to 49: 4%
- 50 or more: 5%

To what extent do the following sectors participate at any level in your partnership? (Scale of: not represented, member with limited participation, active participant (not leadership), member of leadership, don’t know) (n=213)
What is the overall purpose of your partnership? Feel free to past in your vision, mission and objectives. (n=136)

Responses fell into three general categories, described below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Sample quotes</th>
</tr>
</thead>
</table>
| Single issue (for example: asthma, oral health, obesity prevention) 33% (67) | “Improve coordination among 18 state agencies and increase production of supportive housing [in our state].”  
“To provide policy advocacy, awareness, community connections, and economic development around food security.”  
“Increase access to self-management programs that can improve skills, knowledge and physical activity that can reduce arthritis symptoms.” |
| Overall community health 32% (65)                  | “To ensure that every child (and adult) [in our county] is safe, healthy, and able to thrive.”  
“We create a culture of health and wellbeing by serving as a convener to open dialogue, align resources and build smart strategic partnerships to create a bold plan for health and wellbeing in [our city].”  
“We are committed to creating a common understanding of community needs, gaps and priorities that will advance the well-being of [our] community.” |
| Health system transformation 35% (72)             | “To support and provide technical assistance and resources to build partnerships between public health and primary care.”  
“Provide alternative health care to folks who don’t have access.”  
“To improve the health of the 7 county region via Healthy Behaviors, Payment Reform, and high quality primary care.” |
Please indicate the degree to which your partnership is engaged in each of the following issue areas as a percentage of your current activities. (n=177)

### Dominant
- n=61 (34%)
- Majority of time on 1 area

### Mixed
- n=64 (36%)
- Time mixed among 2-3 areas

### Comprehensive
- n=52 (29%)
- Time balanced across all 4 areas

<table>
<thead>
<tr>
<th>Themes</th>
<th>Sample quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program specific achievements</td>
<td>Raising awareness @ priority health issue (19)</td>
</tr>
<tr>
<td></td>
<td>Expanded training of asthma educators</td>
</tr>
<tr>
<td></td>
<td>Work related to tobacco/alcohol/drug abuse (18)</td>
</tr>
<tr>
<td></td>
<td>raising the legal age for tobacco sales/purchase to 21</td>
</tr>
<tr>
<td></td>
<td>Community engagement &amp; capacity building (17)</td>
</tr>
<tr>
<td></td>
<td>Creating a Resident Leadership Program</td>
</tr>
<tr>
<td></td>
<td>Policy advocacy and policies passed (15)</td>
</tr>
<tr>
<td></td>
<td>Smoke Free Air Ordinance at County and multiple City levels; institutional smoke free air policies</td>
</tr>
<tr>
<td></td>
<td>Work in the schools around health (15)</td>
</tr>
<tr>
<td></td>
<td>School based oral health program</td>
</tr>
<tr>
<td></td>
<td>Coordination by sharing of data (7)</td>
</tr>
</tbody>
</table>
**Central Location for Data - Dashboard Website**

“Health behaviors” specifically named (6)
*Efforts to improve healthful behaviors*

Work around social determinants of health (6)
*Action on the social determinants of health*

Work around health equity (5)
*Using an equity lens for our Health Improvement Planning process, implementation and evaluation*

<table>
<thead>
<tr>
<th><strong>Partnership development (93)</strong></th>
<th><strong>Building membership across sectors (25)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cross-sector community based partnerships</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Forming a collaborative (22)**
*Creating a diverse, 11 member Collaborative where ALL are engaged and supportive ...with modest funding/in-kind from all members*

**Building a common agenda and seeing success in joint work (14)**
*Creating a common agenda and set of big dot population health and health equity goals for SC*

**Improving coordination (9)**
*Movement towards sharing information*

**Leveraging resources (5)**
*Created and maintain funding for a county-wide alcohol coalition that has successfully helped change policy locally*

<table>
<thead>
<tr>
<th><strong>Health care improvements (76)</strong></th>
<th><strong>Improving care and reducing costs through person-centered medical home pilot</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use of patient reported outcomes and cost data</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Program-level achievements specifically about HEAL work (54)</strong></th>
<th><strong>Tools for Schools Toolkit: Partnering with Schools to Reduce Childhood Obesity and Improve Student Health.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corner Market Makeovers for healthy food options</strong></td>
<td></td>
</tr>
<tr>
<td>Improvements to health care access (32)</td>
<td>Providing access to patient centered primary care</td>
</tr>
<tr>
<td>Improvements to physical environment (14)</td>
<td>Enacting the first bicycle infrastructure changes through development of a signed inner city bike loop</td>
</tr>
<tr>
<td>Improvements to or completion of a community needs assessment (13)</td>
<td>Collaborative Community Health Needs Assessment with two competing health systems</td>
</tr>
</tbody>
</table>

| “Social/economic/educational” work specifically named as such (8) | Social/economic/educational work |

If there are priorities that your partnership is not currently pursuing, what barriers most prevent you from addressing these priorities now? Please list up to three. (n=155)

<table>
<thead>
<tr>
<th>Themes</th>
<th>Sample quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of money (90)</td>
<td>City Government financial challenges</td>
</tr>
<tr>
<td>Lack of funding to expand services, scope and resources</td>
<td></td>
</tr>
<tr>
<td>Problems with people and infrastructure capacity- (69)</td>
<td>Engagement of the highest leaders and decision makers</td>
</tr>
<tr>
<td>Lack of decisive governance/decision making</td>
<td></td>
</tr>
<tr>
<td>Lack of community support (63)</td>
<td>Lack of support of key government administrators</td>
</tr>
<tr>
<td>Legislators and business leaders who do not understand healthcare economics and the perverse incentives in healthcare</td>
<td></td>
</tr>
<tr>
<td>Problems with coordination within the partnership (51)</td>
<td>We've encountered barriers in working with community clinic, hospital and health plan partners</td>
</tr>
<tr>
<td>Legal issues associated with data sharing</td>
<td></td>
</tr>
<tr>
<td>The priority issue seems too big/complex or geography too large so they don’t know how to</td>
<td>Our inexperience/lack of understanding about how to impact the high cost of housing and/or low wages</td>
</tr>
</tbody>
</table>
address it, or disheartened by failed strategies (30)

- Transportation--too big, lack of appropriate interventions to tackle presently

Lack of sustainability (3)

- Lack of sustainability planning

Where do you feel your partnership’s authority to lead comes from? (select all that apply) (n=187)

<table>
<thead>
<tr>
<th>Authority Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Champions of a widely shared vision</td>
<td>79%</td>
</tr>
<tr>
<td>Recognition from leaders in other institutions</td>
<td>78%</td>
</tr>
<tr>
<td>Trusted source of information</td>
<td>76%</td>
</tr>
<tr>
<td>Viewed as a neutral convener for issues</td>
<td>63%</td>
</tr>
<tr>
<td>Leverage and influence the use of resources</td>
<td>62%</td>
</tr>
<tr>
<td>Recognition from elected officials or gov’t leaders</td>
<td>61%</td>
</tr>
<tr>
<td>Have resources to address pressing needs</td>
<td>60%</td>
</tr>
<tr>
<td>History of bringing diverse groups together</td>
<td>60%</td>
</tr>
<tr>
<td>Broad-based grassroots support</td>
<td>47%</td>
</tr>
</tbody>
</table>

Which of the following best characterizes the main focus of your regional change efforts now? If several apply, select the one that best reflects your partnership’s core work right now. (n=180)

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Earlier (n=101)</th>
<th>Middle (n=53)</th>
<th>Later (n=26)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(56%)</td>
<td>(29%)</td>
<td>(14%)</td>
</tr>
</tbody>
</table>
Have organizations in your region worked together across sectors to accomplish a purpose that no one organization can do alone? (n=180)

- Yes: 83%
- Not yet: 17%

Has your partnership developed an ongoing forum for well-positioned leaders across sectors to sustain coordination? (n=180)

- Yes: 59%
- Not yet: 41%

Does your partnership have dedicated staffing or infrastructure to support cross-organizational collaboration? (n=180)

- Yes: 72%
- Not yet: 28%

Has your partnership conducted multiple collaborative projects? (n=180)

- Yes: 72%
- Not yet: 28%

Has your partnership developed a guiding vision and priorities to orient all of your projects? (n=180)

- Yes: 70%
- Not yet: 30%

Has your partnership spread successful innovations beyond pilot sites? (n=180)

- Yes: 60%
- Not yet: 41%
Have organizations participating in your partnership redesigned their business models related to population health, health care delivery, and/or other social priorities? (n=180)

- Yes: 32%
- Not yet: 68%

Has your partnership integrated successful innovations into a common system that routinely delivers better results so that you can focus on the challenges of the future? (n=180)

- Yes: 18%
- Not yet: 82%

To what extent are the following activities currently contributing to your momentum? (five-point scale of: don’t know, not a contributor, slight contributor, significant contributor, already past this one) (n=173)

- Unsure
- Not a contributor
- Past contributor
- Slight contributor
- Significant contributor

- Engaging multi-sector stakeholders
- Building a region-wide vision around shared values
- Designing and funding operating structures
- Provoking innovation
- Experimenting and learning from “easy wins”
- Elevating shared goals
- Taking a longer view
- Building capacity to discuss tough issues
- Looking to other sectors and countries for models of success
- Exercising influence upward and outward
- Institutionalizing stewardship
- Conducting a shared needs assessment
- Facilitating uptake and spread
- Celebrating successes
- Recruiting new leaders who have a region-wide focus
To what extent are the following barriers standing in the way of your continued success? (five-point scale of: don’t know, not a barrier, somewhat a barrier, significant barrier, already past this one) (n=168)

Which statement best describes your partnership’s stage in developing a financing plan to achieve your objectives? (n=150)
What is the time horizon, or end date, of your financing plan as it currently exists? (n=110)

- Less than 1 year: 11%
- 1-3 years: 53%
- 3-5 years: 24%
- 5-10 years: 11%
- 20+ years: 1%

What is your partnership’s operating budget for the current fiscal year? Consider all expenses for both projects and coordination. (n=122)

- Over $10,000,000: 6%
- $1-10,000,000: 18%
- $500-999,999: 21%
- $250-499,999: 16%
- $50-249,999: 23%
- Under $50,000: 16%

How confident are you that your partnership will eventually fund its full agenda? (n=165)

- Very confident: 17%
- Somewhat confident: 70%
- Not at all confident: 13%
Which of the following have you ever used to financially support your agenda/infrastructure, and which are priorities for the next year? (responses are: we have used, priority for next year, have not used & not a priority in the next year) (n=129)

<table>
<thead>
<tr>
<th>Short-term</th>
<th>Have not used; not a priority</th>
<th>Have used</th>
<th>Have not used; priority for next year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Grants, contracts, donations</td>
<td>• Grants/contracts: Academic centers</td>
<td>30% 19% 19%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Grants/contracts: Business, banks</td>
<td>37% 11% 14%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Grants/contracts: Government</td>
<td>13% 45% 22%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Grants/contracts: Health care sector</td>
<td>14% 34% 26%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Grants/contracts: Individuals or other</td>
<td>30% 23% 17%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Grants/contracts: Philanthropy/United Way</td>
<td>12% 48% 25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Other: Anything related to competitions or prizes</td>
<td>45% 9% 8%</td>
<td></td>
</tr>
<tr>
<td>2. In-kind or barter agreements</td>
<td>• All types</td>
<td>18% 41% 19%</td>
<td></td>
</tr>
<tr>
<td>3. Health system payments</td>
<td>• Medicaid waivers</td>
<td>46% 5% 8%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Per capita payments from health plans</td>
<td>50% 3% 7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Hospital community benefit</td>
<td>19% 27% 22%</td>
<td></td>
</tr>
<tr>
<td>4. Loans</td>
<td>• Community development financing</td>
<td>51% 7% 6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Impact investment, venture capital, or pay-for-success</td>
<td>49% 6% 9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Program-related investments</td>
<td>47% 9% 11%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Debt financing, loan guarantees, or line of credit</td>
<td>54% 7% 8%</td>
<td></td>
</tr>
<tr>
<td>5. Dues, earnings, legal settlements</td>
<td>• Dues or membership fees</td>
<td>44% 11% 12%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Earned income, service or management fees</td>
<td>43% 11% 8%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Legal settlements</td>
<td>54% 3% 5%</td>
<td></td>
</tr>
<tr>
<td>6. Gain sharing or shared savings agreements</td>
<td>• All types</td>
<td>48% 8% 1%</td>
<td></td>
</tr>
<tr>
<td>7. Health and wellness trusts</td>
<td>• All types</td>
<td>46% 3% 10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Trusts, fisc waivers, agreements, credits or exemptions</td>
<td>52% 8% 8%</td>
<td></td>
</tr>
<tr>
<td>8. Taxes, waivers, levies, assessments, credits, etc.</td>
<td>• All types</td>
<td>52% 8% 8%</td>
<td></td>
</tr>
</tbody>
</table>
In addition to funding your strategies, which of the following financing activities will be top priorities for you in 2016? (n=180)

- Resources for backbone or partnership infrastructure: 52%
- Aligning resources across participating organizations: 44%
- Identifying impact measures or return-on-investment: 37%
- Deepening/reaching agreement on financing strategy: 33%
- Understanding specific financing types/opportunities: 32%
- Long-term financial planning: 23%
- Conducting pilots to test financial viability: 11%
- Implementing shared savings or reinvestment measures: 8%
- Changing rules or regulations: 8%
- Implementing payment reform: 7%
- No definite priorities: 8%

Is your partnership currently a member or participant in a national association or multi-site initiative (for example: IHI SCALE, BUILD Health Challenge, Living Cities, etc.)? (n=56)

Fifty-six partnerships said yes, and provided the answers below. Those mentioned more than once are indicated with an asterisk:

- ABIM
- 100 million healthier lives
- AARP
- AHEAD (PHI, TRF, Kresge, et al)
- *American Planning Association’s Plan4Health,
- Association for Community Health Improvement,
- *BUILD Health Challenge
- CADCA
- CDC Partnerships to Improve Community Health
- *CDC Prevention Grant,
- CHARTER VALUE EXCHANGE
- CJA
- Clean Communities,
- CMMI Innovation Grant,
- CMS Community-Based Care Transitions Program
- *Communities Joined In Action
- Communities of Opportunity are in Living Cities' Integration Initiative,
- CR learning communities
- EPODE – International
- Essential Health Community Health Needs Assessment
- HEAL Cities,
- Healthiest Cities and Counties Challenge,
- *Healthy People, Healthy Carolinas site funded through The Duke Endowment
IHI Pathway to Pacesetter
IHI Better Health Lower Cost Collaborative,
*IHI SCALE
Institute of Medicine
Let's Move,
Living Cities,
local community health council
Michigan 4x4 Plan
NACCHO
NACo/Aetna Foundation Healthiest Cities and Counties Challenge Innovative Community.
NAHDO
National Center for Medical Legal Partnerships
*NBCCH
NJ Medicaid ACO Demonstration Project,
NQF Population Health Action Guide Field Testing Group,
*NRHI,
NYS Health Foundation's Healthy neighborhood Initiative
Partnership for a Healthier America,
Partnerships to Improve Community Health (PICH),
Pathway to Pacesetter
Promise Neighborhood initiative
Public Health Institute
Purpose Built Communities
REACH Grant,
Regional asthma coalition funded by the New York State Department of Health
Robert Wood Johnson Foundation Culture of Health Sentinel Communities
*RWJF's Building Healthy Communities
SCALE initiative
The Dept of Family & Community Engagement
The Practical Playbook
Trinity Transforming Communities Initiative grant
United States Breastfeeding Committee
UWW Health Group,
*Way to Wellville
WHO
Questionnaire

The 2016 ReThink Health Pulse Check

The Pulse Check, supported by the Rippel and Robert Wood Johnson Foundations, provides one of the only national snapshots of innovative, multi-sector partnerships and their role in reshaping the rapidly evolving health landscape across the country.

“Multi-sector partnership for health” are regional efforts to transform health and create resilient communities. These partnerships span health, health care, and other sectors, and are also known as: alliances, collaboratives, coalitions, coordinating committees, hubs, stewardship groups, etc.

Unless a question instructs otherwise, please respond on behalf of your entire partnership, not just the coordinating or backbone function.

Results will be reported in aggregate, and individual results will be kept confidential. Your candid responses are appreciated. The survey will take about 15 minutes to complete. Thank you for your response.

Q1: As a leader in the field, this questionnaire has been generated specifically for you. Please confirm your name and email.

First Name:
Last Name:
Email:

Q2: Are you part of a multi-sector partnership focused on a region in the U.S.?

Yes
No, but I can refer you to other people who are part of a multi-sector partnership and could complete this questionnaire. (Skip to last Q.)

Q3: What is the name of your partnership?

Q4: Please briefly describe your role in the partnership.

Q5: What year did this effort begin?

- 2015
- 2014
- 2013
- 2012
- 2011
- 2010
- 2009
- 2008
- 2007
- 2006
- 2005
- 2004
- 2003
- 2002
- 2001
- 2000
- 1999
- 1998
- 1997
- 1996
- 1995
- 1994
- 1993
- 1992
- 1991
- 1990
- 1989 or before
Q6: What geographic level best describes the target area for your partnership’s effort? (check only one)

A. Multi-state  
B. State  
C. Multi-county region  
D. County  
E. Multi-city  
F. City  
G. Multi-neighborhood/community  
H. Neighborhood/community  
I. Hospital service area  
J. Hospital referral region  
K. Other: _________ (please specify)

Q7: Identify the state(s) where your partnership’s effort occurs. (check all that apply)

<table>
<thead>
<tr>
<th>Those that answered a-b above</th>
<th>Those who answered c-d above:</th>
<th>Those who answered e-f above:</th>
<th>Those who answered g-j above:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to Q9</td>
<td>Q: Please identify the county/counties in which your partnership’s effort occurs. (open ended)</td>
<td>Q: Please identify the county/counties in which your partnership’s effort occurs. (open ended)</td>
<td>Q: Please identify the county/counties in which your partnership’s effort occurs. (open ended)</td>
</tr>
<tr>
<td></td>
<td>Q: Please identify the city/cities in which your partnership’s effort occurs. (open ended)</td>
<td>Q: Please identify the city/cities in which your partnership’s effort occurs. (open ended)</td>
<td>Q: Please identify the name of the area where your partnership’s effort occurs. Ex: zip code, health service area, community, etc. (open ended)</td>
</tr>
</tbody>
</table>

Q8: What is the estimated population size in the region where your partnership works?

A. Less than 50,000  
B. 50,000-100K
C. 100K – 250K
D. 250K – 1 million
E. More than 1 million

Q9: How many FTEs (volunteer or paid) are currently dedicated to supporting the operational infrastructure (i.e., backbone work) of your partnership?

A. 0
B. Less than 1 FTE
C. 1-5
D. 6-10
E. 11-25
F. 26-49
G. 50+

Q10. To what extent do the following sectors participate at any level in your partnership? (Scale of: Not represented, Member with limited participation, Active participant (not leadership), Member of Leadership, Don’t know)

A. Academia and Research
B. Business
C. Community or regional planning
D. Community or neighborhood organization
E. Early childhood
F. Economic development
G. Education
H. Elected officials
I. Government
J. Faith-based institutions
K. Health care delivery
L. Health insurance
M. Housing
N. Law and law enforcement
O. Media
P. Mental and behavioral health
Q. Philanthropy (including United Way)
R. Public health
S. Social service
T. Transportation
U. Union
V. Other: _____ (please specify)
Q11: What is the overall purpose of your partnership? Feel free to paste in your vision, mission, and objectives.

Q12: Please indicate the degree to which your partnership is engaged in each of the following issue areas, as a percentage of your current activities. [Percentage for each category, adding up to 100]

Definitions:

Health care access, quality, and/or cost: efforts to enhance clinical care or improve how health care services are delivered, coordinated, and financed.

Health behaviors and risk factors: efforts to promote healthful behaviors or stop harmful behaviors like smoking, poor diet, and others.

Social, economic, educational conditions or services: efforts to enhance people’s social welfare, standard of living, or educational achievement.

Physical environments: efforts to enhance physical spaces, improve air and water quality, and reduce exposure to environmental hazards in homes, schools, neighborhoods, etc.

<table>
<thead>
<tr>
<th>Health care access, quality, and/or cost</th>
<th>Health behaviors</th>
<th>Social, economic, educational conditions or services</th>
<th>Physical environments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other: ________

Please define your partnership’s other priorities

Q13: Which priorities or innovations is your partnership most proud of enacting? Please list up to 3.

Q14: If there are priorities that your partnership is not currently pursuing, what barriers most prevent you from addressing these priorities now? Please list up to three.

Q15: Where do you feel your partnership’s authority to lead comes from? (select all that apply)

A. We are champions of a widely shared vision.
B. We are a trusted source of information.
C. We have broad-based grassroots support.
D. We have recognition from elected officials or government agency leaders.
E. We have recognition from leaders in other institutions that are central to our cause (health agencies, local businesses, etc.).
F. We are viewed as a neutral convener for challenging issues.
G. We have a history of bringing diverse groups together.
H. We bring resources to the region to address pressing needs.
I. We leverage and influence the use of resources in the region.
J. Don’t know
K. Other: ________
Most multi-sector partnerships go through phases as they develop. The following questions ask about the main focus of your partnership’s work, what sustains your momentum, and what challenges you currently face or have encountered so far.

Q16: Which of the following best characterizes the main focus of your regional change efforts now? If several apply, select the one that best reflects your partnership’s core work right now.

A. **Advance a Campaign:** Multiple organizations find common ground around a narrowly-focused campaign and create a short-term alliance to achieve a tangible health-related goal.

B. **Engage Stakeholders:** Building on existing relationships, stakeholders appeal to diverse allies, identify connections, and engage in an ongoing forum to address broader dimensions of health and/or health care.

C. **Align to Achieve Shared Goals:** A formal network of stakeholders aligns around clear common objectives and commits resources to coordinated efforts to achieve them.

D. **Redesign the System:** Stakeholders enact a long-term strategy by redesigning core practices and policies, reallocating resources, and forming new business relationships to transform the system that shapes health.

E. **Integrate the System:** Stakeholders institutionalize successful innovations into an integrated health ecosystem that is designed, led, and financed to foster healthy people and thriving communities.

F. **Other—please describe**

For this section, please check yes or not yet for each statement. Be conservative in your “yes” responses—check “yes” only when you are sure that your partnership has made clear progress in that area.

Q17: Have organizations in your region worked together across sectors to accomplish a purpose that no one organization can do alone?

Yes
Not yet

Q18: Has your partnership developed an ongoing forum for well-positioned leaders across sectors to sustain coordination?

Yes
Not yet

Q19: Does your partnership have dedicated staffing or infrastructure to support cross-organizational collaboration?

Yes
Not yet
Q20: Has your partnership conducted multiple collaborative projects?

Yes
Not yet

Q21: Has your partnership developed a guiding vision and priorities to orient all of your projects?

Yes
Not yet

Q22: Has your partnership spread successful innovations beyond pilot sites?

Yes
Not yet

Q23: Have organizations participating in your partnership redesigned their business models related to population health, health care delivery, and/or other social priorities?

Yes
Not yet

Q24: Has your partnership integrated successful innovations into a common system that routinely delivers better results so that you can focus on the challenges of the future?

Yes
Not yet

Q25: To what extent are the following activities currently contributing to your momentum? (check only one per row) [Five point scale of: Don’t know, Not a contributor, Slight contributor, Significant contributor, Already past this one]

A. Conducting a shared needs assessment
B. Engaging multi-sector stakeholders
C. Building a region-wide vision around shared values
D. Experimenting and learning from “easy wins”
E. Designing and funding operating structures to support ongoing collaboration (resources, dedicated staff, and information systems)
F. Building capacity to discuss tough issues by instituting collaborative norms
G. Elevating the shared goals for the whole region to be about transformation
H. Provoking innovation by exploring new ideas, sources of funding, and non-financial resources
I. Recruiting new leaders who have a region-wide focus
J. Taking a longer view, considering future scenarios that will call for collaborative problem solving.
K. Institutionalizing stewardship by ensuring the partnership has real authority to make and enact decisions
L. Facilitating uptake and spread of successful redesigned models in the region
M. **Celebrating** successes in the development of citizen forums, the engagement of more institutions, and other signs of broadening stewardship

N. **Exercising influence upward and outward** beyond the region to focus on impacts outside of health, including the broader policy environment

O. **Looking to other sectors and countries for models of success** to inform the partnership’s work

P. **Other**

Q26: **To what extent are the following barriers standing in the way of your continued success?** [Five point scale of: Don’t know, Not a barrier, Somewhat a barrier, Significant barrier, Already past this one]

A. **Our collaboration has a temporary purpose.**

B. **We invest too much in projects rather than building the long-term capacity** of the partnership.

C. **Our vision is too narrow** for the partnership to focus on wider issues that may be important to address.

D. **The partnership consists of people** who lack the authority to make decisions or enact changes in their organizations.

E. **We are overly focused on early wins** and quick successes that don’t challenge the status-quo.

F. **Meetings are unproductive**—partners’ time is not used effectively to address the biggest challenges in our area.

G. **Relationships within the partnership are being strained because** safe topics, easy funding streams, and low-hanging fruit are nearly exhausted.

H. **The partnership has inadequate infrastructure**—as the scope of the group’s efforts have broadened, the “backbone” can’t keep up.

I. **Initial champions have left**, threatening the partnership’s work and the clarity of its long-term vision.

J. **New key stakeholders** have created a need to renegotiate how partners work together.

K. **We face increased political resistance** because proposed strategies challenge fundamental aspects of organizational identities and independence.

L. **Successes are not replicated and spread.**

M. **Progress is difficult to measure** even though investment of resources and time has been significant.

N. **External conditions have shifted**, creating a need to reevaluate the partnership’s strategy.

O. **Other**

When gathering resources to build a partnership or to advance its action agenda, most partnerships have to develop a financing plan (i.e., the identification and deployment of financial capital).

Q27: **Which statement best describes your partnership’s stage in developing a financing plan to achieve your objectives?**

A. We have not yet estimated what our work will cost. (skip to Q30)

B. We know how much money we need but don’t yet have plans to secure that funding. (skip to Q30)
C. We have financing plans for each separate initiative or program but not for an overall long-term strategy.
D. We know how to pay for short-term activities and will develop a longer-term plan contingent on results.
E. We know how to pay for some parts of our long-term strategy but not others.
F. We have a financing plan for our entire long-term strategy.
G. We have a financing plan for our entire long-term strategy, and a critical mass of institutions in the region are aligned around it.
H. Other: _______________________________________________

Q28: What is the time horizon, or end date, of your financing plan as it currently exists?

A. Less than 1 year
B. 1–3 years
C. 3–5 years
D. 5–10 years
E. 10–15 years
F. 15–20 years
G. 20+ years
H. Don’t know

Q29: What is your partnership’s operating budget for the current fiscal year? Consider all expenses for both projects and coordination.

A. Under $50,000
B. $50,000–249,999
C. $250,000–499,999
D. $500,000–$ 999,999
E. $1,000,000–$10,000,000
F. $10,000,000+

Q30: How confident are you that your partnership will eventually fund its full agenda?

A. Not at all confident
B. Somewhat confident
C. Very confident

Q31: Which of the following have you ever used to financially support your agenda/ infrastructure, and which are priorities for the next year? (check all that apply in each row)

(Response options are: we have used, priority for next year, have not used & not a priority in the next year.)

A. Grants/Contracts: Government
C. Grants/Contracts: Healthcare sector
D. Grants/Contracts: Business, banks
E. Grants/Contracts: Academic centers
Q32: In addition to funding your strategies, which of the following financing activities will be top priorities for you in 2016? (Please pick up to three)

A. Understanding specific financing types/opportunities
B. Deepening/reaching agreement on financing strategy
C. Changing rules or regulations to open new financing opportunities
D. Identifying impact measures or return-on-investment
E. Long-term financial planning
F. Implementing payment reform
G. Resources for backbone or partnership infrastructure
H. Conducting pilots to test financial viability
I. Aligning resources across participating organizations
J. Implementing shared savings or reinvestment measures
K. No definite priorities
L. Other (please specify)

Q33: Is your partnership currently a member or participant in a national association or multi-site initiative (for example: IHI SCALE, BUILD Health Challenge, Living Cities, etc.)? If so, please list them.

Yes: __________

No

Q34: Which topics do you feel deserve more attention in next year’s Pulse Check, and why?