

# What are Integrative Activities?

Throughout this workbook, we will be using the term “integrative activities.” We know this is a new term, so we have dedicated this space to explain it.

Integrative activities are roles and leadership functions for governing and managing the work happening within and across multisector partnerships that are working to achieve a common purpose in a region. Those of you using this workbook are likely to have the common purpose of transforming population health and well-being. Your region might have a single multisector partnership with this purpose. Alternatively, you might have many multisector partnerships with distinct purposes (e.g., to improve early education or reduce heart attacks) who come together for the common purpose of transforming regional health.

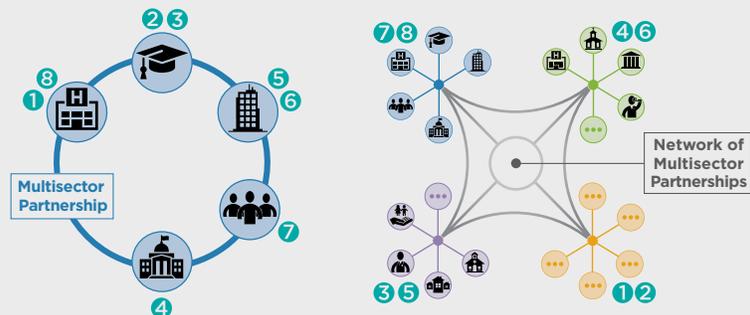
As you know, there are not a lot of resources out there explaining *how* to do this work. Everything designed for you is emergent, and this workbook is no exception. That said, ReThink Health has been teaming up with some regional leaders—people, organizations and partnerships—to better understand the nature of the work, and to develop tools that are most likely to get each of them to their own next level of achievement.

Up until recently, we were part of advancing the idea of a single backbone organization, or integrator, that conducts all the governance and management activities needed to effectively handle collaborative work across organizations; work such as coordinating meetings and communicating across partners. But the more closely we worked with regional leaders and partnerships, the more we understood that’s not how things really work in practice. More typically, *many* leaders and organizations, working together across a region, share responsibility for these integrative activities. Different organizational members of a single partnership, or different multisector partnerships in a network, distribute the roles and regional functions. For this reason, the workbook intentionally does not use the term “backbone” or “integrator.” Instead, we use “integrative activities” to imply that each of the activities could be done by any organization or partnership involved.

Collaborating directly with those engaged in the work, we’ve come across eight categories of integrative activities. The graphic to the right depicts how distributing the activities throughout the partnership or network works, and the chart on page 9 provides more detail about the roles and leadership functions associated with each category of activity.

Since this is a financing workbook, we obviously want to talk about the financing of these integrative activities. [Module 7](#) allows you to explore how some multisector partnerships and organizations working to transform health in their regions have done that. That might surprise you, but it’s true! Some are already getting paid to provide these kinds of services!

## When the purpose is to transform health in a region...



...successful efforts ensure eight integrative activities are carried out between stakeholders (in the case of a single multisector partnership) or between all the multisector partnerships in a network.

### Eight Integrative Activities

- 1 Convening Stakeholders for Cross-sector Collaboration and Information Sharing
- 2 Analyzing and Planning for Regional Health Improvement
- 3 Designing Ongoing Infrastructure and Governance
- 4 Implementing Strategy; Managing Performance of Region-wide Efforts
- 5 Catalyzing Innovation and Redesign
- 6 Designing Financing Structure and Strategy
- 7 Advocating for Public Policy
- 8 Monitoring, Measuring, and Evaluating Region-wide Efforts

Remember, as you consider what you are doing that you could get paid for, the administration of these activities is part of the cost of conducting those activities. In other words, you should include those costs when figuring out what you should be paid. For example, if you are a leader of a multisector partnership and you supervise someone who designs and executes convenings, then the supervisory time (which is really time spent helping to ensure those convenings are carried out optimally) would be time that you could try to finance as part of that activity. So, if you were to go out and try to get paid for conducting those activities, you would be sure to include the time you spend supervising or administering that work.



# Integrative Activities

| Integrative Activities |   | Specific Roles and Leadership Functions  |
|------------------------|---|--|
| 1                      | Convening Stakeholders for Cross-sector Collaboration and Information Sharing | <ol style="list-style-type: none"> <li>1. Engage stakeholders or multisector partnerships</li> <li>2. Build public will</li> <li>3. Enroll others in advocacy via convening/organizing</li> <li>4. Determine agenda</li> <li>5. Facilitate networking among key leaders</li> <li>6. Provide communications support, including partnering with conveners to build public will (e.g., website, newsletters, outreach)</li> <li>7. Manage meeting logistics</li> <li>8. Create detailed meeting design, including preparation and follow-up</li> </ol>  |
| 2                      | Analyzing and Planning for Regional Health Improvement                        | <ol style="list-style-type: none"> <li>1. Lead the setting of collective vision and goals; ensure resident involvement in the process</li> <li>2. Devise shared strategy among stakeholders</li> <li>3. Identify critical strategic questions, including differences in interests of stakeholders</li> <li>4. Secure commitments to implement strategy</li> <li>5. Advocate daily for goals and strategy (internal and external)</li> <li>6. Facilitate strategy development process, including conducting of needs assessment</li> <li>7. Serve as a neutral data synthesizer</li> </ol>  |
| 3                      | Designing Ongoing Infrastructure and Governance                               | <ol style="list-style-type: none"> <li>1. Design and ratify shared governance structure as well as composition and decision-making rules</li> <li>2. Provide strategic oversight of infrastructure and governance</li> <li>3. Build relationships with other oversight groups</li> <li>4. Provide facilitation for interim governance bodies to design governance changes over time</li> <li>5. Manage recruitment, elections, and transitions in membership of governance bodies</li> <li>6. Facilitate communications among oversight groups</li> </ol>  |
| 4                      | Implementing Strategy; Managing Performance of Region-wide Efforts            | <ol style="list-style-type: none"> <li>1. Strategic oversight of actual implementation; ensure accountability and effectiveness</li> <li>2. Celebrate successes; share learnings</li> <li>3. Direct and/or manage projects, which might be about supporting work groups or alignment of activities</li> <li>4. Support stakeholders' abilities to work within the partnership (e.g., use the partnerships' systems for sharing data)</li> </ol>  |
| 5                      | Catalyzing Innovation and Redesign  | <ol style="list-style-type: none"> <li>1. Set audacious goals</li> <li>2. Lead learning activities</li> <li>3. Create conditions for innovation</li> <li>4. Provide seed capital</li> <li>5. Build human capacity to generate and test innovations</li> <li>6. Conduct and synthesize research</li> <li>7. Facilitate networking</li> <li>8. Manage process of identifying innovations to pursue</li> </ol>  |
| 6                      | Designing Financing Structure and Strategy                                    | <ol style="list-style-type: none"> <li>1. Determine financing vision and strategic priorities</li> <li>2. Create governance structure for funding decisions and accountability management</li> <li>3. Determine financing structure for integrative activities</li> <li>4. Mobilize funding to implement priorities and initiatives</li> <li>5. Research possible financing structures and provide design support               <ol style="list-style-type: none"> <li>a. Develop charitable giving strategy</li> <li>b. Write grants</li> </ol> </li> <li>6. Administer grants, which might include acting as fiscal agent</li> <li>7. Host innovation fund               <ol style="list-style-type: none"> <li>a. Receive and review applications</li> <li>b. Provide recommendations to governance body</li> <li>c. Act as fiscal agent for funds to be redistributed</li> </ol> </li> <li>8. Provide staff support for governance of financing</li> </ol> |
| 7                      | Advocating for Public Policy  | <ol style="list-style-type: none"> <li>1. Set policy priorities</li> <li>2. Build relationships with thought leaders and policymakers</li> <li>3. Communicate impact of policies</li> <li>4. Implement through influence campaigns and more</li> </ol>   |
| 8                      | Monitoring, Measuring, and Evaluating Region-wide Efforts                     | <ol style="list-style-type: none"> <li>1. Provide strategic guidance and oversight of overall information system</li> <li>2. Review results and modify action plans</li> <li>3. Envision and develop process for sharing results with residents</li> <li>4. Design and facilitate learning and improvement process</li> <li>5. Monitor progress toward shared goals</li> <li>6. Design and facilitate forums for accountability to residents</li> </ol>  |

ReThink Health is maintaining a comprehensive list of integrative activities and how multisector partnerships and other organizations are getting paid for conducting them. Please email [ThinkWithUs@rethinkhealth.org](mailto:ThinkWithUs@rethinkhealth.org) with any suggested additions. ©2018 The Rippel Foundation.