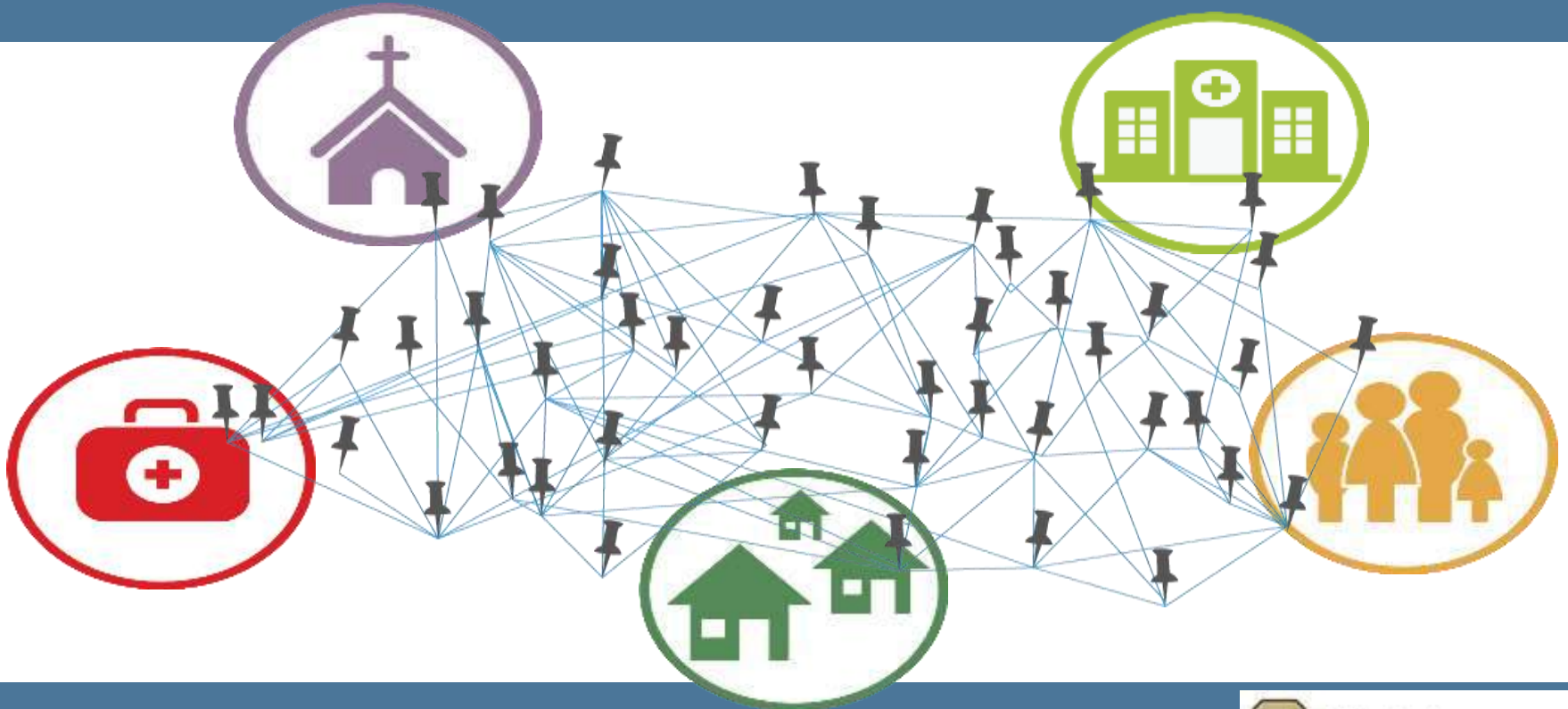# NETWORK LEADERSHIP:
LESSONS FROM THE FIELD WEBINAR SERIES

Network Evaluation Using the PARTNER Tool

CENTER ON NETWORK SCIENCE www.center-networkscience.net

The Center on
Network Science
SCHOOL OF PUBLIC AFFAIRS
UNIVERSITY OF COLORADO DENVER

What We Do – Center on Network Science

Build Interactive Accessible Tools

PARTNER Tool

(Program to Analyze, Record & Track Networks to Enhance Relationships)

PCN App

(Person-Centered Network App)

Design and Conduct Systems Evaluation

KIDS COUNT Grantee Network

(Annie E Casey Foundation)

Baltimore Integration Partnership

(Annie E Casey Foundation)

STRYVE – Youth Violence Prevention

(CDC)

Early Childhood Systems Building

(CO Trust/ CDPHE)

Specialize in Measurement & Research

Hospital Investment in Public Health Systems

(Robert Wood Johnson Foundation)

Impact of Personal Networks on Health and Well-Being

Build Capacity

Network Leadership Training Academy

Webinar Series: Network Leadership from the Field

PARTNER Tool Workshop

Technical Assistance in Building, Managing & Evaluating Effective Networks
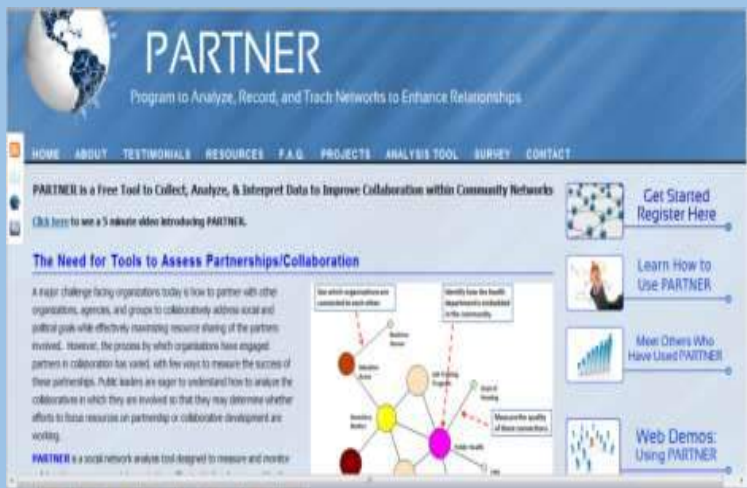
Community Based Participatory Research (CBPR)
Translating Data to Practice

Center on Network Science
School of Public Affairs, Univ of CO Denver

PARTNER Tool

Program to Analyze, Record, and Track Networks to Enhance Relationships

- Practitioner designed SNA
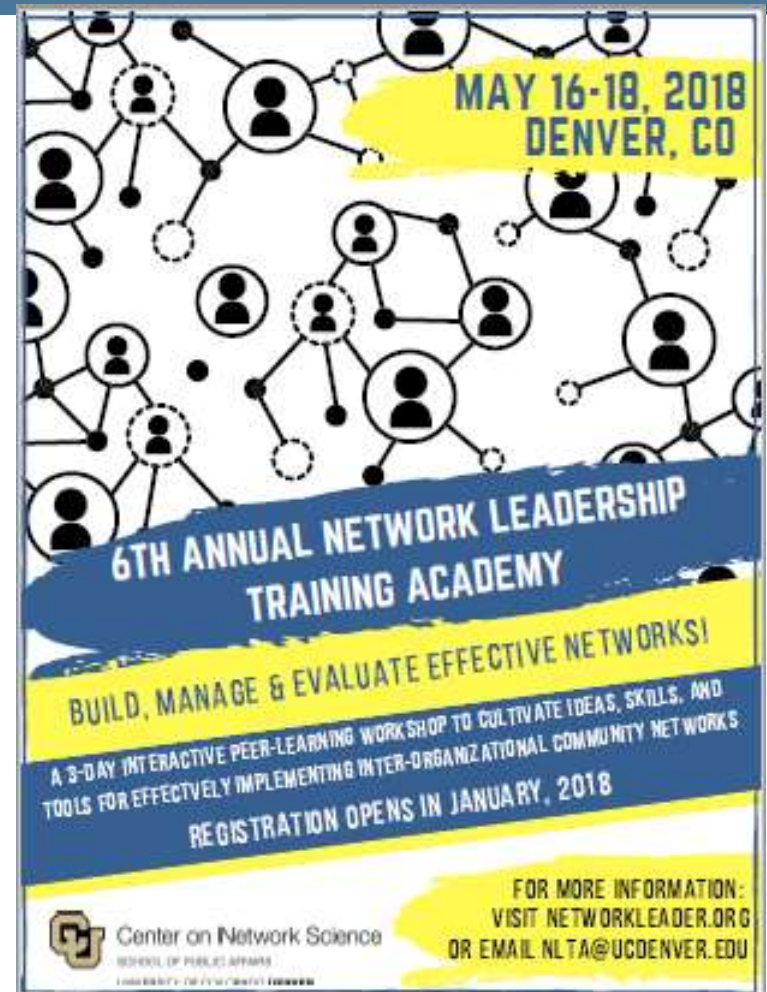- Survey, Analyze, Visualize
- www.partnertool.net

Person-Centered Network App

▸ To assess gaps & strengths in personal support networks

▸ For providers screening clients

▸ Links to community resources

▸ www.partnertool.net/tools-and-training/pcn-app/

WHAT IS NETWORK LEADERSHIP?

Network leadership is a model to help people who are part of cross-sector community efforts learn how to build, manage, and evaluate effective networks.

MAY 16-18, 2018
DENVER, CO

6TH ANNUAL NETWORK LEADERSHIP TRAINING ACADEMY

BUILD, MANAGE & EVALUATE EFFECTIVE NETWORKS!

A 3-DAY INTERACTIVE PEER-LEARNING WORKSHOP TO CULTIVATE IDEAS, SKILLS, AND TOOLS FOR EFFECTIVELY IMPLEMENTING INTER-ORGANIZATIONAL COMMUNITY NETWORKS

REGISTRATION OPENS IN JANUARY, 2018

Center on Network Science
SCHOOL OF PUBLIC AFFAIRS
UNIVERSITY OF COLORADO DENVER

FOR MORE INFORMATION:
VISIT NETWORKLEADER.ORG
OR EMAIL NLTA@UCDENVER.EDU

Next Webinar: Jan 24, 11am MT/1pm ET
Colorado Network of Health Alliances

STAY CONNECTED: #networkleaders

www
www.center-networkscience.net
www.networkleader.org

✉️
cns@ucdenver.edu
nlta@ucdenver.edu

f
@NetworkLeadershipTrainingAcademy
@networkleadership
@partnertool

🐦
@NetworkLeaderTA

> ## Webinar Logistics
> Webinar questions- Q&A box
> Technical questions- Chat box
> Webinar recording & slides
> will be emailed

Dr. Danielle Varda

The Center on
Network Science
SCHOOL OF PUBLIC AFFAIRS
UNIVERSITY OF COLORADO **DENVER**

➢Associate Professor, School of Public Affairs, University of CO Denver

➢Secondary Appointments in the CO School of Public Health and in the CU Boulder School of Information Sciences

➢Director, Center on Network Science

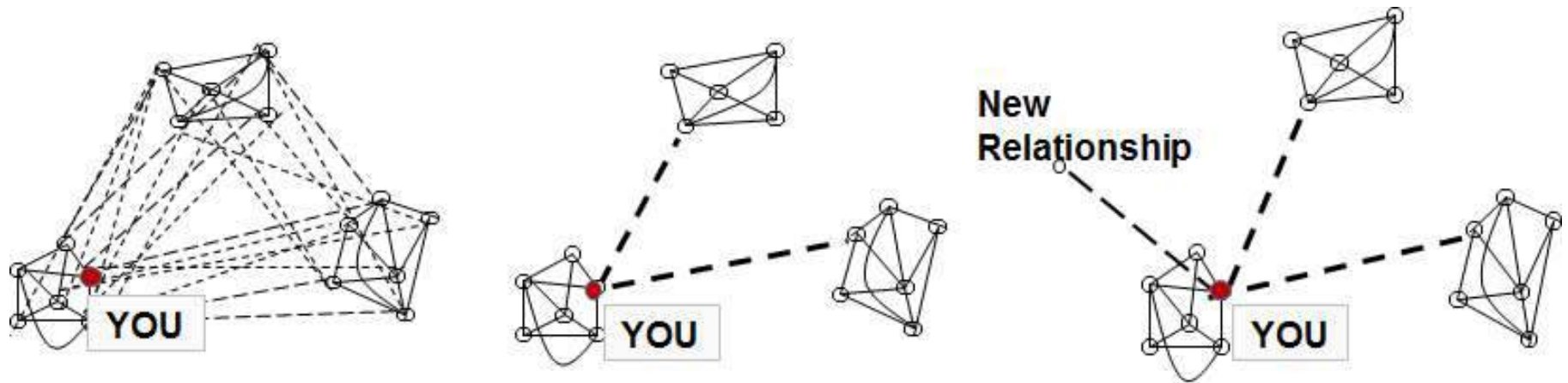➢Author of the PARTNER tool (www.partnertool.net)

Evaluating Networks Using the PARTNER Tool

1. Why Network Science is a useful evaluation framework?

2. What is the PARTNER Tool and how can you use it?

3. Examples of what you get when you use the PARTNER tool.

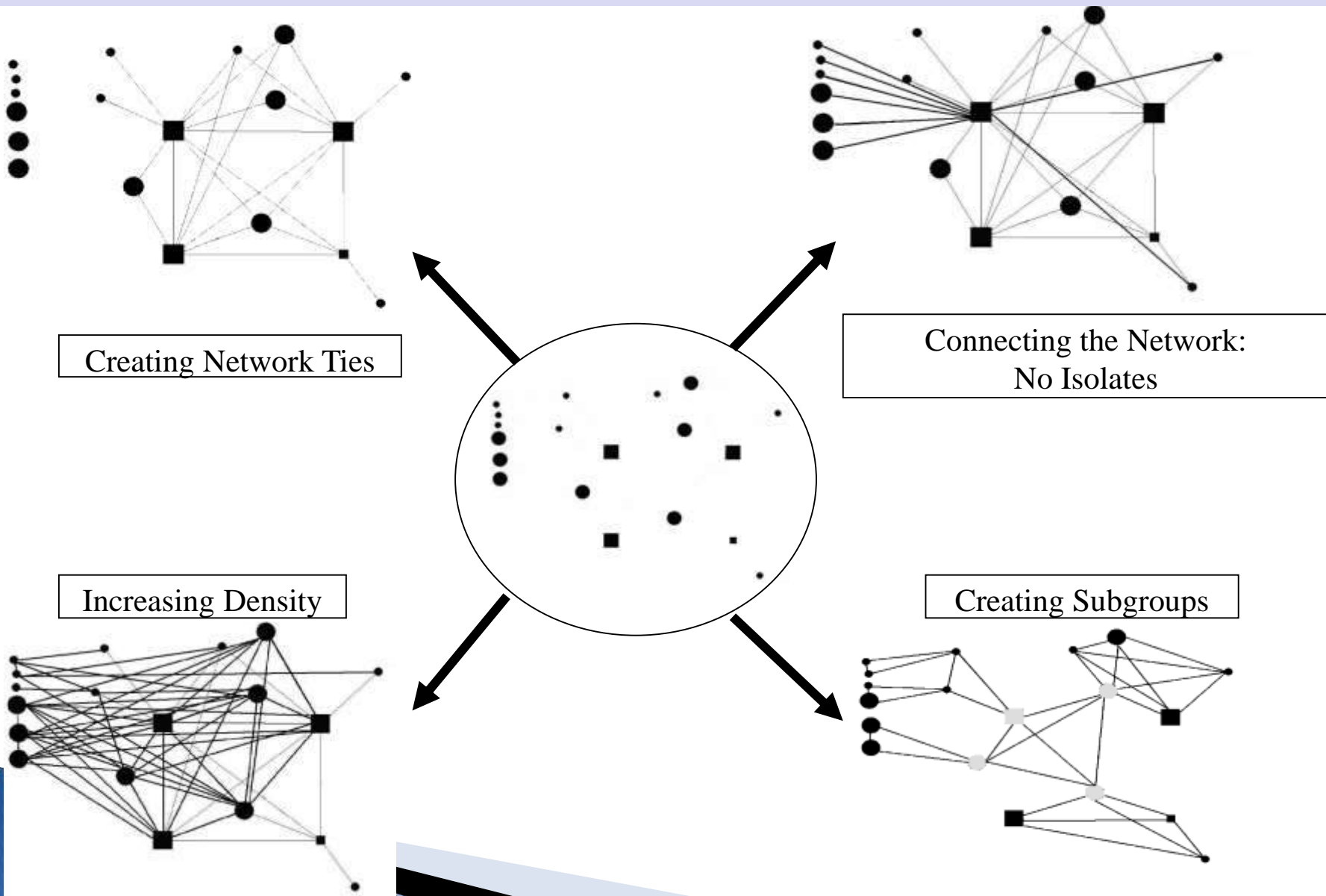# Why is Network Science a Useful Evaluation Framework?

NETWORK LEADERSHIP IS…
BASED ON NETWORK SCIENCE

Principle: More is Not (Always) Better

You can manage relationships,
but you need data to do it.

Evolution of a Community Network

Creating Network Ties

Connecting the Network:
No Isolates

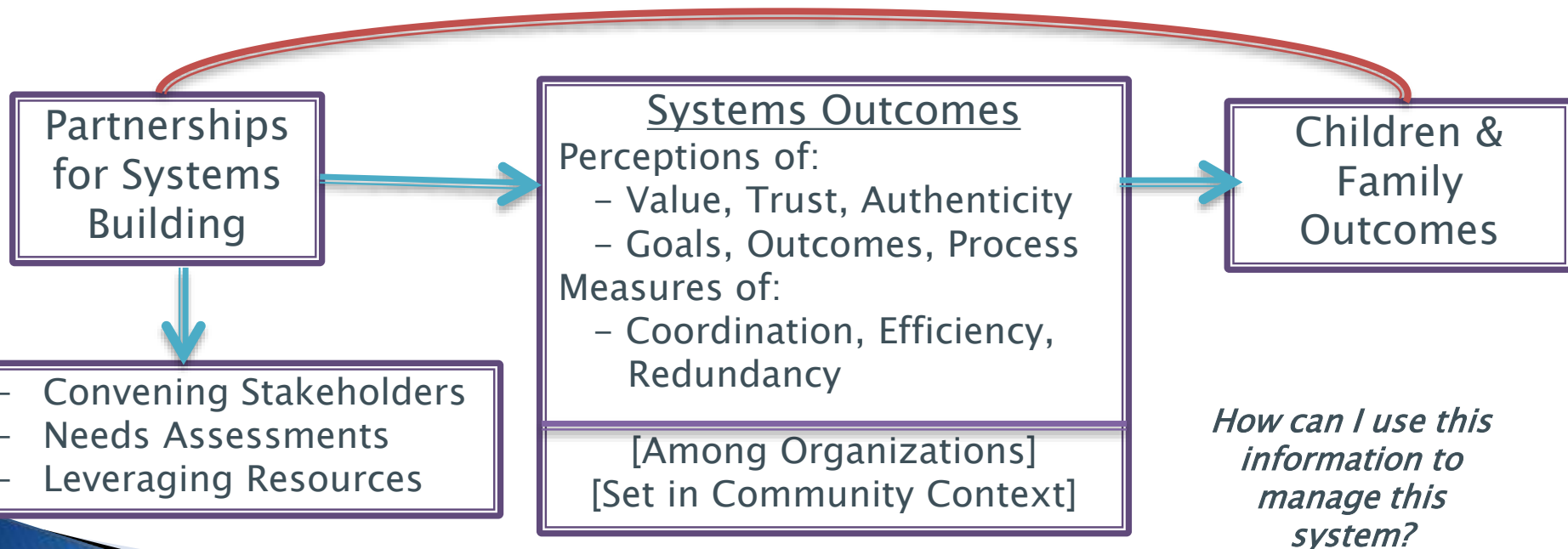Increasing Density

Creating Subgroups

Evaluating Networks Using Social Network Analysis

What kinds of tools can I use to do network analysis?

What can we learn by asking questions from a network analysis perspective?
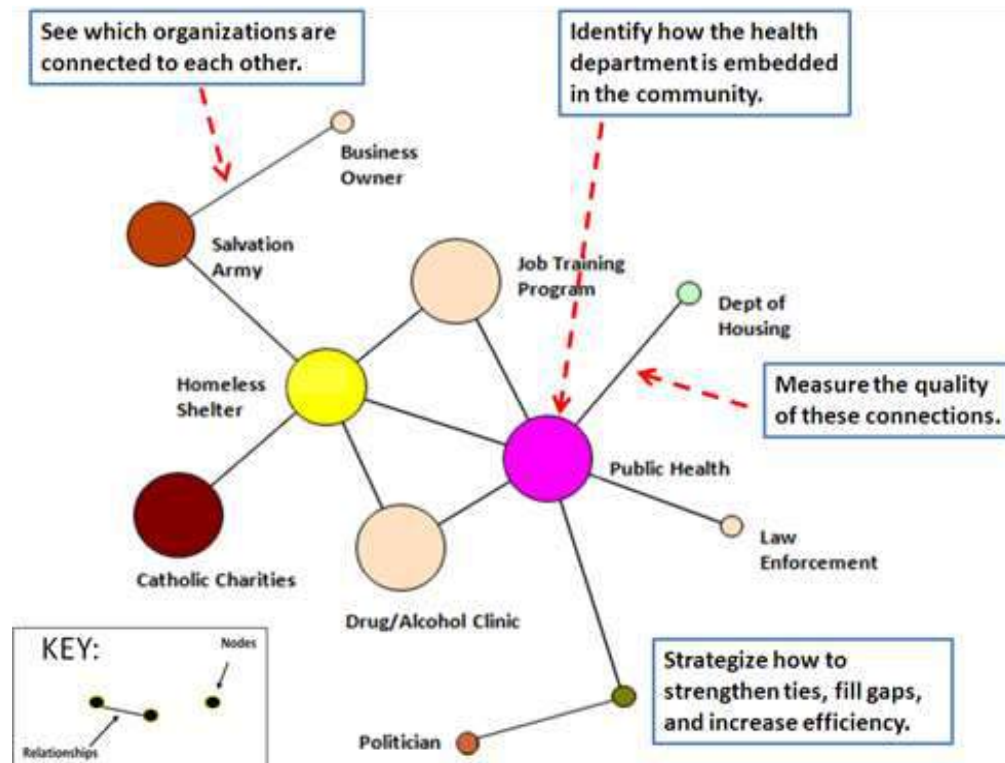
What Are "Network" Outcomes?

Network (Systems) outcomes are different from population or client outcomes; Rather, intermediary outcomes that reflect the way that organizations interact, share resources, and implement work (Process Outcomes)

Partnerships for Systems Building

- Convening Stakeholders
- Needs Assessments
- Leveraging Resources

Systems Outcomes

Perceptions of:
- Value, Trust, Authenticity
- Goals, Outcomes, Process

Measures of:
- Coordination, Efficiency, Redundancy

[Among Organizations]
[Set in Community Context]

Children & Family Outcomes

How can I use this information to manage this system?

Evaluate Systems as Networks

1. Evaluate how well your collaborative is working in terms of identifying essential partners and gauge their level of involvement, leveraging resources, and strategizing for how to improve the work of the collaborative.

2. Demonstrate to partners, stakeholders, evaluators, and funders **how your collaborative is progressing** over time and why working together is making tangible change.

See which organizations are connected to each other.

Identify how the health department is embedded in the community.

Business Owner

Salvation Army

Job Training Program

Dept of Housing

Homeless Shelter

Measure the quality of these connections.

Public Health

Catholic Charities

Law Enforcement

Drug/Alcohol Clinic

KEY:
Nodes

Relationships

Strategize how to strengthen ties, fill gaps, and increase efficiency.

Politician

PARTNER Framework for Network Evaluation

Interrelationships:
The structure of how network members are connected

Attribution:
Explaining the Formation and Evolution of Ties

Perceptions:
Understanding how members perceive relationships such as value of partnering

Agreement:
The degree to which network members are "on the same page"

In Network Evaluations, Context is Important

For example, the PARTNER Quality Improvement Methodology

1. Identifying the ideal network

2. Measuring the actual network (using SNA/PARTNER)

3. Identifying the gap between the actual and ideal network

4. Creating action steps to get closer to the ideal network

*Varda, Danielle M. (2011). "Data-Driven Management Strategies in Public Health Collaboratives", *Journal of Public Health Management and Practice*, 17(2), 122–132.

Social Network Analysis

Social Network Analysis

▸ Collects data on who is connected to whom

▸ How those connections vary and change

▸ Focus on patterns of relations

▸ **Nodes** (People, Orgs, Etc)

▸ **Lines** (Relationships)
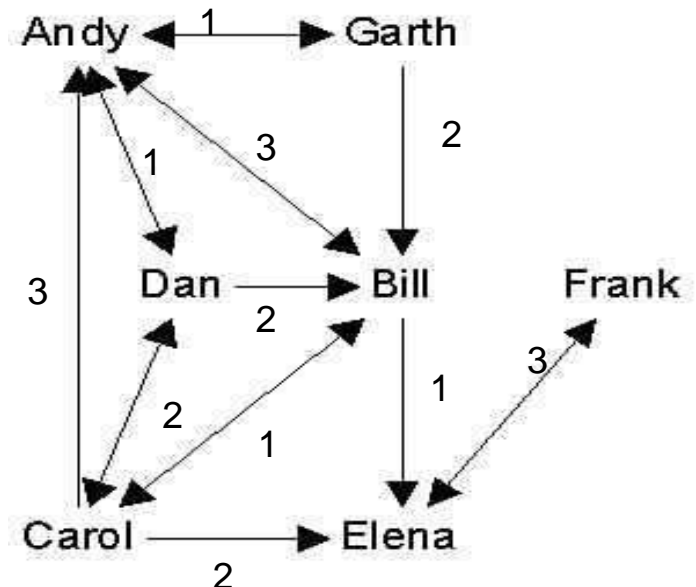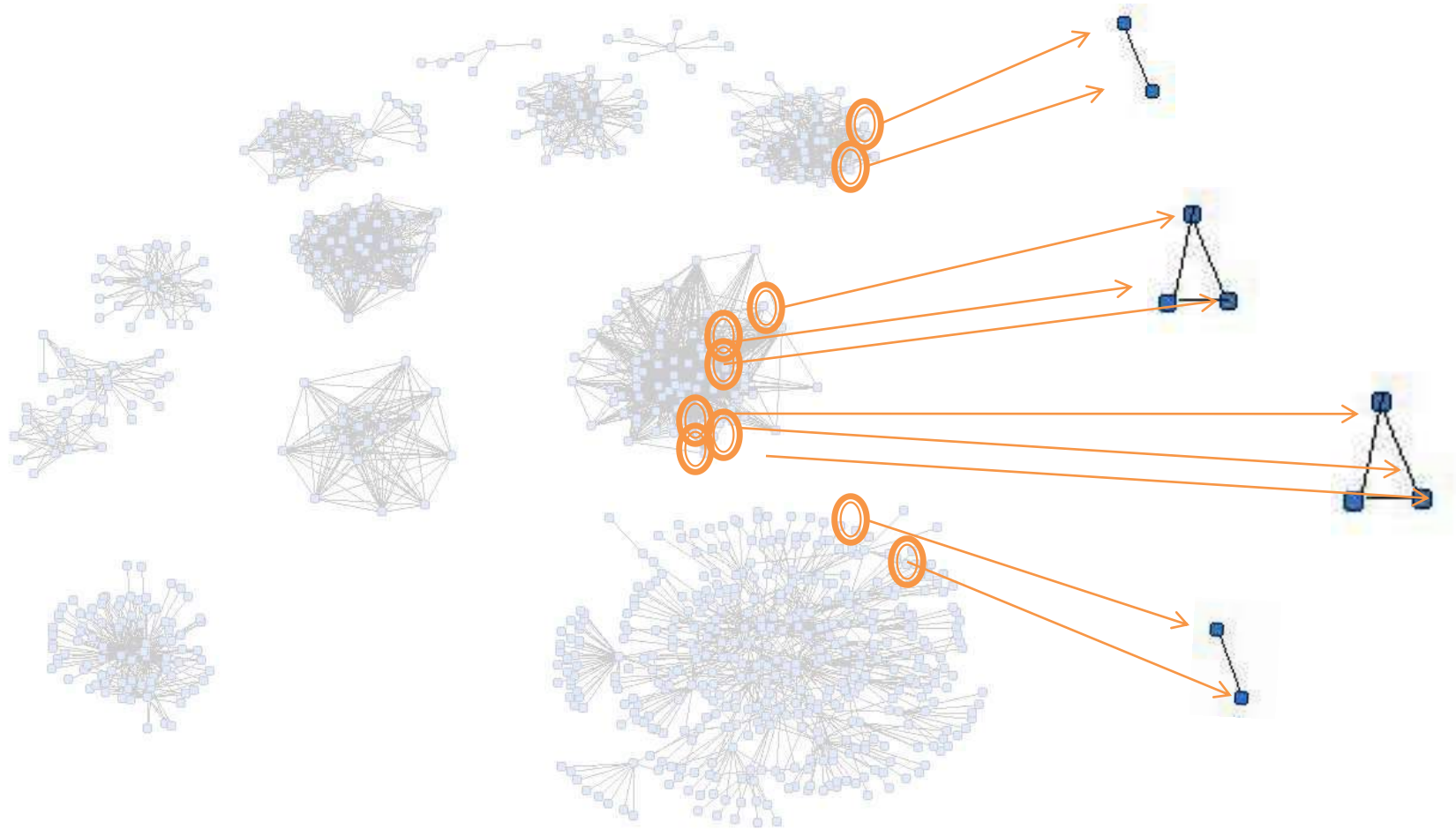
Unit of Analysis:
Whole/Sociocentric Level
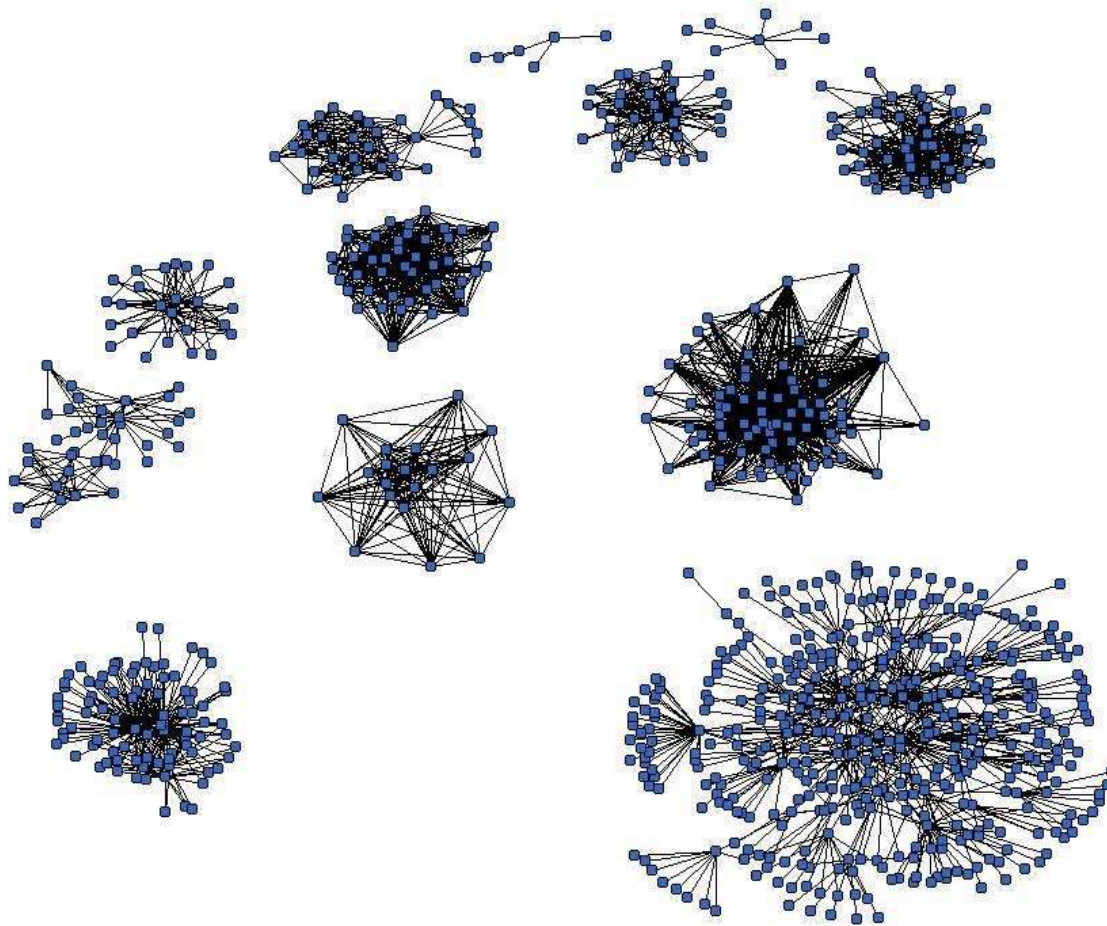
Networks Vary in Size, Shape, and Composition
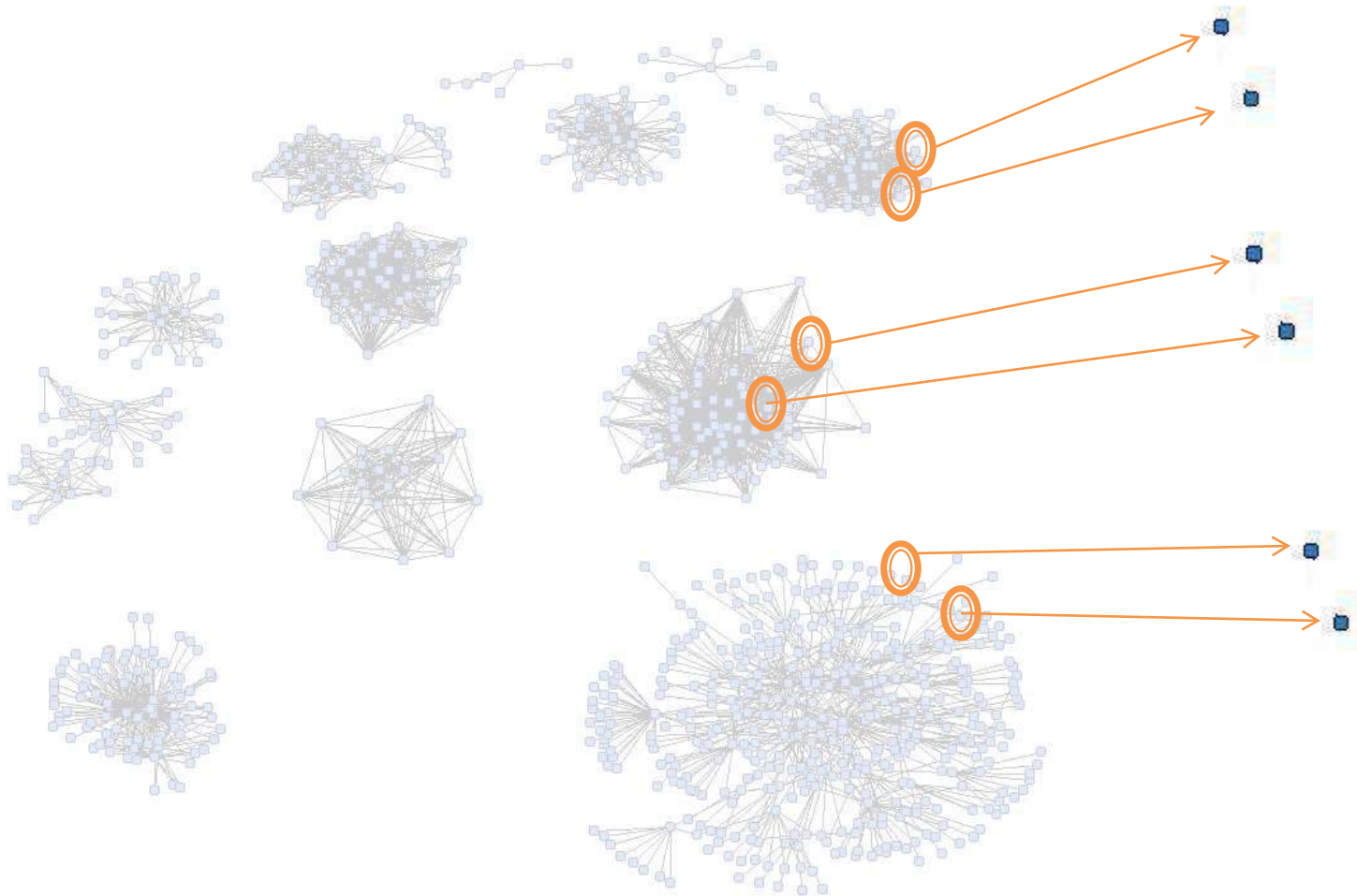
Unit of Analysis: Subgroup Level
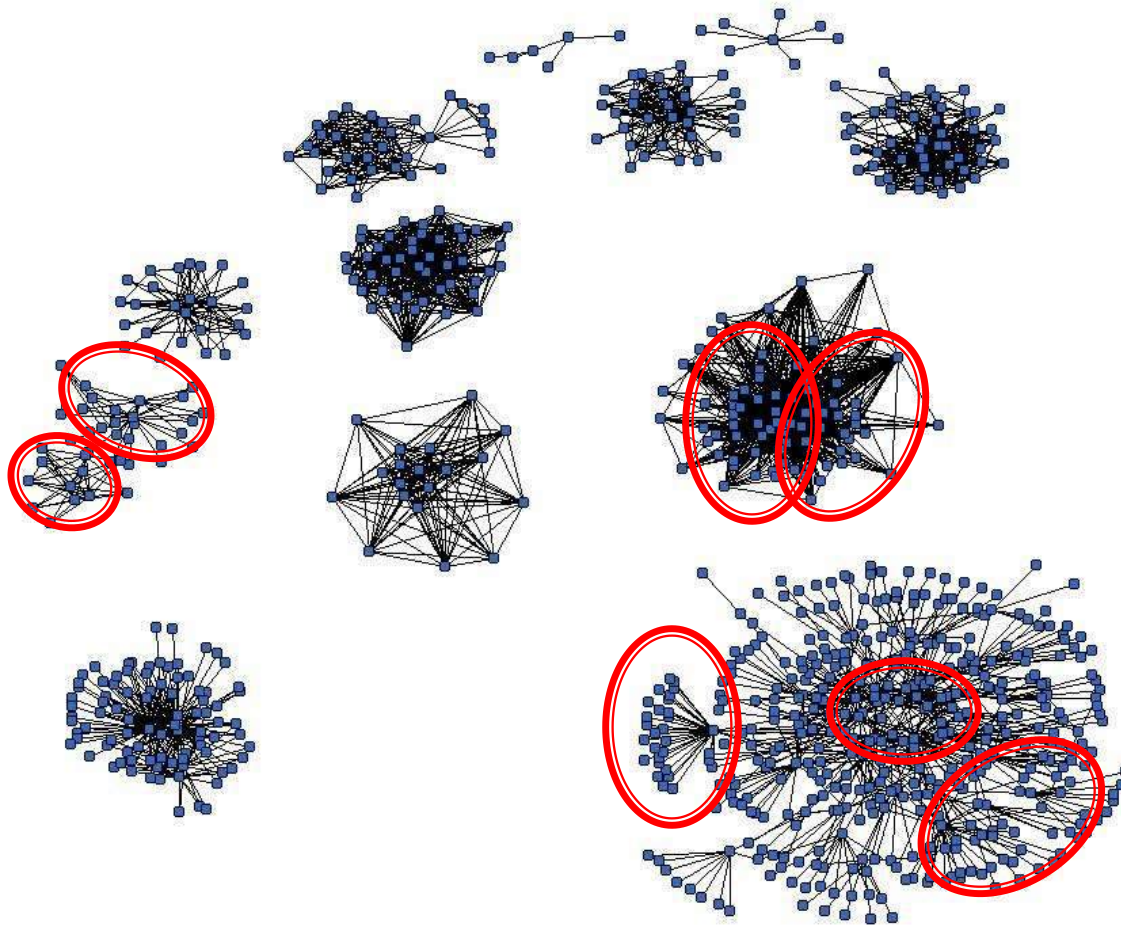
Subgroups are a subset of the graph based on certain nodes or links
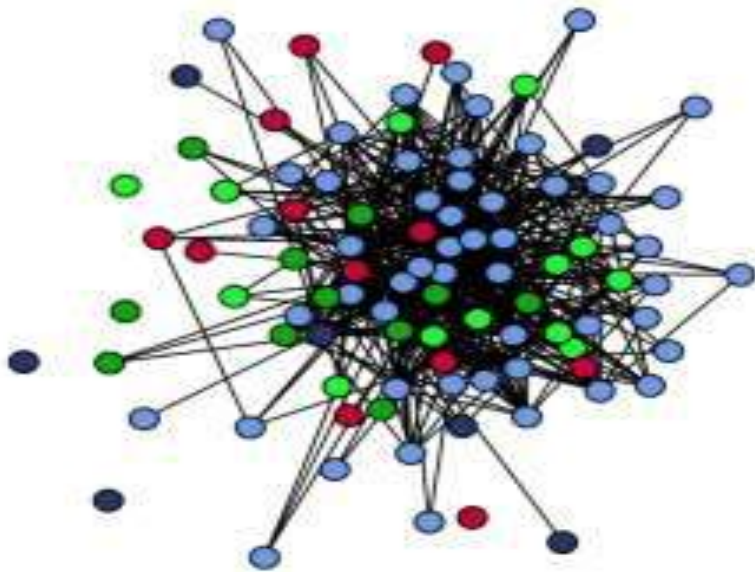
Unit of Analysis:
Dyads/Triads

Unit of Analysis: Individual Nodes (Ego-Centric)
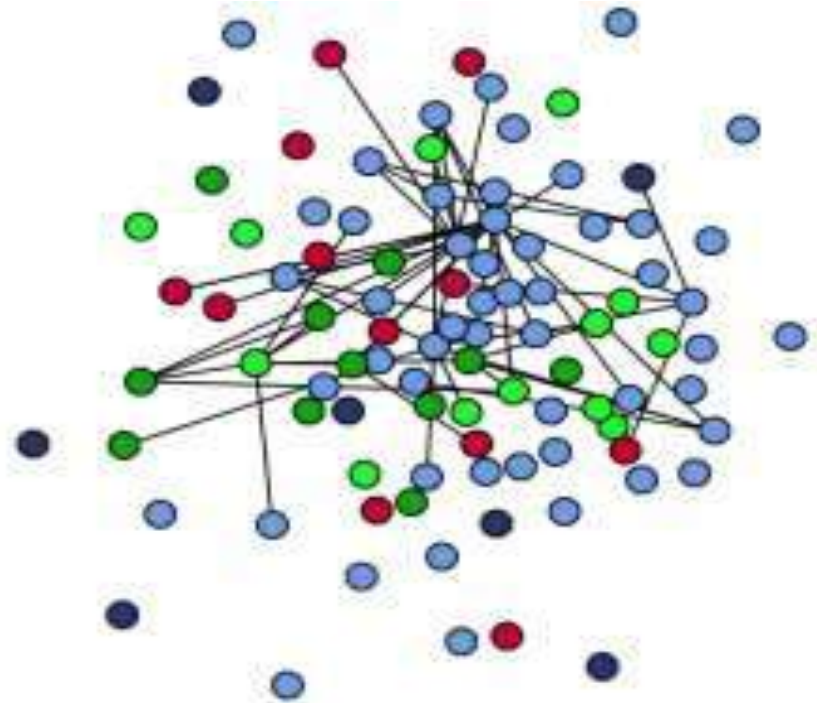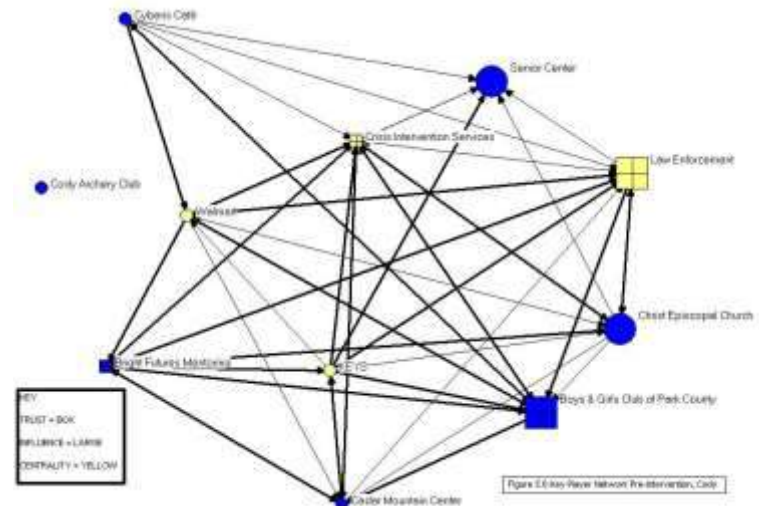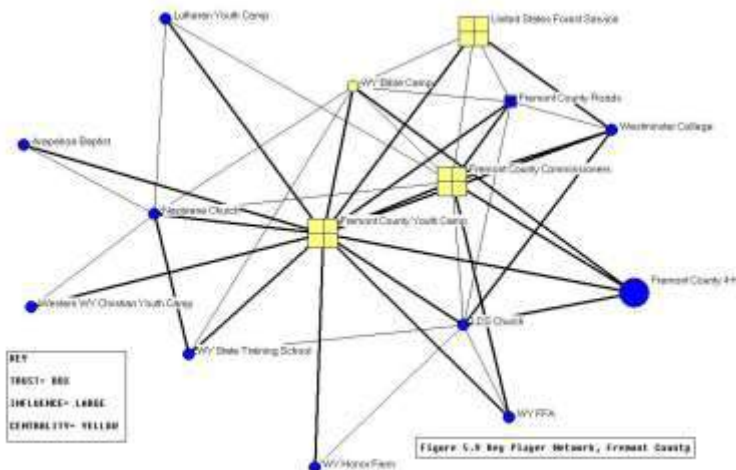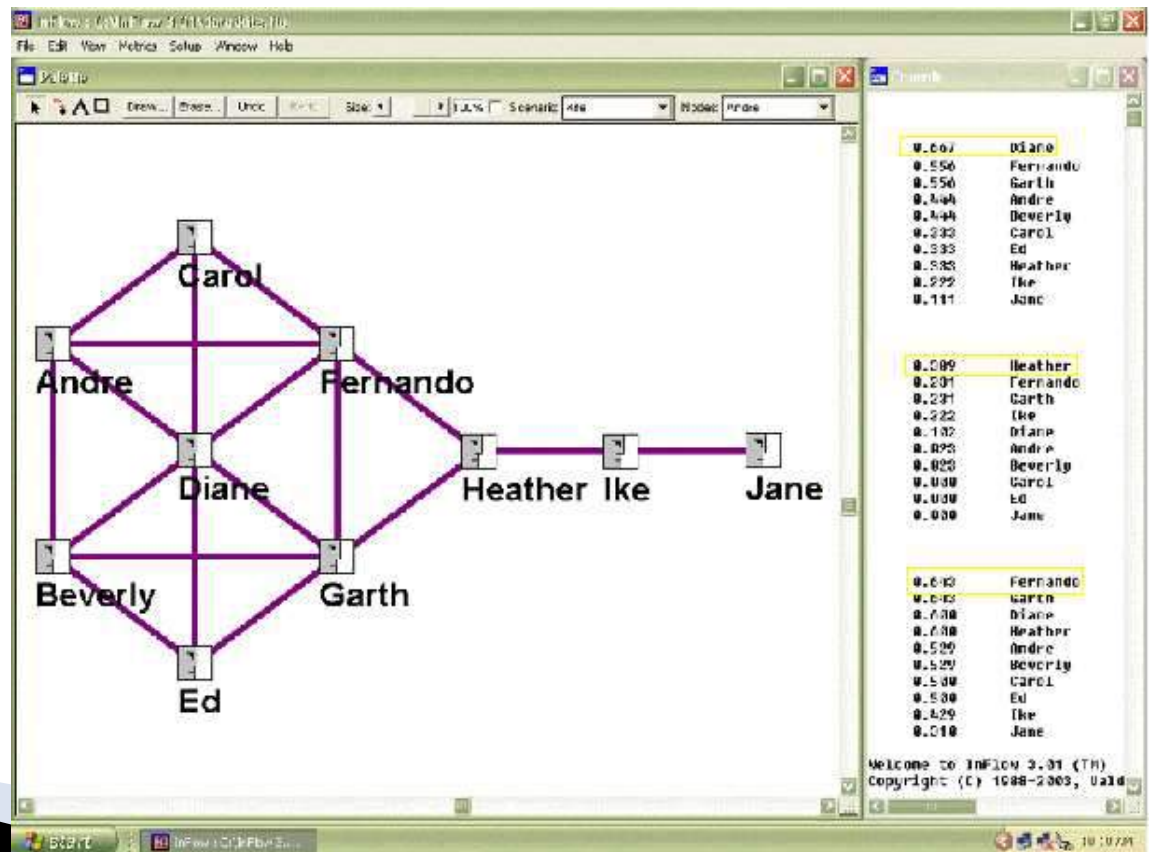
Density

High Density

Low Density

Centralization

- Extent to which a network revolves around a single node
- Most networks start out centralized, become decentralized over time

Measures to Describe Individual Actors

- Degree
- In-Degree
- Out-Degree
- Centrality

PARTNER
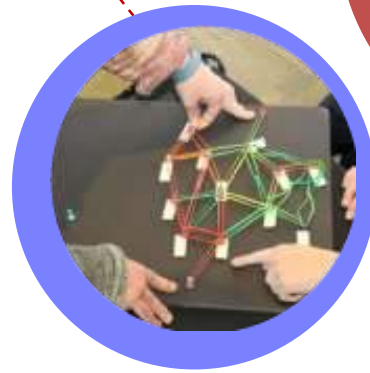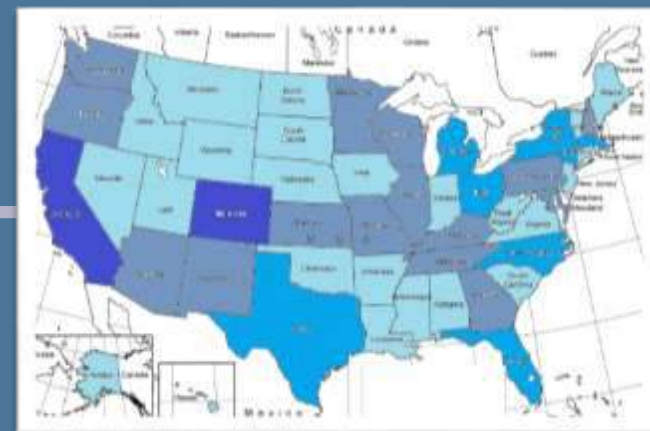
Program to Analyze, Record, and Track Networks to Enhance Relationships

www.partnertool.net

Who Uses PARTNER?

- Practitioners, Evaluators, Researchers
- Over 2000 Communities Completed
- Each user represents a

  community coalition/group (e.g. Emergency Preparedness/Response, Healthy Living, Tobacco Prevention, Cancer Control, Chronic Disease Prevention, Suicide Prevention, etc.)

40-50+ USERS   10-20 USERS
20-40 USERS   <10 USERS

Scaling of the PARTNER Tool

What Does PARTNER Do?

Example Network

Information Sharing

Example Network

Advocacy

https://cnsspa.maps.arcgis.com/apps/MapSeries/index.html?appid=a7bde7ac14764a5

What Makes PARTNER Unique from Other SNA Tools?

- Built in validated survey
  - Fewest questions to answer the most questions/engage in Quality Improvement
- Links to analysis tool
  - No data cleaning (simple export)
  - No need to develop a new analysis plan for each community
  - Ability to export to other SNA programs easily
- Flexible, but with enough formatting to be user friendly
  - Designed for practitioners
  - Improving sophistication, flexibility all the time

What's Next for PARTNER?

Leveraging the PARTNER Data

- As of Sept 2017, this sample includes
- N=1200 NETWORKS
- N=45,000 ORGS
- N=135,524 of DYADS

➢Levels of Analysis:
    Organizational level
    Dyadic level
    Whole network level
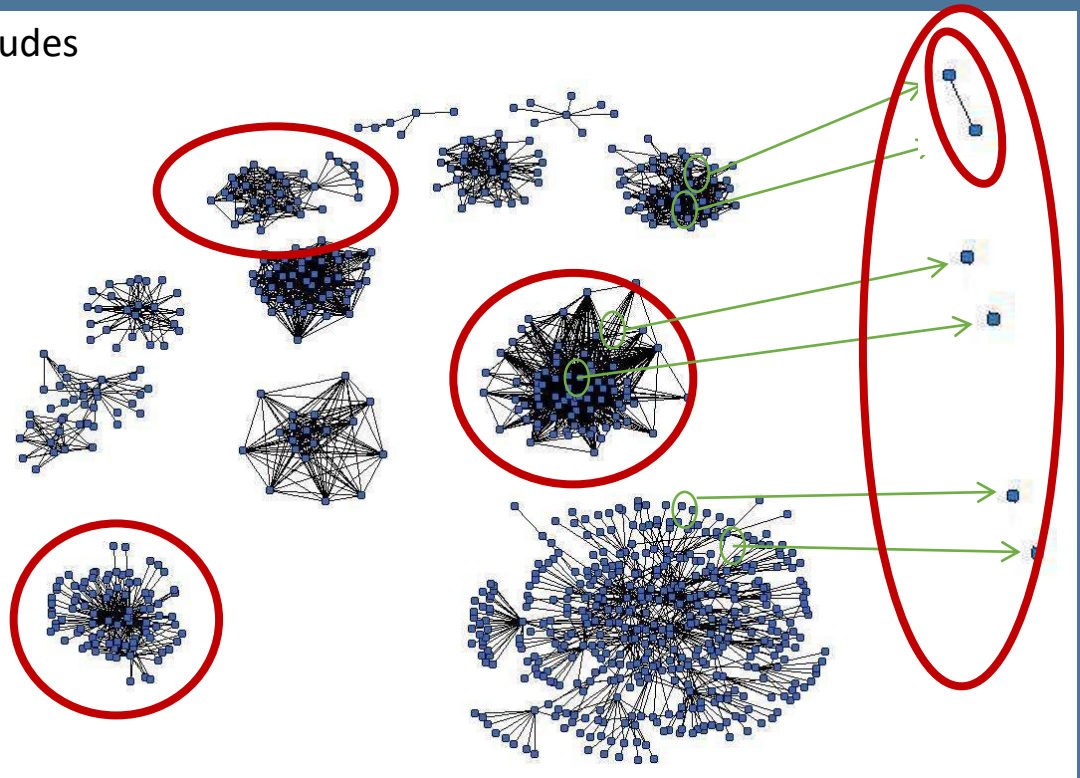
We envision ourselves to be the go-to place for aggregated information on cross-sector networks that are bridging the knowledge gap between research and practice towards a stronger Culture of Health.

WHY DO WE THINK WE CAN DO THIS?

❖ We are not proposing to collect all new data to create state profiles. We have the data, we just need the resources to clean, organize, and leverage it.

❖ We are deeply connected to communities and are committed to work with them to build this out, so that it is making real change at the community level.

❖ We have 10 years of experience building software that collects primary data on social networks.

❖ We build social network analysis software in house.

PARTNER 2.0
State Profile Data of Cross-Sector Interorganizational Networks
www.partnertool.net
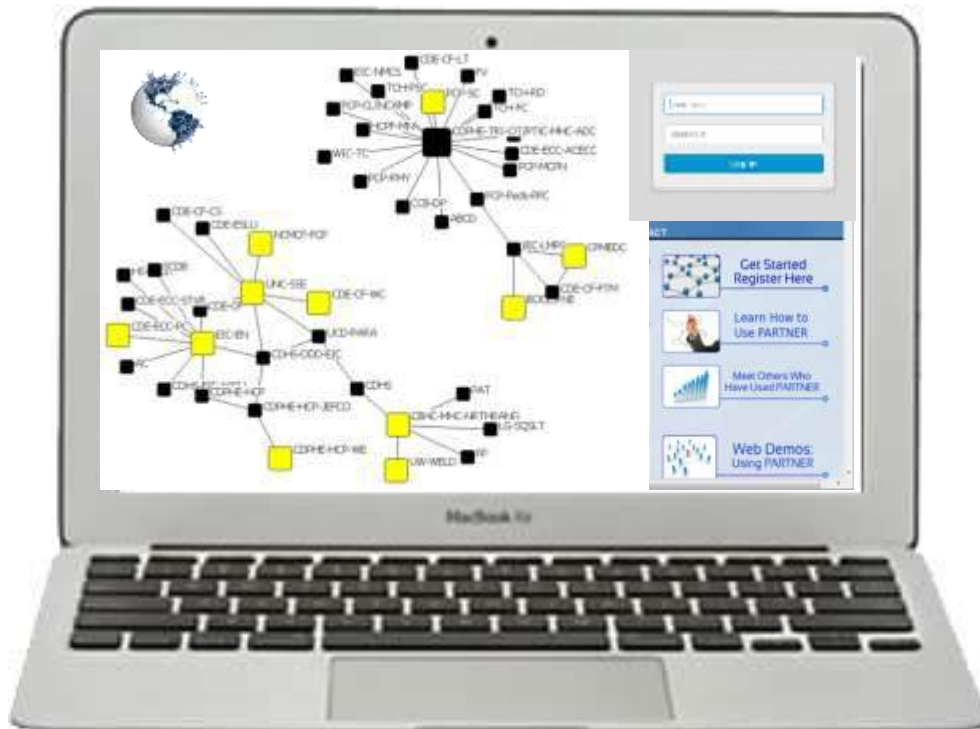
Interactive, Searchable platform

Baseline and Comparison Network Data

Search by:
Organization; Partnerships
Sector
Resources
Social Determinant of Health Function

Identify:
Gaps
Overlaps
Many other network characteristics

How It Works

Members of the Coalition
Answer Surveys
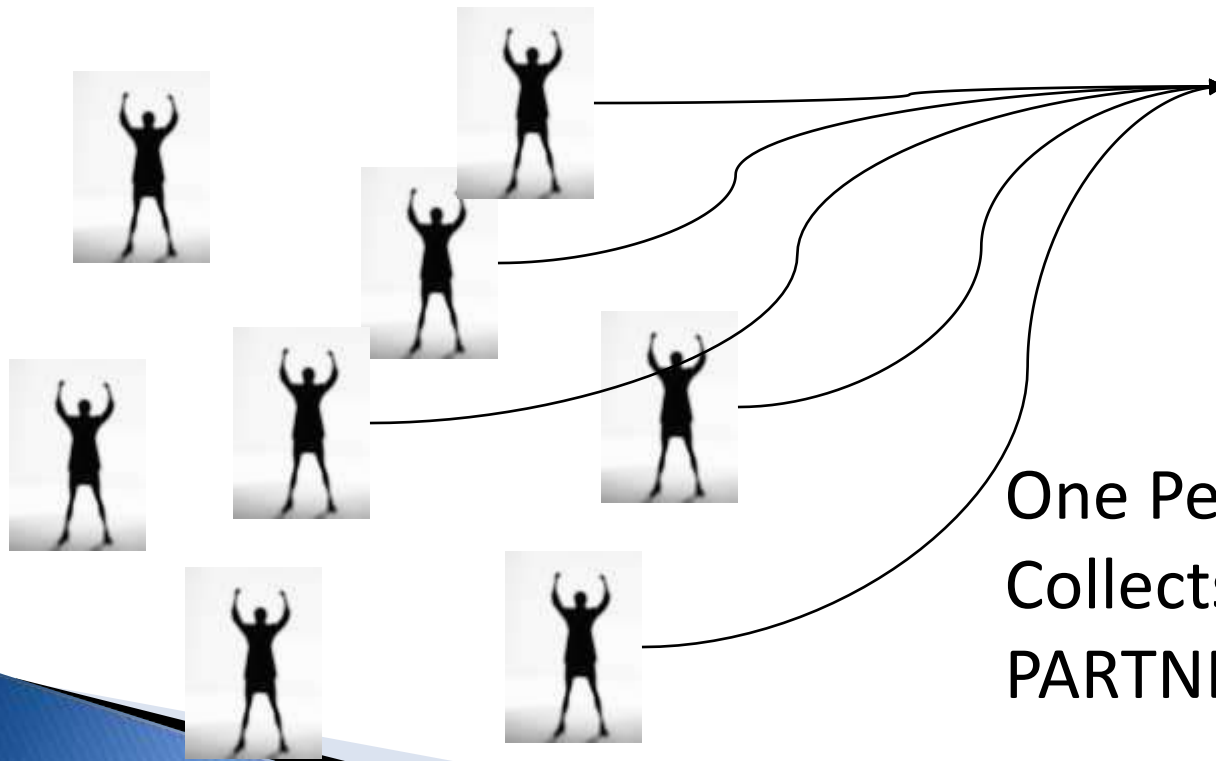
One Person (the Manager)
Collects Surveys and Uses
PARTNER to Analyze Data

To Use PARTNER: After registering, Follow These 4 Steps

Step 1: Enter Respondent (Network Members) Information

Click here to download the Respondent Information Worksheet. When you have it completely filled out, delete the first row (and example row), save it as a text file, and then log in to your PARTNER manager section and click on "Step 1". Follow the instructions to upload this information.

Click here to view/edit respondent information.

Step 2: Modify Survey

Step 3: Send E-mails to Respondents

Step 4: Analyze Survey

Collaborative Maintenance

For more details on how to navigate these sections, please see the technical guide or watch the PARTNER web demos.

Step 1

The Manager Identifies Respondents/Network Members
- Identify the members of the collaborative to include
- Enter respondent information into worksheet
- Upload worksheet into PARTNER

Who Are the Members?
- Organizations or Individuals who represent members of a coalition or partnership
- Those to include but not survey

Step 2 Customize the Survey Questions

- 19 Standard Questions (10 Standard, 8 Relational)
- Modifiable in most cases; must retain "spirit of the question"; questions link to analysis tool
- Survey derived empirically from (qualitative) work in early development; validated through analysis recently
  - Measures published here: Varda, Danielle M., Anita Chandra, Stefanie Stern, and Nicole Lurie (2008). "Core Dimensions of Connectivity in Public Health Collaboratives" *Journal of Public Health Management and Practice*, 14(5): E1–E7.

Survey: Standard Survey Questions

	A	B	C	D
	Q#	Modifable [explanation]	Question	
1		No	Please select your organization/program/department from the list:	[choose from list]
2		Yes	What is your job title?	[open ended]
3		Hybrid [You can use any text you want, but the answer must be numerical]	How long have you been in this position (in months)?	[numeric response only]
4		Yes [You can modify wording of the question and the responses]	Please indicate what your organization/program/department contributes, or can potentially contribute, to this community collaborative (choose as many as apply).	Funding In (e
5		Hybrid [You can modify wording of the question but the responses will be the same as responses for question #4]	What is your organization's most important contribution to this community collaborative?	Funding In (e
6		Yes [You can modify wording of the question and the responses]	Outcomes of this community collaborative's work include (or could potentially include): (choose all that apply).	Health education services, health literacy, Im
7		Hybrid [You can modify wording of the question but the responses will be the same as responses for question #6]	Which is this community collaborative's most important outcome?	Health education services, health literacy, Im
8		Yes [You can modify wording of the question and the responses]	How successful has this community collaborative been at reaching its goals?	Not Successful Sc
9		Yes [You can modify wording of the question and the responses]	What aspects of collaboration contribute to this success? (Choose all that apply)	Bringing together diverse stakeholders M

Survey: Relational Questions

	A	B	C	D	E	F	G
10	**Hybrid** [You can modify the question language however, respondents will choose from the list of organization long names uploaded on the respondent list]	**From the list, select organizations/programs/departments with which you have an established relationship (either formal or informal). In subsequent questions you will be asked about your relationships with these organizations/programs/departments in the context of this community collaborative.**					
11	**Yes** [You can modify wording of the question and the responses]	How fre... organiz... collab...	**Never/We only interact on issues unrelated**	**Once a year or less**	**About once a quarter**	**About once a month**	
12	**Yes** [You can modify wording of the question and the responses]	What k... organiz... collab...	**None**	**Cooperative Activities:** involves exchanging information, attending meetings together, and offering resources to partners (Example: Informs other programs of RFA release)	**Coordinated Activities:** Include cooperative activities in addition to intentional efforts to enhance each other's capacity for the mutual benefit of programs. (Example: Separate granting programs utilizing shared administrative processes and forms for application review, and...	**Integrated Activities:** In addition to cooperative and coordinated activities, this is the act of using commonalities to create a unified center of knowledge and programming that supports work in related content areas. (Example: Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.)
13	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	How valuable is this organization/program/department's power and influence to achieving the overall mission of this community collaborative? "Power/Influence: The organization/program/department holds a prominent position in the community be... lea...	**Not at all**	**A small amount**	**A fair amount**	**A great deal**	
14	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	Ho... ac... Inv... ac...	Not at all				
15	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	Ho... ac... Re... partnership like funding, information, or other resources.	**Not at all**				
16	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	How reliable is the organization/program/department? "Reliable: this org... coo...	**Not at all**	A small amount	A fair amount	A great deal	
17	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	To... this... org... wo...	at				
18	**No** [You can modify wording of the questions to be customized for your collaborative but we recommend maintaining the wording of the question and the responses]	Ho... Discussion: this organization/program/department is willing to engage in frank, open and civil discussion (especially when disagreement exists). The organization/program/department is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this	**Not at all**	**A small amount**	**A fair amount**	**A great deal**	

Frequency of Interaction

Type of Relationship

Perceptions of Value Between Partners
- Power/Influence
- Resource Contribution
- Level of Involvement

Trust Between Partners
- Reliability
- Mission Congruence
- Communication

PARTNER Steps 3 & 4

- **Collecting Data**
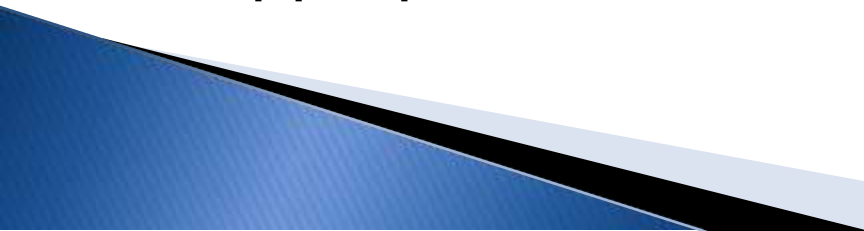 - ◦ Prepare the survey for dissemination
  - ◦ Send the survey invitations reminders and/or custom messages to survey respondents
  - ◦ Save data file onto your computer
- **Managing Data**
  - ◦ Upload data file into the PARTNER Tool
- **Analyzing Data**
  - ◦ Analyze results, including generation of network scores and visualizations; repeat analysis as appropriate.

PARTNER Demo

Local Health Department Example: What They Asked

1. How well are we working together internally? and externally?
2. Are we partnering to leverage our internal capacities (resources, knowledge, programs)?
3. How successful have we been at achieving our goals?
4. What strategies can we implement to better reach our goals?

Turning Findings Into Action Steps

1. How well are we working together internally? and externally?

– Most relationships are with external partners; Less value and trust internally

Action Step: Increase awareness by allowing programs to demonstrate their goals/progress/resources

2. Are we partnering to leverage our internal capacities (resources, knowledge, programs)?

– Not really, could build better relationships internally

Action Step: Departmental Brownbags; Strategy Meetings

Turning Findings Into Action Steps

3. How successful have we been at achieving our goals?

- Most say successful, but there is some disagreement.

Action Step: Have a meeting devoted to defining success – how do we know when we are successful

4. What strategies can we implement to better reach our goals?

- Agreement that some goals have been met; which ones do we need to work on collaboratively?

Action Step: Acknowledge achievement on some goals; Identify goals that need more attention. Come up with specific steps for members

Disseminating Findings

Analysis Options

- PARTNER Analysis Tool
- Templates Online (under resources)
- Automated Report
- Network Member Profiles
- Customized Reports
- Facilitated Working Meeting (data driven)

The Falls Campaign partners that responded to the survey represented organizations diverse in size and potential reach, as illustrated in the graph to the right.

- ☐ Local
- ☐ State/Regional
- ☐ National
- ☐ International
- ☐ Unknown

Size/Reach of All Network Partners (N=274)

12, 4%
16, 6%
68, 25%
111, 41%
67, 24%
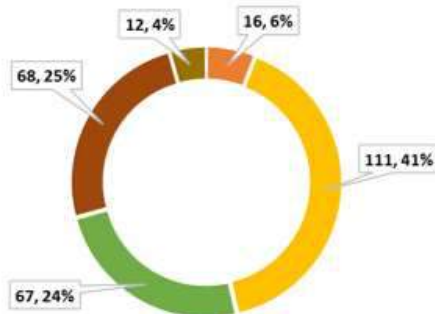
How long have partners been engaged with the Falls Campaign? (N=74)

The length of partners' participation in the Campaign ranged from **0 months** to **72 months**, with the average length of involvement being **32 months**.

- Less than 6 months — 9
- 6 months-12 months — 14
- 13 months-24 months — 8
- 25 months-36 months — 18
- 37 months-48 months — 10
- 49 months+ — 15

10

Falls Campaign Partner Activity

How frequently are partners promoting the Falls Campaign?

Partners reported a high level of activity around promoting the Campaign, with **75% of respondents** reporting that they conducted **"a fair amount"** or **"a great deal"** of promotion over the past year. This finding indicates positive partner engagement and buy-in to the Campaign's mission.

In the last 12 months, how active has your organization been in promoting the Falls Campaign? (N=75)

- Not at all — 3
- A small amount — 16
- A fair amount — 32
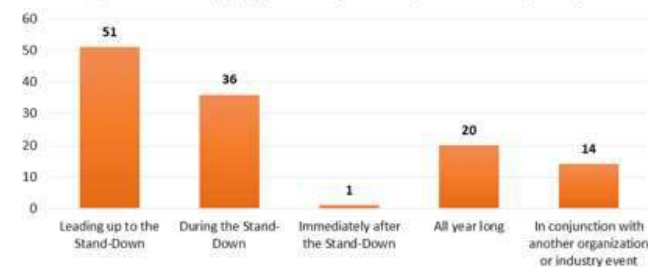- A great deal — 24

💡 Quality Improvement Idea
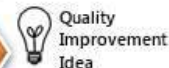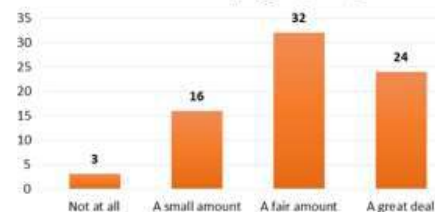
Look at the partners have reported less activity around promoting the Campaign. Is there a reason that these partners are not currently promoting the Campaign? Could these partners be more engaged in the Campaign? If so, what would it take to develop these relationships?

When are partners actively working around the Falls Campaign?

As shown in the graph to the right, the vast majority of activity within the network occurs **right before** and **during** the annual National Safety Stand-Down event. In fact, **72% of all network activity** was reported to take place during these two specific periods of time (N=122 Total Responses).

When is your organization most active in the Campaign? (select all that apply) (N=75 Respondents/122 Total Responses)

- Leading up to the Stand-Down — 51
- During the Stand-Down — 36
- Immediately after the Stand-Down — 1
- All year long — 20
- In conjunction with another organization or industry event — 14

💡 Quality Improvement Idea

Is the Falls Campaign able to reach its goals at the current level of partner engagement? In other words, does it suit the needs of the network to maintain the current level and cycle of partner activity?

Or, would it be beneficial to try to engage partners throughout the year or in conjunction with other industry events? If so, what might this new form of engagement look like? Would different forms of engagement be appropriate at different points throughout the year?

12

Happy County Highlights
Early Childhood Systems PARTNER Survey

How do we help connect families and services?

In 2014, 36 organizations answered questions about how the Happy County Collaborative (HPC) has strengthened the early childhood system in our county. *Here's what they told us.*

❖ How is HCC strengthening the system in Happy County?

The 36 organizations *identified 591 partnerships among them*. Of these, they reported that 63% (about 372) of these partnerships are attributed to activities related to HCC.

- 44% (260) of those partnerships were created through HCC activities
- 19% (112) of those partnerships were strengthened by HCC activities

### ❖ How are partnerships strengthening the early childhood system in Happy County?

These 591 partnerships resulted in *systems change*:

- 401 (68%) resulted in improved services or supports for young children and families
- 206 (35%) resulted in exchanges of resources
- 106 (18%) resulted in development of new programs
- 130 (22%) resulted in exchange of information
- 88 (15%) resulted in improved screening/referral/follow up processes
- 70 (12%) resulted in increased organizational capacity

❖ How is Happy County HCC making a difference?

There was *overwhelming consensus* by more than half of respondents that HCC was responsible for:

- ✓ Connecting many organizations in the community to one another
- ✓ Raising awareness of early childhood issues in the community
- ✓ Convening community organizations around a shared goal
- ✓ Building public engagement
- ✓ Coordination of local websites to help families
- ✓ Providing leadership in bringing partners together
- ✓ Increasing visibility in the community
- ✓ Increased knowledge and access to quality resources/materials for young children and their families
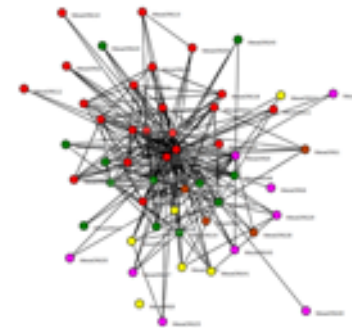
❖ **What are partners in Happy County doing together?**

- 271 partnerships reported in Early Learning
- 254 partnership reported in Family Support and Education
- 153 partnerships reported in Social, Emotional, and Mental Health
- 130 partnerships reported in Health
- 47 partnerships reported in Home Visitation

# of Partnerships

- ■ Early Learning
- ■ Family Support & Education
- ⊞ Social, Emotional, Mental Health
- ■ Health
- ■ Home Visitation

❖ **What resources do these partners contribute?**

The *most resources exchanged among these partnerships* are:

- Community connections
- Advocacy
- Leadership in the early childhood field
- Services for young children and their families
- Knowledge of resources
- Expertise in early learning

- Support & commitment to engage in systems building
- Expertise in family support & parent education
- Training & professional development opportunities
- Comunication/public relations technical assistance

❖ **What is the quality of relationships in Happy County?**

Members of the Happy County early childhood system report *high levels of trust among partners* (and very high levels of trust of HCC) and *positive perceptions of the value* that engaging partners brings to the system. Overall trust scores are 79%, out of 100%, with most organizations reporting a "great deal" of trust and value towards their partners.

❖ **What has the Happy County early childhood system achieved in the last year?**

What they said the early childhood system has Achieved;

- More knowledge and awareness
- More collaboration and relationships
- Creation of a shared vision
- A more coordinated approach
- Development of effective strategies
- Increased focus on health/social emotional/mental health issues for young children

Where they thought we could focus next...

- Increase referrals to community programs
- Increase data sharing
- Increased capacity building for trainings, grant writing, developing resources, and connecting to funders
- Engaging in shared policy work
- Increased project/funding coordination

Example Grant Language

The Colorado Common Grant Application (CGA) consists of a category that asks the applicant to describe:

COLLABORATION. Describe the organization's most significant interactions with other organizations and efforts. For program and project requests, address this question with respect to that program or project only.

Below is some language that could be used for this portion of the grant:

Since YEAR, the Adams County Partnership for Children and Families (ECPAC) has been strengthening the early childhood system by serving as a coordinating agency for the community. We provide information to the community, bring partners together, coordinate data, and develop programs with our community partners. In 2012 and 2014, using the PARTNER survey (www.partnertool.net), we asked members of the community to tell us about their partnerships, their perceptions of the ECPAC, and to share their vantage points of what is happening in the system. In 2014, 37 organizations were asked to participate with an 81% response rate. These partners described 450 partnership between them, all relating to the early childhood system in Adams County. The organizations that responded represented "Early Learning" (32%), "Family Support and Parent Education" 29%, "Health" 27%, "Social Emotional and Mental Health" 5%, and "Other" 7%. All of these organizations had consistent or proactive involvement with ECPAC.

How ECPAC is Building a Stronger Early Childhood System: Respondents told us that 64% of the partnerships they reported are attributed to the activities related to ECPAC. In fact, respondent told us that 53% of those partnerships were created *through* ECPAC activities and that 11% of those partnerships were strengthened by ECPAC activities.

How Partnerships are Strengthening Our Early Childhood System: Of the 450 partnerships reported in 2014, 59% resulted in improved services or supports for young children and families, 43% resulted in exchanges of resources, 19% resulted in development of new programs, 21% resulted in exchange of information, 36% resulted in improved

Example Network

Information Sharing

Example Network

Advocacy

https://cnsspa.maps.arcgis.com/apps/MapSeries/index.html?appid=a7bde7ac14764a5

Questions?

CONTACTS
Danielle M. Varda, PhD
danielle.varda@ucdenver.edu

PARTNER Team
partnertool@ucdenver.edu

PARTNER Website
www.partnertool.net

STAY CONNECTED:

www.center-networkscience.net
www.networkleader.org

nlta@ucdenver.edu

@network leadership
@partner tool