

# Regional Practices in Each Pathway Phase

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Improving			Transforming			
PHASE 1 Campaign	PHASE 2 Engage	PHASE 3 Regionalize	PHASE 4 Redesign	PHASE 5 Institutionalize		
Stakeholders (well-positioned leaders, residents, and organizations) work together across sector boundaries on time-limited, issue-specific activities that contribute to solving an identified need or problem in the region; coordination of these efforts is limited.	Stakeholders are aware of the potential for region-wide influence and interdependence, and expand their collaborative work so they can broaden and deepen their working relationships.	Stakeholders share a vision and goals for the region, including for population health. They now have credible and legitimate forum(s) [such as multisector partnership(s), nonprofit organization(s), integrator(s), network of integrators, accountable communi(ties) for health, wellness fund(s), etc.] for working together to improve health and well-being across the region. They embrace systems thinking for reaching goals (a holistic approach to analysis that focuses on the way that a system's component parts interrelate and how systems unfold over time, influenced by actions taken in the past). As a result, they match their vision and goals with a portfolio of interventions (a suite of selected policies, programs, and practices that will produce health). They also intend to create diverse and dedicated funding sources to support the portfolio.	Stakeholders, working in credible and legitimate forums, are collaborating to design a new system that produces health and well-being. They: <ul style="list-style-type: none"> <li>• Use systems thinking consistently</li> <li>• Engage in complex negotiations, balancing independent organizational interests with what is needed to achieve desired outcomes for the region</li> <li>• Focus on efficiencies, resource allocation, and integration in service of a larger, long-term focus on population health</li> <li>• Maintain diverse and dedicated funding sources and mechanisms (techniques or instruments that allow funds to be pooled, distributed, and transferred)</li> <li>• Align allocation of resources with regional goals</li> </ul>	Stakeholders working in credible and legitimate forum(s) continuously refine how their system is designed and financed so they best sustain health, well-being, and care. In these efforts, there is evidence of: <ul style="list-style-type: none"> <li>• Systems thinking being the new norm</li> <li>• Positive health and well-being outcomes are seen across the entire population (e.g., mortality rates decrease, more people indicate they are thriving because regions have increased access to basic health and safety needs, humane housing, reliable transportation, meaningful work that increases wealth, lifelong learning, and more)</li> <li>• Greater efficiency at lower cost</li> </ul>		
<b>STEWARDSHIP</b>	<b>Governance Structures and Norms</b>	<p><b>Legitimacy:</b> Stakeholders recognize the legitimacy of a forum(s) to work across sector boundaries to govern issue- or initiative-specific efforts.</p> <p><b>Composition:</b> A forum is made up of a select group of stakeholders that are partnering on an issue- or initiative-specific project or program focused on achieving a short-term goal.</p> <p><b>Authority:</b> Participants representing stakeholder organizations contribute ideas and content, but often do not have authority to commit more resources than those originally agreed upon by their own organization.</p>	<p><b>Legitimacy:</b> With their forum's legitimacy to govern the work across sector boundaries on a single issue now recognized, stakeholders test expanding the forum's legitimacy to govern multiple issues or initiatives.</p> <p><b>Composition:</b> The forum's make up expands to include participation from more stakeholders and sectors to govern a broader set of issues.</p> <p><b>Authority:</b> Participants representing stakeholder organizations begin to change to include those who have the authority to represent and act on behalf of their organizations.</p>	<p><b>Legitimacy:</b> Stakeholders recognize the credibility and legitimacy of the forum(s), and begin to see some as having authority to act on behalf of them, to accomplish the shared vision of the forum(s).</p> <p><b>Composition:</b> Forums are solidified, comprising a broad cross-section of influential stakeholders across sectors. Stakeholders identify and actively pursue those who are missing from the partnership.</p> <p><b>Authority:</b> Forum participants who represent stakeholder organizations are senior leaders with the authority to commit some of their own organizations' resources to pursue the shared, region-wide vision and goals.</p>	<p><b>Legitimacy:</b> Stakeholders fully recognize the credibility, legitimacy, and authority of some the forum(s) to act on behalf of them, to accomplish the shared vision of the forums.</p> <p><b>Composition:</b> Forums create formal networks so they can work together to govern sub-sections of the larger regional system.</p> <p><b>Authority:</b> Forum participants who represent stakeholder organizations are senior leaders who use their authority to align their organization's resources and vision with the shared, system-wide, regional vision and goals.</p>	<p><b>Legitimacy:</b> Legitimacy of the forum(s) is formalized. Legitimacy is recognized and respected within and across stakeholder organizations as well as by well-positioned leaders and residents.</p> <p><b>Composition:</b> All of the forums and stakeholders influencing health, well-being, and care are working collaboratively to sustain a new system. They are putting the interests of the people, community, and country above those of any one institution.</p> <p><b>Authority:</b> Forum(s) are formally authorized by stakeholders to make decisions to accomplish the forum's (or network of forums') shared vision for the region.</p>
	<b>Management Structures and Norms</b>	Typically, no formal structures are in place to coordinate management of stakeholders' activities in their forum.	Stakeholders form ad-hoc structures and build capacity within and across their own organizations to coordinate management of activities in their forum.	Stakeholders work in and across forums to collectively provide management support for achievement of their more complex shared vision and goals. It's possible that different stakeholders and forums take on different needs to establish the basic infrastructure for population health in a region (e.g., governance and management structures for decision making, accountability, transparency, liability protection, financial management, equipment, technologies, facilities, and services).	Stakeholders and forums formalize a reliable and consistent management infrastructure to collectively provide support for achievement of the forum's (or network of forums') shared vision for the region.	Stakeholders and forums have a formal infrastructure to collectively carry out all of the management activities needed to support the implementation of the forum's (or network of forums') shared vision for the region. Each stakeholder and forum helps carry out these activities as part of an effective network.
	<b>Stakeholders' Commitment Relative to Their Vested Interests</b>	Stakeholders are making decisions on behalf of their own interests or their organization's interests.	Stakeholders' interests align around forum goals, but competition for resources may surface as a source of conflict.	Stakeholders work collaboratively in and across forums to develop a willingness to be transparent and an understanding about one another's vested interests. They also express the intention to reconcile conflicts and create new business models and financial investments.	Stakeholders are fully aware of one another's vested interests related to their involvement in forum(s). They engage in ongoing respectful and active negotiation processes around the allocation and flow of resources.	Stakeholders openly acknowledge and reframe or change their interests to correspond with long-term, system-wide goals.
	<b>Resident Engagement</b>	There is usually no formal collaborative structure or well-designed process in place for resident engagement in cross-sector forums.	Residents begin to engage as stakeholders in cross-sector forums (usually because other stakeholders invite them), on an ad hoc basis.	Stakeholders, working in and across forums, clearly articulate the value for engaging residents. They develop a robust and routine resident engagement process, ensuring forums' priorities and practices are informed by residents who participate, give feedback and input, and take active leadership roles. (See ReThink Health's Resident Engagement Practices Typology.)	Stakeholders develop and implement a strategy to create the conditions for robust, routine, and transparent resident engagement. Stakeholders highly value residents' meaningful participation, feedback, input, and active leadership, and see it as integral to the design and decision-making process they are engaging in to produce health and well-being.	Stakeholders accept and fully integrate robust, routine, and transparent resident engagement processes as part of their system-wide planning and decision-making to produce health and well-being. Residents are active co-producers of health, as their engagement contributes to positive population health and well-being outcomes in the region.

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STRATEGY	Theory of Change	Stakeholders' theory of change (which is a comprehensive description of how and why a desired change is expected to happen in a particular context) is that a specific, often single, defined action or intervention will trigger a desired outcome (such as a policy change, new legislation, election result, raised awareness, etc.).	Stakeholders' theory of change is that focusing on a project or program will address current population needs (there is not yet a collective will to address needs for the long term in a systemic way).	Stakeholders, working in collaborative forum(s), begin to embrace a theory of change--meaning they come to believe that the many forces that shape health in a region work together as a system--and seek to understand how the system tends to change, or resists change, over time so they can fundamentally shift policies, programs, and the allocation of resources to transform population health.	Stakeholders fully embrace and act on a long-term, system-wide, inclusive theory of change for transforming health care and producing health and well-being across the region.	Stakeholders' long-term, system-wide, inclusive theory of change is proving to be effective at transforming health care and producing health and well-being across the region, even as stakeholders adapt it based on experience and changing conditions. Stakeholders recognize the link between goals, theory of change, and impact.
	Interventions	Stakeholders pursue a singular, independent intervention designed to address an issue- or initiative-specific campaign or goal.	Stakeholders pursue multiple initiatives focused on an issue-specific initiative or goal.	Stakeholders, working in forums, begin to create and pursue a regional portfolio of interventions, consisting of multiple upstream and downstream efforts and activities that will yield short- and long-term return on investment. Upstream efforts focus on improving fundamental social and economic structures in order to decrease barriers and improve supports so people across regions achieve their full health potential. Downstream efforts focus on what can change individuals' behaviors, such as programs that address nicotine addiction.	Stakeholders pursue a regional portfolio of interventions that will create a new system to produce health and well-being. The portfolio will consist of upstream and downstream interventions that will yield short- and long-term return on investment.	Stakeholders refine and pursue a portfolio of interventions that supports the theory of system change at multiple levels throughout the region, and generates intended outcomes and return on investment.
	Effective Design and Implementation	Stakeholders design their independent intervention to be results-oriented, using established criteria for effective design. They implement the initiative with fidelity to its design.	Stakeholders use established criteria for effective design to inform their approach to multiple initiatives. They implement the initiative with fidelity to its design.	Stakeholders, working in forums, continue to use established criteria for effective design and apply it when implementing their portfolio of interventions. They also begin to build a culture of experimentation by continuously developing prototypes and pilots, including some adapted from model initiatives or best practices to fit local needs and contexts. The pilots test new and risky ideas related to their portfolio.	Stakeholders begin to scale successful pilots across the region and have processes to continuously adapt the design of their portfolio of interventions based on outcomes of implementation.	Stakeholders fully embrace a culture of experimentation and prototyping, and regularly scale successful efforts across the region. Robust region-wide structures to assess progress allow for continuous adaptation and improvement of the portfolio of interventions.
FINANCING	Financial Plan, Including for the Stakeholders and Forums that Coordinate Governance and Management Activities	There is no financial plan, including for coordination of governance and management activities. Funding is ad hoc and short term, typically relying on grants and in-kind contributions to support issue- or initiative-specific campaign activities on an annual basis.	There is no formal financial plan, but stakeholders are moving toward a multi-year budget focused on short-term needs, including for coordination of governance and management activities. For stakeholders or forums carrying out coordination activities, there may be some grant support and/or financial contributions from a few other stakeholders, but there is no specific outside funding nor plan for long-term stability.	Stakeholders, working in forums, begin to develop a long-term financial plan for their work to design a new system that produces health and well-being. The plan: <ul style="list-style-type: none"> <li>encompasses the work within and across forums, including for coordination of governance and management activities (which may be either independent or linked to funding for specific interventions);</li> <li>estimates spending over a period of 5-10 years for a portfolio of interventions; and</li> <li>begins to identify revenue sources.</li> </ul>	Stakeholders and forums create a long-term financial plan for the region, including for coordination of governance and management activities. The plans may be independently managed by stakeholders and forums, but are coordinated so that in combination they provide a financial plan for the transformation of the entire regional health economy. Financial plans include: <ul style="list-style-type: none"> <li>spending estimates for a 10-20 year period for a portfolio of interventions;</li> <li>revenue sources for the full menu of spending;</li> <li>return on investment, incorporated into the plans to the extent necessary to support revenue sources; and</li> <li>ways to mitigate short-term losses if embracing new ways of working together causes financial disruption to any stakeholders.</li> </ul>	Stakeholders and their forum(s) have a financial plan for encompassing the entire regional health economy and institutionalize it in their own budgets and financial planning. Stakeholders also: <ul style="list-style-type: none"> <li>create financing structures (such as budget processes, payment models, or pooled resources) that recognize and support the interconnections between stakeholders and forums;</li> <li>dovetail stakeholders' and forums' financial plans with the regional plan so that the resources of both are leveraged and return on investment is demonstrated; and</li> <li>weave financial support for coordination of governance and management activities into the system of financing at the regional level and/or at the stakeholder/forum level.</li> </ul>
	Financial Viability	Financial viability does not exist because funding comes only from short-term sources, most often ad hoc and/or one-time contributions, grants, and in-kind gifts to support initiative- or issue-specific activities.	Financial viability does not yet exist because funding typically consists of single- or multi-year grants, contracts, and in-kind sources. Stakeholders may begin to contribute resources.	Stakeholders, working in a forum(s), are exploring and beginning to access diverse, long-term financing sources to support development of new interventions that produce health and well-being as well as coordination of governance and management activities.	Stakeholders embrace sound business models to enact interventions that allow them to secure adequate, long-term financial commitments from multiple sources and/or reliable streams of earned income. Stakeholders shift their financing priorities, from crisis services to interventions that safeguard and/or produce health and well-being.	Stakeholders have secured sufficient and diverse financial resources, and coordinates them to support the execution of the financial plan across the region over the long term. Stakeholders have put financing governance structures in place to ensure accountability, and adopted protocols to monitor and adapt as necessary.

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VALUES	Value Proposition Articulating Shared Vision	Stakeholders develop a value proposition articulating their shared short- or long-term aspirations for their issue- or initiative-specific efforts.	Stakeholders develop a value proposition articulating how collaborating on multiple initiatives will improve health and well-being in their region.	Stakeholders, working in forum(s), begin to articulate a clear and compelling value proposition for a transformed health system in the region, based on strongly held values and a clear view of the costs of inaction. The value proposition recognizes both the complexity and challenge of creating lasting solutions. For example, it clarifies the unique role and contribution of each stakeholder and/or forum, and what the social and financial return on investment would be if the vision were achieved.	Stakeholders put in place a formal, clear, and compelling value proposition for the entire region (including how it supports all residents, not just specific sub-populations) and use it to guide investments and actions. It describes their vision for the region in a way that drives greater alignment and support across a critical mass of stakeholders. Stakeholders integrate the regional, system-wide shared vision into the goals and priorities of their forum(s).	The shared vision has become the aspirational norm, now widely embraced by all stakeholders in the region. Stakeholders continuously refine the value proposition for the region, which is increasingly validated by outcomes and impacts that demonstrate progressively greater value—social and financial return on investment—to the system over time.
	Common Measures and Data Synthesis; Learning and Knowledge Sharing	Stakeholders measure and share knowledge about the outcomes of the project or activities they are implementing. No measurement is conducted across organizations.	Stakeholders adopt common measures for collaborative projects and share data and knowledge related to these projects to track and improve outcomes.	Stakeholders, working in forums, have common measures aligned with the forums' value propositions. They also have an integrated structure and process for sharing data and ongoing learning. The theory of system change has defined outcomes, investments, and impacts.	Stakeholders have shared measures for forums' collectively defined outcomes for the region. They have structured systems and processes to integrate data and chart progress across the new systems for health and well-being. Stakeholders regularly engage in reflective practices to assess progress.	Stakeholders share long-term, system-wide measures showing positive outcomes and impacts for regional population health and well-being. They use integrated data and learning systems for continuous adaptation in pursuit of their shared vision and goals.

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