Catalyzing Health Action

A Guide for Designing Health Collaboratives

Icahn School of Medicine at Mount Sinai
Arnhold Institute for Global Health

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Arnhold Institute for Global Health

The Commonwealth Fund

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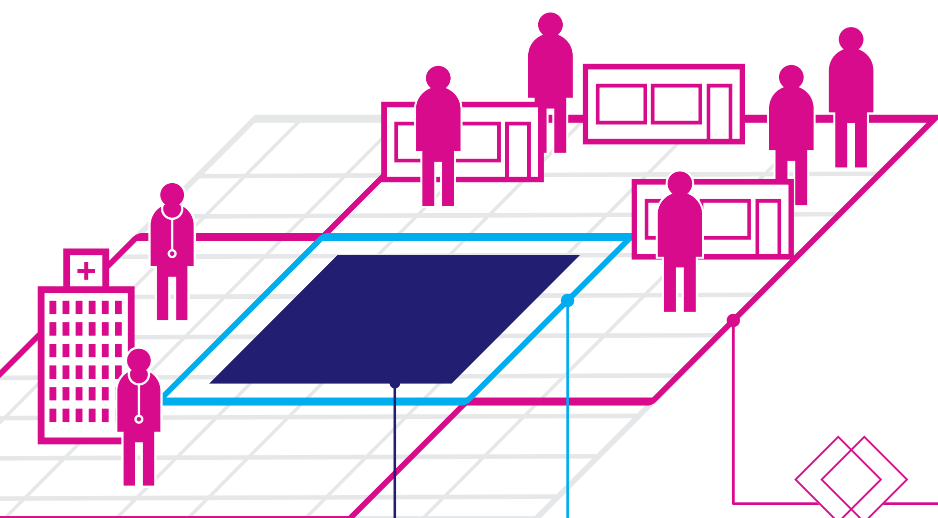
Special Acknowledgement
Divya Vatsa

Catalyzing Health Action: A Guide for Designing Health Collaboratives

The contents of the Catalyzing Health Action guide are arranged into three major sections: (1) Building Partnerships, (2) Identifying and Framing a Shared Challenge, and (3) Setting the Strategy. While these sections are reflective of a process and usually thought of in sequence, the guide can be referenced at any point, depending on the stage you and your team are in.

Each section includes contextual background, guiding principles, and activities that support your team at that given stage. In addition to these three sections, we have included 7 Guiding Principles of Successful Collaboratives, a series of guidelines for the overall process, and Workshop 101, a tactical guide on how to host a successful workshop.



About the Initiative

Background

We can no longer rely solely on traditional health systems to improve community health. Health systems, community-based organizations, and governments recognize the need for more holistic approaches that effectively incorporate community institutions that provide a variety of social and medical services. There is still a long way to go and a need to better understand how to create these successful, sustainable partnerships.

Initiative

In August 2018, The Arnhold Institute for Global Health (AIGH) received support from the Commonwealth Fund to develop and implement a participatory process bringing together community health stakeholders to identify and create a plan addressing a community health issue in Central Harlem. Lessons from this process were captured and generalized in a guide for implementers to support community health transformation efforts.

Goals

1) Create a participatory process that enables health systems and communities to collaborate and adapt best practices to improve community health.

2) Develop a guide that captures and generalizes lessons from this process to be used by implementers to support community health transformation efforts.

Approach

Stakeholders from Central Harlem-based community organizations and health systems collaborated to identify a complex local community health challenge and develop a shared sense of purpose. During a series of workshops, stakeholders identified potential challenges, opportunities, and shared value. Stakeholders also began strategizing about potential implementation steps. This process is captured in detail in this guide.

This initiative is supported by the Commonwealth Fund, a national, private foundation based in New York City that supports independent research on health care issues and makes grants to improve health care practice and policy. The views presented here are those of the authors and not necessarily those of the Commonwealth Fund, its directors, officers, or staff.

The Collaborative

Our stakeholders are from a number of community-based organizations and health systems. Below you will find more detail about them and the organizations they represent.

Manmeet Kaur
Founder & CEO,
City Health Works

City Health Works bridges the gap between the doctor's office and the everyday lives of patients diagnosed with life-threatening chronic illnesses.

Shoshanah Brown
CEO, AIRnyc

AIRnyc's Community Health Workers meet people where they live to improve health, connect families to social care and build health equity at the community level.

Judy Secon
Senior Director of Program & Operations, NY Common Pantry

New York Common Pantry reduces hunger and promotes dignity, health and self-sufficiency.

Maxine Golub
Senior Vice President of Planning & Development, The Institute for Family Health

The mission of the Institute for Family Health is to improve access to high quality, patient-centered primary health care targeted to the needs of medically underserved communities.

Edwidge Thomas
Medical Director, Mount Sinai Performing Provider System (PPS)

The vision of Mount Sinai PPS is to create a population-health focused, integrated delivery system in Manhattan, Brooklyn and Queens that improves the quality of care and health outcomes for the most vulnerable populations, while reducing overall costs.

Carol DeJesus
Vice President of Care Transitions & Population Health, Mount Sinai St. Luke's

Mount Sinai St. Luke's is a full-service medical center with a 24/7 emergency department, serving patients from Midtown and the West Side of Manhattan, New York City, and beyond.

Stephanie Wang
Senior Medical Director of Care Transitions & Population Health, Mount Sinai St. Luke's

Mount Sinai St. Luke's is a full-service medical center with a 24/7 emergency department, serving patients from Midtown and the West Side of Manhattan, New York City, and beyond.

Linda Weiss (Advisor)
Director, Center for Evaluation and Applied Research, New York Academy of Medicine

Established in 1847, The New York Academy of Medicine is dedicated to ensuring everyone has the opportunity to live a healthy life. Through our original research, policy and program initiatives the Academy provides the evidence base to address the structural and cultural barriers to good health and drive progress toward health equity.

The Collaborative (continued)

Arnhold Institute for Global Health

Delivering lasting global health impact at scale for the poor is the mission of the Arnhold Institute..

Natalie Privett
Lead Systems Design Engineer

Amanda Misiti
Program and Policy Research Manager

Nicholas Chan
Experience Designer

Roxanne Martin
Policy Research Analyst

In this guide, "facilitators" refers to the Arnhold Institute for Global Health (AIGH) team that worked on this initiative. AIGH is part of the Icahn School of Medicine at Mount Sinai. While we tried to maintain a balanced perspective, we want to acknowledge that as employees of the health system we, and therefore this guide, may reflect that perspective.

Purpose of the Guide

Who should use this guide?

This guide can be useful for anyone who wants to improve community health through collaboration across health systems and community-based organizations.

How should I approach this guide?

This guide will help you build meaningful partnerships, achieve consensus, and scope out a strategy for specific community health issues. It will be useful in thoughtfully convening community-based organizations and health care systems to identify and working towards a collaborative goal while building trust.

This guide offers instructions, tips, and exercises to help you create a successful collaboration.

Rooted in our experiences conducting our own collaborative, this guide also reports on observations and takeaways from our initiative.

Make it your own! Feel free to adapt this guide as you see fit. We have included tips throughout that suggest things to consider as you plan to use the exercises, based on our own experiences. You may find certain chapters, activities, or tools more useful than others. The guide is designed in a non-linear way with this in mind.

Why did we produce this guide?

We feel strongly that health will not improve for the most vulnerable unless social services are formally incorporated into health care delivery.

We know that collaborating across organizations for community health is challenging, and we want to assist others in their efforts.

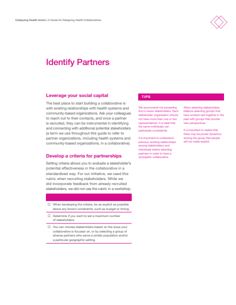
Share your thoughts!

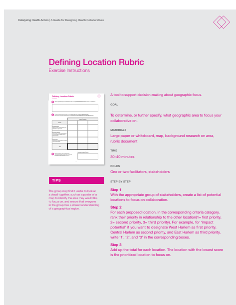
We hope this guide sparks a conversation around the country to improve upon cross health care and community-based organization collaborations.

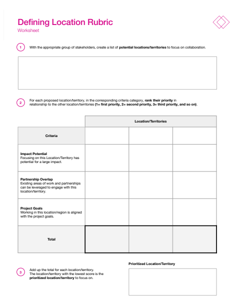
How to Use this Guide

For every section you will find an overview, objectives, and supporting exercises.

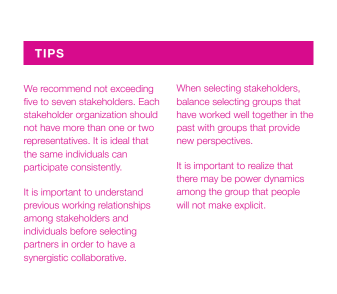
Every section is comprised of context of initiative, exercise instructions, and worksheets.







Throughout the guide, you will find tips and lessons learned to provide practical advice to support your process.



7 Guiding Principles of Successful Collaboratives

We developed seven guiding principles that are meant to support you and your initiative. They speak to the process as a whole and will be referred to throughout.

GUIDING PRINCIPLES

	PRINCIPLES	DESCRIPTION
1	**Invest in relationships early and often**	Recruitment can be difficult. Leverage social capital for recruitment. Building rapport and trust from the outset will make it easier to navigate challenges later. Take time to go slowly. The success of your process hinges on your relationships with and among stakeholders.
2	**Design for trust**	Don't underestimate the importance of building trust between you and the stakeholders and among stakeholders. Even when organizations harbor historic mistrust, your process can build trust between individuals as a starting place for collaboration.
3	**Show the path**	Stakeholders need a shared sense of where they are going in order to establish buy-in and course correct. It will be difficult to establish the value of your initiative without clarity about goals. Be clear about the steps in the process and the overall objectives, frequently communicate, and provide well-defined parameters. Provide stakeholders with a concrete sense of where they have been and where they are going together.
4	**Foster value**	Ask stakeholders what benefits can be incorporated into the work of the collaborative. Although the value may seem evident, turn to the stakeholders to help identify what motivates them as individuals and as a group.
5	**Check your biases**	Keep an open mind. Respect the feedback of stakeholders and accommodate their requests as much as possible.
6	**Leverage time wisely**	Use time efficiently. Deliberate how to best allocate time for one-to-one vs. group settings. Read cues for when individual check-ins are needed. Offer to meet in person and at stakeholders' offices whenever possible. Minimize requests of stakeholders.
7	**Strike a balance**	Expert facilitation is key to managing group brainstorming sessions and ensuring closure. Getting to closure is important but not worth sacrificing buy-in and stakeholders' engagement.

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1

Building Partnerships

This section is about building partnerships and establishing buy-in among stakeholders.

- Identify Partners
- Build Strong Relationships
- Create a Group Identity
- Formalize the Partnership

Exercises in this section:

- Partnership Recruitment Rubric
- Defining Location Rubric
- Community Profile Exercise

Overview

Strong partnerships are the foundation of a collaborative. It is imperative to choose partners who are willing to put the time and effort into this collaborative. The ability to establish trust amongst the stakeholders is necessary for success.

Bringing together the stakeholders in a thoughtful way is essential. After the recruitment phase, we convened workshops on a nearly monthly basis. For more information on how to organize a workshop, please see the section “Workshop 101” (Pg 65). We conducted most of the exercises you will find in this guidebook during the workshops. We recommend not convening workshops until partners are committed to participating. In addition, facilitators should expect to spend a significant amount of time prepping, soliciting feedback, and debriefing with stakeholders on an individual basis.

Identify Partners

Leverage your social capital

The best place to start building a collaborative is with existing relationships with health systems and community-based organizations. Ask your colleagues to reach out to their contacts, and once a partner is recruited, they can be instrumental in identifying and connecting with additional potential stakeholders (a term we use throughout this guide to refer to partner organizations, including health systems and community-based organizations, in a collaborative).

Develop a criteria for partnerships

Setting criteria allows you to evaluate a stakeholder's potential effectiveness in the collaborative in a standardized way. For our initiative, we used this rubric when recruiting stakeholders. While we did incorporate feedback from already recruited stakeholders, we did not use the rubric in a workshop.

CRITERIA CONSIDERATIONS
☐ When developing the criteria, be as explicit as possible about any known constraints, such as budget or timing.
☐ Determine if you want to set a maximum number of stakeholders.
☐ You can choose stakeholders based on the issue your collaborative is focused on, or by selecting a group of diverse partners who serve a similar population and/or a particular geographic setting.

TIPS

We recommend not exceeding five to seven stakeholders. Each stakeholder organization should not have more than one or two representatives. It is ideal that the same individuals can participate consistently.

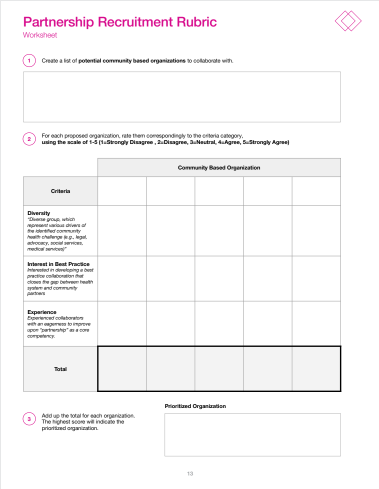
It is important to understand previous working relationships among stakeholders and individuals before selecting partners in order to have a synergistic collaborative.

When selecting stakeholders, balance selecting groups that have worked well together in the past with groups that provide new perspectives.

It is important to realize that there may be power dynamics among the group that people will not make explicit.

Partnership Recruitment Rubric

Exercise Instructions


Partnership Recruitment Rubric
Worksheet

1 Create a list of **potential community based organizations** to collaborate with.

2 For each proposed organization, rate them correspondingly to the criteria category, **using the scale of 1-5 (1=Strongly Disagree , 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)**

	Community Based Organization				
Criteria					
Diversity *"Diverse group, which represent various drivers of the identified community health challenge (e.g., legal, advocacy, social services, medical services)"*					
Interest in Best Practice *Interested in developing a best practice collaboration that closes the gap between health system and community partners*					
Experience *Experienced collaborators with an eagerness to improve upon "partnership" as a core competency.*					
Total					

3 Add up the total for each organization. The highest score will indicate the prioritized organization.

Prioritized Organization

13

A tool to support decision-making about identifying and prioritizing stakeholders.

GOAL

To determine which stakeholders should be recruited to join the initiative.

MATERIALS

Rubric document

STEP BY STEP

Step 1

The facilitators create a list of potential stakeholders to join the initiative.

Step 2

For each stakeholder, in the corresponding criteria category, rate how well the organization fits the criteria (1= strongly disagree, 2=disgaree, 3=neutral, 4=agree; 5=strongly agree).

Step 3

Add up the total for each stakeholder. The organizations with the highest scores are your priority organizations.

Partnership Recruitment Rubric

Worksheet

1 Create a list of **potential community based organizations** to collaborate with.

2 For each proposed organization, rate them correspondingly to the criteria category,
using the scale of 1-5 (1=Strongly Disagree , 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

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Experience *Experienced collaborators with an eagerness to improve upon "partnership" as a core competency.*					
Total					

3 Add up the total for each organization. The highest score will indicate the prioritized organization.

Prioritized Organization

Build Strong Relationships

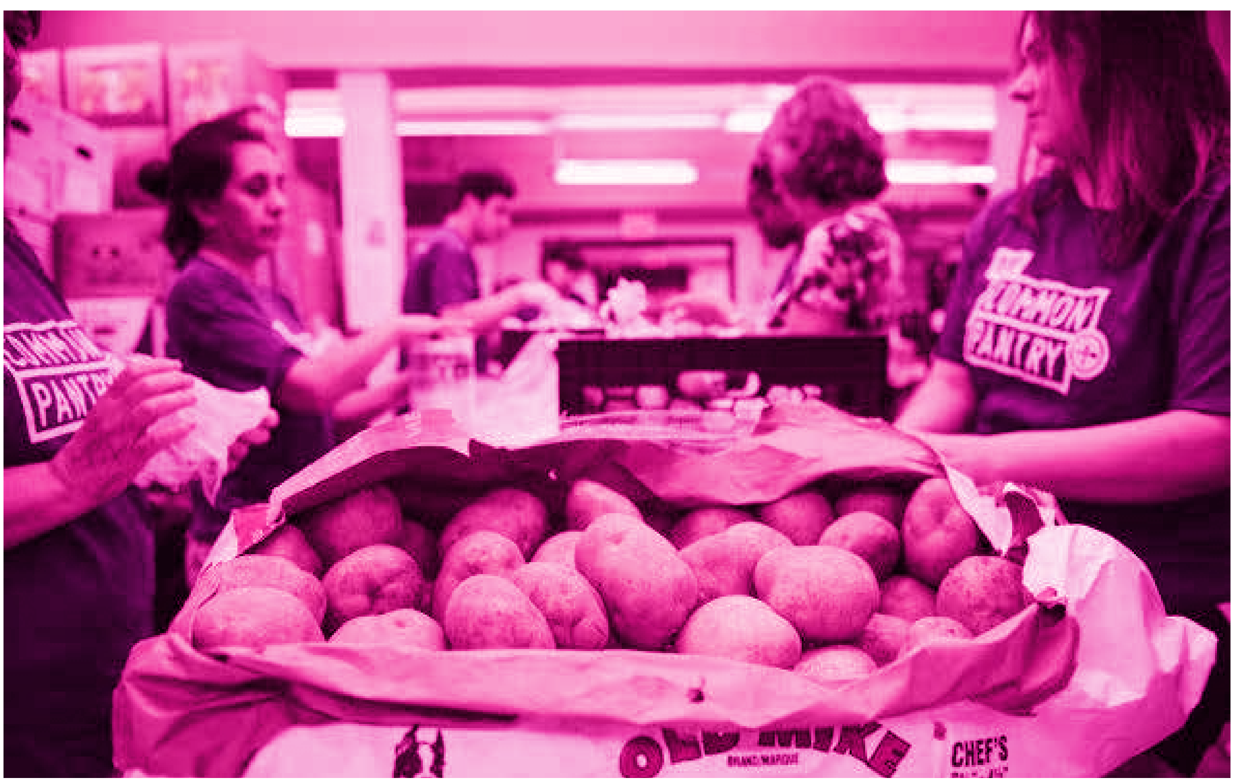
Establishing a personal and professional rapport with stakeholders is essential. Phone calls, visits to stakeholders' organizations, and the thoughtful design of workshops make the difference.

Recruitment phone calls

These calls are an opportunity to get to know each other better, to share more about the initiative, and to hear from your stakeholders what would make this initiative valuable to them. Participation from stakeholder senior management is critical at this stage in order to ensure participation and to identify the most appropriate staff to participate.

In-person visits

It is particularly important to meet community-based stakeholders at their offices as soon as possible in the project cycle. During these visits, first and foremost, give stakeholders the floor to share about their work. In any remaining time, address any questions that remain about the initiative.



In-person visit to a stakeholder organization. Photo by Patrick Kolts

Defining (and Refine) the Location

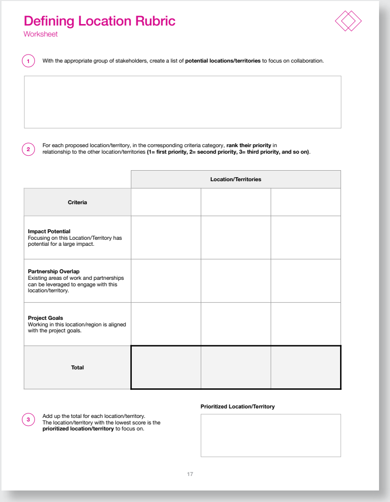
While the geographic focus of your work may seem obvious, being as explicit as possible is critical. Often people have different assumptions about defined geographic areas, such as neighborhoods.

As you define the geographic focus, you will likely have the need to reach out to additional stakeholders who serve that population. Although stakeholder recruitment should be done as early as possible, do not hesitate to add vital stakeholders to the collaborative later on. Some of our stakeholders joined after the first workshop, once we committed to a specific geographic location.

To determine what geographic area to focus on, we asked our initial stakeholders what was important to them, developed a rubric based on those factors, and then scored the factors. Our stakeholders emphasized that the geographic focus should have potential for high impact, that it should be in areas where their organizations worked and had partners, and that working in that area should align with the collaborative's goal.

Defining Location Rubric

Exercise Instructions



Defining Location Rubric

Worksheet

1 With the appropriate group of stakeholders, create a list of **potential locations/territories** to focus on collaboration.

2 For each proposed location/territory, in the corresponding criteria category, **rank their priority** in relationship to the other location/territories **(1= first priority, 2= second priority, 3= third priority, and so on)**.

	Location/Territories		
Criteria			
Impact Potential Focusing on this Location/Territory has potential for a large impact.			
Partnership Overlap Existing areas of work and partnerships can be leveraged to engage with this location/territory.			
Project Goals Working in this location/region is aligned with the project goals.			
Total			

3 Add up the total for each location/territory. The location/territory with the lowest score is the **prioritized location/territory** to focus on.

Prioritized Location/Territory

17

A tool to support decision-making about geographic focus.

GOAL

To determine, or further specify, what geographic area to focus your collaborative on.

MATERIALS

Large paper or whiteboard, map, background research on area, rubric document

TIME

30–40 minutes

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 1
With the appropriate group of stakeholders, create a list of potential locations to focus on collaboration.

Step 2
For each proposed location, in the corresponding criteria category, rank their priority in relationship to the other location (1= first priority, 2= second priority, 3= third priority). For example, for ‘impact potential’ if you want to designate West Harlem as first priority, Central Harlem as second priority, and East Harlem as third priority, write ‘1’, ‘2’, and ‘3’ in the corresponding boxes.

Step 3
Add up the total for each location. The location with the lowest score is the prioritized location to focus on.

TIPS

The group may find it useful to look at a visual together, such as a poster of a map to identify the area they would like to focus on, and ensure that everyone in the group has a shared understanding of a geographical region.

Defining Location Rubric

Worksheet

1 With the appropriate group of stakeholders, create a list of **potential locations** to focus on collaboration.

2 For each proposed location, in the corresponding criteria category, **rank their priority** in relationship to the other location **(1= first priority, 2= second priority, 3= third priority, and so on).**

	Locations		
Criteria			
Impact Potential Focusing on this location has potential for a large impact.			
Partnership Overlap Existing areas of work and partnerships can be leveraged to engage with this location.			
Project Goals Working in this location is aligned with the project goals.			
Total			

3 Add up the total for each location.
The location with the lowest score is the **prioritized location** to focus on.

Prioritized Location

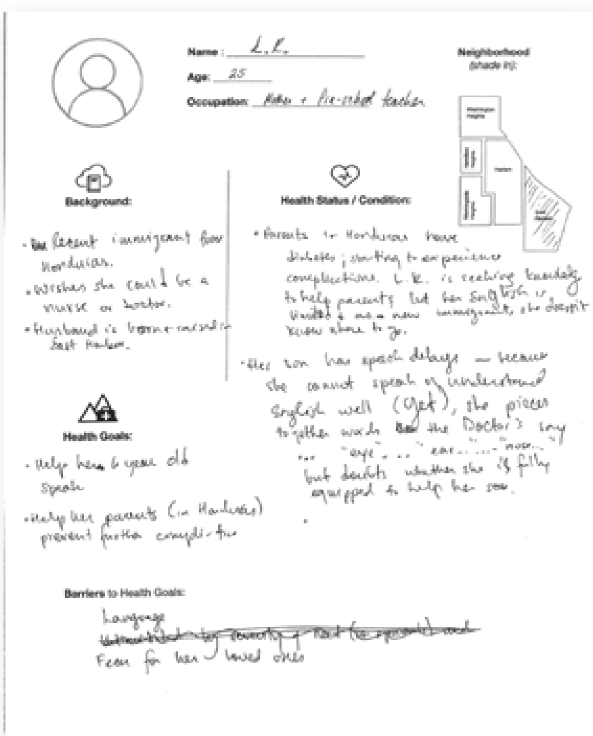
Create a Group Identity

After successfully recruiting stakeholders, it is the appropriate time to convene stakeholders for their first workshop. Check out "Workshop 101" (Pg 65) to learn how to plan a successful workshop.

Foster shared value

Regularly asking stakeholders what would make participation valuable for them is critical for active engagement throughout the project. When possible, make these accommodations or be transparent with stakeholders when it is not possible to do so.

In our initiative, we did not have the resources to provide funding to our stakeholders. We recommend trying to find ways to compensate stakeholders due to the time and effort they contribute.


Name: L.E.

Age: 25

Occupation: Mother + Pre-school teacher

Neighborhood (shade in):

Background:

- Recent immigrant from Honduras.
- Wishes she could be a nurse or doctor.
- Husband is [illegible] East Harlem.

Health Status / Condition:

- Parents in Honduras have diabetes; starting to experience complications. L.E. is seeking knowledge to help parents but her English is limited & as a new immigrant, she doesn't know where to go.
- Her son has speech delays — because she cannot speak or understand English well (yet), she pieces together words the Doctor's say ... "eye"... "ear"... "nose"... but doubts whether she is fully equipped to help her son.

Health Goals:

- Help her 6 year old speak
- Help her parents (in Honduras) prevent further complication

Barriers to Health Goals:

Language

~~[illegible]~~

Fear for her loved ones

Example of completed community profile worksheet

What value might stakeholders garner from participation?

Our collaborative's stakeholders shared a number of reasons they felt the initiative was valuable:

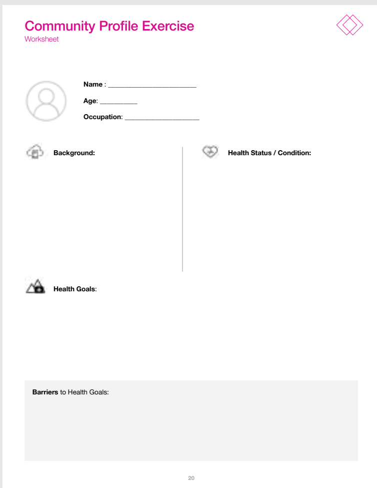
- **Building partnerships and breaking down misconceptions**—Stakeholders gained a better understanding of one another's experiences and work. Although some stakeholders had interacted previously via emails or more formal meetings, the workshops provided a much more personal experience. This allowed the group to establish common ground.
- **Clearer understanding of the need for more efficient collaboration between organizations in order to solve complex problems**—The workshops allowed the stakeholders to have honest conversations and jointly identify their shared vision for improving community health.

Build a shared sense of purpose

The community profile exercise builds rapport among the stakeholders. For our initiative, we used the community profile exercise to root our group to why collaborative work matters. Stakeholders identified and shared their individual motivation for participating, which helped them forge a greater sense of connection and trust among one another and established the common goal of trying to affect a change for vulnerable people living in Central Harlem.

Community Profile

Exercise Instructions


Community Profile Exercise
Worksheet

Name : ____________
Age: ________
Occupation: ____________

Background:

Health Status / Condition:

Health Goals:

Barriers to Health Goals:

20

An activity that helps the collaborative to identify and understand their shared purpose.

GOAL

This helps to highlight the need for collaboration across community organizations and healthcare systems and to build a strong sense of shared purpose.

MATERIALS

Community profile worksheet

TIME

45–60 minutes depending on size of group

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 0
Introduce the activity.

Step 1
Ask the collective to individually complete the *Community Profile Worksheet.* (5–10 minutes)

Stakeholders develop a profile (of either a person they know or an archetype) from the geographic focus area. This person should have complex health and social needs.

Step 2
Give everyone a moment to share out the profiles. Depending on the group size, everyone can share the narrative they recorded, or the facilitator can ask for people to volunteer. You may consider posting them on a poster or wall, if people are comfortable with that. (15–20 min)

Step 3
Discuss common themes. (10–15 min)

TIPS

We noticed that the exercise is more powerful when stakeholders think of a real person without identifying them. Although they can imagine a person if they don't know of a specific one. It was particularly emotional for clinicians recalling patients that they wish they could have helped more.

Community Profile

Worksheet

Name : ___________________________

Age: ___________

Occupation: _______________________

Background:

Health Status / Condition:

Health Goals:

Barriers to Health Goals:

Formalize the Partnership

After two to three meetings with stakeholders, it can be helpful to make expectations and the terms of working together explicit in a document. Options include a shared charter, letter of commitment, or a memorandum of understanding.

We recommend selecting an option that creates clarity about expectations and time commitments from each party, as well as a rallying cry around the group's focus.

Stakeholders completing the Community Profile exercise in a workshop

Lessons Learned

Relationship building

- Nomenclature is important. Not all organizations that serve local communities identify with the term “community-based organization” as such. Respecting the nuances of organizational identities is important.
- Prioritize time for calls or in-person visits to check in with individual partners. This creates a space outside of the group to share feedback, clarify, and maintain engagement.
- Stakeholders may find it useful to visit each others’ organizations to maximize cross-learning.

Stakeholder participation

- Scheduling is always a challenge, but worth the investment in in-person time.
- Be prepared for the level of engagement from partners to fluctuate. It is unlikely that everyone will be able to attend every workshop or be excited throughout the process.
- Be clear about the expectation that each organization should have the same representative every workshop.
- We recommend conducting the community profile exercise once the group of participants is well-established. We used the exercise with only some of our stakeholders early in the process and later felt we had missed an opportunity by not waiting.
- You need to identify and recruit more partners than will actually join the collaborative because some may not end up joining the collaborative or some may drop out.

2

Identifying and Framing a Shared Challenge

This section helps groups determine a shared challenge to focus on through the following areas:

- Develop Focus Criteria for Challenge Statement
- Identify and Specify Collective Priorities
- Achieve Consensus on Shared Challenge

Exercises in this section:

- Identifying Collective Priorities
- Specifying Collective Priorities
- Challenge Statement Mad Libs
- Challenge Statement Generation and Evaluation
- Commitment Document

Overview

A shared community health challenge statement identifies both a population and a community health need. This will be the focus of the collaborative; thus, a challenge statement grounds the collaborative in collective priorities and should be agreed upon by all the stakeholders.

Develop Focus Criteria for Challenge Statement

Prior to writing a challenge statement, a set of criteria defining what the challenge statement is can be helpful to establish scope. Depending on the circumstances, the criteria can ultimately be created by the facilitators, but should incorporate relevant ideas offered by the stakeholders. The criteria should also include any restrictions, such as geography or issue area.

SAMPLE CRITERIA

The community health challenge is...

1	Under a broad umbrella of primary health care and community organizations
2	Focused on a defined vulnerable population
3	Geographically defined within Central Harlem
4	Requires collaboration across health system and community partners
5	All stakeholders have something to contribute
6	A priority for the community (as well as the stakeholders)
7	Issue-based. Not the development of tools, infrastructure, and process. (These may be final outputs, but not the challenge itself.)

TIPS

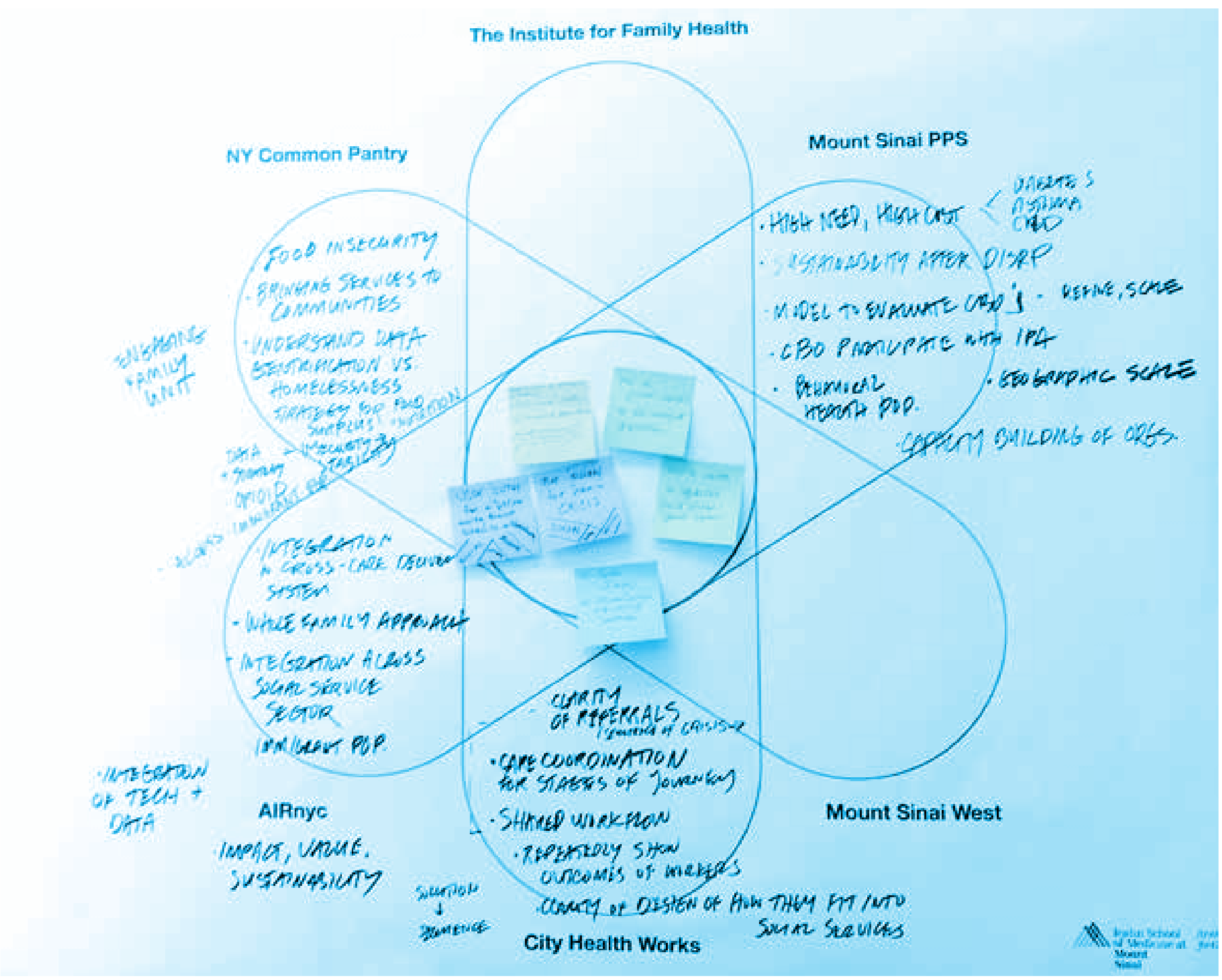
The criteria can be edited or added to throughout the process.

Display the criteria when developing the challenge statement. It is helpful to refer to the criteria if the group loses focus.

Identify and Specify Collective Priorities

All stakeholders will come to the collaborative with different perspectives and priorities. It is important to embrace these differences. Through discussion and activities, you will be able to identify where there is overlap and, therefore, opportunity. Once you are able to discover shared priorities, you will be able to narrow down the focus area or the population.

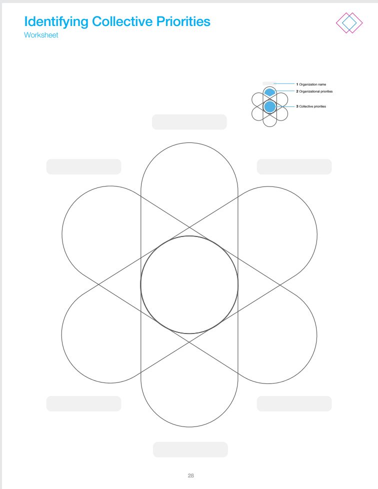
A discussion to specify collective priorities will allow your stakeholders to think about the shared priorities and what each priority entails.



Example of completed Identify Collective Priorities exercise from our initiative

Identify Collective Priorities

Exercise Instructions



TIPS

If stakeholders completed the flower independently prior to the workshop, confirm that you captured their priorities correctly.

Everyone shares their organization’s priorities, and then based on what is shared, the group brainstorms what could be achieved together as a group.

GOAL

This can be used to help the group identify collective priorities and a focus.

MATERIALS

Large paper or whiteboard, Identifying Collective Priorities Worksheet, sticky notes, markers

TIME

40–60 minutes

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 1
Ask each stakeholder to record their individual priorities on a flower petal. Priorities can be recorded directly on the flower petal or on sticky notes.

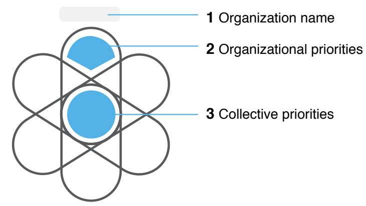
Please note: This can be done independently beforehand, during a one-on-one interaction or during the group session.

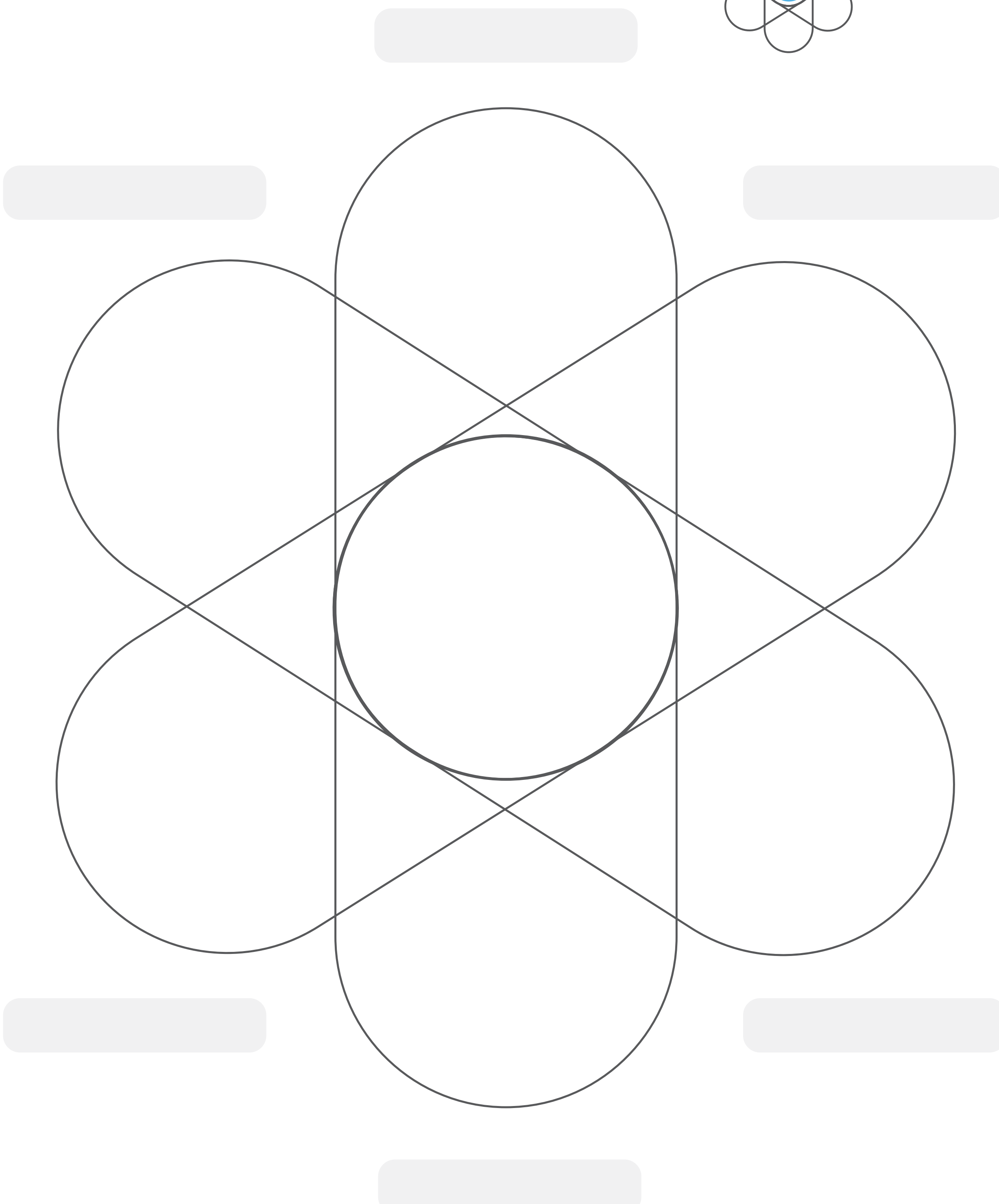
Step 2
Invite each stakeholder to briefly share their relevant priorities.

Step 3
Facilitate a discussion and brainstorming session around what is in the center circle. These shared priorities may include populations, health issues, or needs. This will hopefully be the early phase of identifying what the group might work on together

Identify Collective Priorities

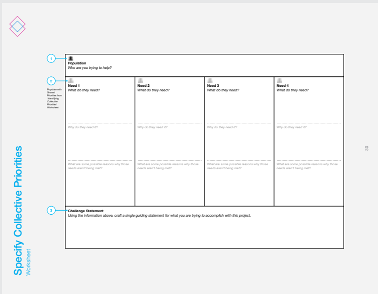
Worksheet





Specify Collective Priorities

Exercise Instructions



A conversation to further specify the group's focus after the flower exercise.

Note: If greater specificity is not needed, it may be possible to skip this step.

GOAL

The goal is to unpack and achieve greater specificity on the shared challenge.

MATERIALS

White boards or poster material, Specifying Collective Priorities worksheets

TIME

40–60 minutes

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 1
Review the collective priorities.

Step 2
Use the collective priorities to populate this worksheet, either as a group or individually, based on the group dynamics. This worksheet is meant to support the discussion.

Step 3
Debrief and share out with the group.

Remind the group of the shared challenge statement criteria to help them work toward greater specificity on the population and needs.

Adapted from UNICEF RapidPro (2015) Describe the Challenge, p 3. In: RapidPro Deployment Toolkit.

Specify Collective Priorities

Worksheet

1

Population
Who are you trying to help?

2

Populate with Shared Priorities from *'Identifying Collective Priorities'* Worksheet

Need 1	**Need 2**	**Need 3**	**Need 4**
What do they need?	*What do they need?*	*What do they need?*	*What do they need?*
Why do they need it?	*Why do they need it?*	*Why do they need it?*	*Why do they need it?*
What are some possible reasons why those needs aren't being met?	*What are some possible reasons why those needs aren't being met?*	*What are some possible reasons why those needs aren't being met?*	*What are some possible reasons why those needs aren't being met?*

3

Challenge Statement
Using the information above, craft a single guiding statement for what you are trying to accomplish with this project.

Achieve Consensus on Shared Challenge

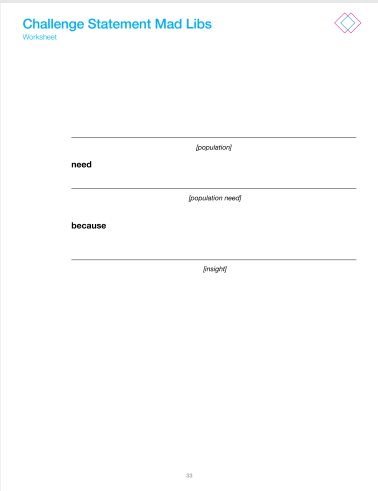
The process of achieving consensus is arguably the most important thing a collaborative can do together. That said, it may take longer than initially anticipated. Our initiative faced the greatest number of challenges during this phase. It may be helpful to set up one-on-one meetings with stakeholders to ensure a safe space for them to share candid feedback that will benefit the collaborative.

Once collective priorities have been identified and discussed, the group should focus on creating a challenge statement. A challenge statement will help a group identify or refine their focus. For our initiative, our challenge statement was specifically structured to include a population and a health issue. Of course, groups can and should adapt this to fit their projects.

Stakeholders working through Challenge Statement Mad Libs exercise in a workshop

Challenge Statement Mad Libs

Exercise Instructions


Challenge Statement Mad Libs
Worksheet

[population]
need

[population need]
because

[insight]

33

Individuals will write challenge statements and then use the collaborative dot method of voting.

GOAL

This can be used to help the group determine and select the group challenge.

MATERIALS

Challenge Statement Mad Libs Worksheets, white boards or poster material, dot stickers

TIME

40–60 minutes

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 1
Ask each individual to write down in one sentence what they think the group should focus on. Remind them that this should build upon the already identified collective priorities.

Please note: Feel free to customize the Mad Libs structure to suit your initiative.

Step 2
Invite stakeholders to share theirs.

Step 3
Hand out two sticker dots to each stakeholder and ask them to place dots on their top two favorite statements.

Step 4
Tally the votes on each challenge statement.

You may have a clear frontrunner or a tie.

Please note: You may determine that a discussion will be helpful after Step 4.

TIPS

The final challenge statement should meet all the criteria that your group developed.

Try to be as specific as possible. Specificity makes it easier to begin thinking about interventions.

Dot voting helps ease discomfort of critiquing your peers

Adapted from Stanford d.school (2009) Point of View Madlib, p 21. In: The Bootcamp Bootleg.

Challenge Statement Mad Libs

Worksheet

[population]

need

[population need]

because

[insight]

When You Do Not Achieve Consensus

If, like us, you did not achieve consensus after the Challenge Statement Mad Libs exercise, you will need another activity to narrow the focus. The following activity helped our stakeholders advance to specifying the challenge statement to a population and health issue.

In order for this exercise to be successful, facilitators will need to take the time to identify the health issues and populations that have already been discussed by the group. Ideally, these will primarily come from the Collective Priorities discussion. However, facilitators can review workshop transcripts and/or notes to help with the identification process.

Once the populations, needs, and health topics have been identified, the facilitator should populate the cards. For example, if a collective priority was "behavioral health," that should be documented on a card. You can include a few blank cards if the group is open to continuing to introduce new possibilities. However, these cards are meant to keep the group focused and to build upon what has already been discussed.

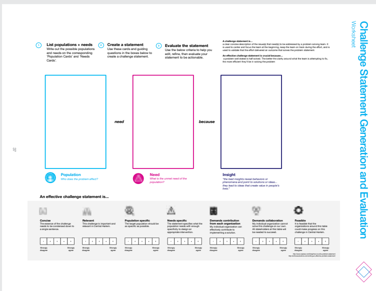
Based on our framing, we had cards for the population and the need, but based on your initiative you may find it makes sense to change the challenge statement structure.

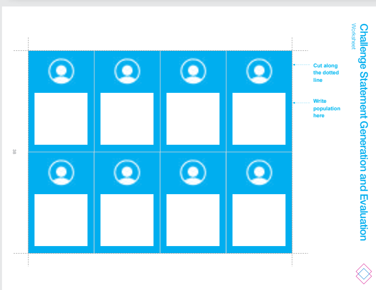
Preparation also includes creating a grading rubric in order to evaluate each stakeholder's challenge statement. We relied heavily on the challenge statement criteria when developing the rubric. Our rubric evaluated whether the challenge statement was concise, relevant, population and needs specific, demanded contribution from each organization, demanded collaboration, and was feasible. Groups can adapt the criteria we have provided or create their own.

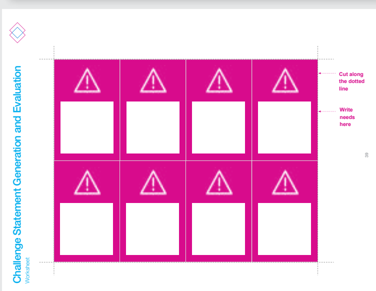
Stakeholders working on Challenge Statement Generation and Evaluation exercise

Challenge Statement Generation and Evaluation

Exercise Instructions







TIPS

Be prepared that stakeholders may not feel comfortable with the regimented format of this exercise. Some of our stakeholders disliked the criteria and grading in this exercise.

It may be helpful to incorporate time for discussion after this exercise, especially if people are uncomfortable with the structured format.

Everyone completes a challenge statement using cards that were generated based on the specifying priorities discussion.

Some groups may not find this step necessary.

GOAL

This can be used to help the group to refine and finalize the challenge statement.

MATERIALS

Challenge statement generation worksheets and cards

TIME

40–60 minutes

ROLES

One or two facilitators, stakeholders

STEP BY STEP

Step 1
Invite each stakeholder to construct a challenge statement using the cards.

Step 2
Have all stakeholders evaluate each other's challenge statements.

Step 3

Facilitators tally the evaluations and announce the frontrunner or any ties.

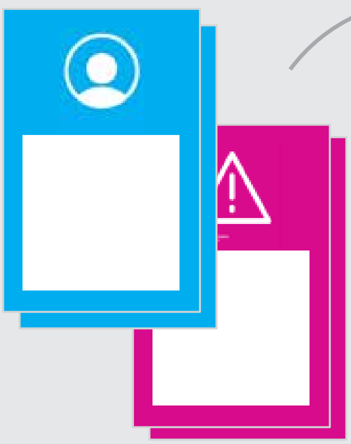
In the case of a tie, we suggest prioritizing categories, or finding another way and being transparent about them.

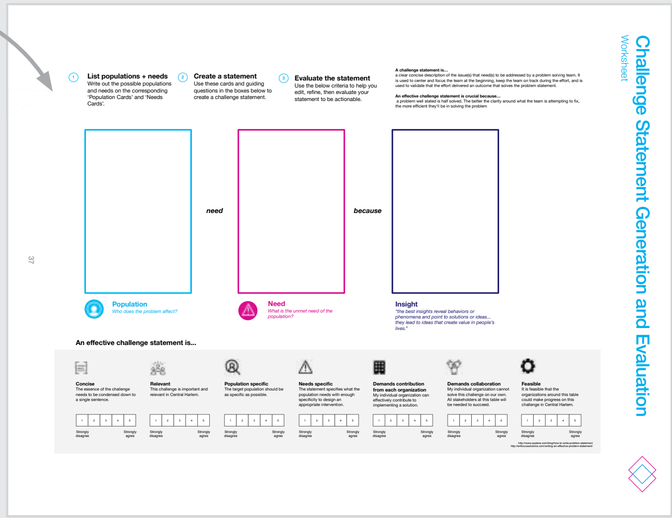
Challenge Statement Generation and Evaluation

Exercise Instructions

1. **List populations + needs**
Write out the possible populations and needs on the corresponding 'Population Cards' and 'Needs Cards'.

2. **Create a statement**
Use these cards and guiding questions in the boxes below to create a challenge statement.





3. **Evaluate the statement**
Use the below criteria to help you edit, refine, then evaluate your statement to be actionable.

Challenge Statement Generation and Evaluation

Worksheet

1 **List populations + needs**
Write out the possible populations and needs on the corresponding 'Population Cards' and 'Needs Cards'.

2 **Create a statement**
Use these cards and guiding questions in the boxes below to create a challenge statement.

3 **Evaluate the statement**
Use the below criteria to help you edit, refine, then evaluate your statement to be actionable.

A challenge statement is…
a clear concise description of the issue(s) that need(s) to be addressed by a problem solving team. It is used to center and focus the team at the beginning, keep the team on track during the effort, and is used to validate that the effort delivered an outcome that solves the problem statement.

An effective challenge statement is crucial because…
a problem well stated is half solved. The better the clarity around what the team is attempting to fix, the more efficient they'll be in solving the problem

need *because*

Population
Who does the problem affect?

Need
What is the unmet need of the population?

Insight
"the best insights reveal behaviors or phenomena and point to solutions or ideas… they lead to ideas that create value in people's lives."

An effective challenge statement is...

Concise
The essence of the challenge needs to be condensed down to a single sentence.

1	2	3	4	5

Strongly disagree — Strongly agree

Relevant
This challenge is important and relevant in Central Harlem.

1	2	3	4	5

Strongly disagree — Strongly agree

Population specific
The target population should be as specific as possible.

1	2	3	4	5

Strongly disagree — Strongly agree

Needs specific
The statement specifies what the population needs with enough specificity to design an appropriate intervention.

1	2	3	4	5

Strongly disagree — Strongly agree

Demands contribution from each organization
My individual organization can effectively contribute to implementing a solution.

1	2	3	4	5

Strongly disagree — Strongly agree

Demands collaboration
My individual organization cannot solve this challenge on our own. All stakeholders at this table will be needed to succeed.

1	2	3	4	5

Strongly disagree — Strongly agree

Feasible
It is feasible that the organizations around this table could make progress on this challenge in Central Harlem.

1	2	3	4	5

Strongly disagree — Strongly agree

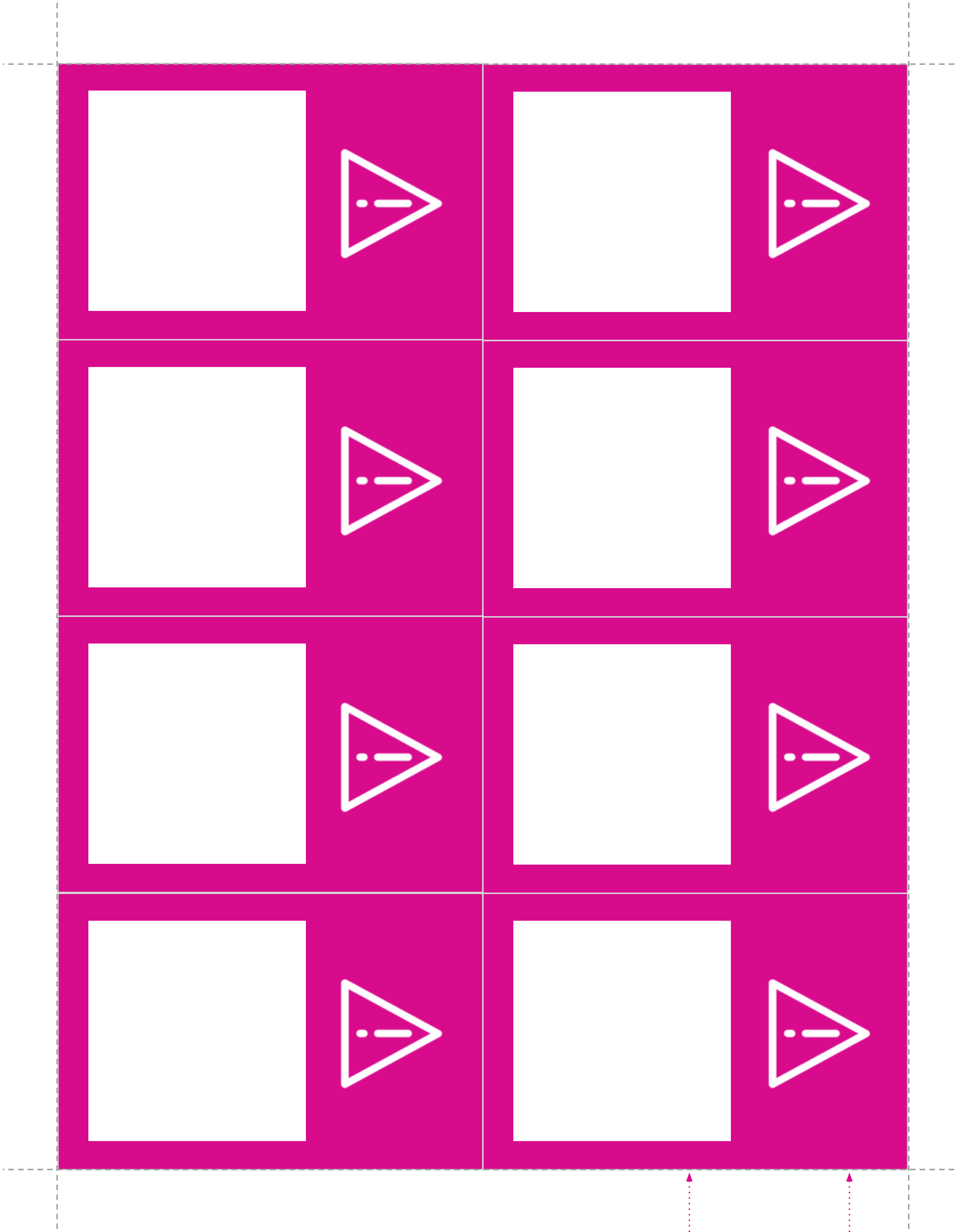
http://www.ceptara.com/blog/how-to-write-problem-statement
http://enfocussolutions.com/writing-an-effective-problem-statement/

Challenge Statement Generation and Evaluation

Worksheet

Cut along the dotted line

Write population here



Write needs here

Cut along the dotted line

Commitment Document

The commitment document helps to galvanize the sense of group identity around the specified goal. It should not feel administrative, but rather serve as a rallying cry.

Stakeholders creating a commitment document for our initiative

Commitment Document

Exercise Instructions


Commitment Document
Worksheet

As a group, we commit to focusing on identifying and adapting solutions for

____

who need

______________________________ .

All stakeholders sign the document to demonstrate their commitment to the challenge statement.

GOAL

The purpose is to galvanize the sense of group identity around the specified goal.

As a group, we commit to focusing on identifying and adapting solutions for

____

who need

____.

Name:
Title:
Organization:
Date:

Name:
Title:
Organization:
Date:

Name:
Title:
Organization:
Date:

Name:
Title:
Organization:
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Organization:
Date:

Name:
Title:
Organization:
Date:

Name:
Title:
Organization:
Date:

Lessons Learned

- This was the most complex and challenging phase of our initiative. There was a significant amount of work that occurred outside the workshops, including reaching out individually to stakeholders.
- The conversations during workshops were very tense. While we wanted all stakeholders to feel comfortable speaking and being honest, it is important to not allow an individual to monopolize the time. To learn more about facilitation techniques, review “Facilitation Principles” (Pg 75).
- When trying to achieve consensus on a challenge statement, we found it difficult to strike a balance between an open discussion and a more regimented approach. Both approaches have value.
- It took time to evolve the group’s sense of priorities and identity, but as facilitators, we felt a sense of pressure to ensure we advanced the group on a timeline.
- It is important to be aware of how you frame the reasoning for a specific challenge statement. For example, it was difficult for our stakeholders to specify a population. Stakeholders felt that they were being asked to make a value judgement about who was the neediest and what the greatest needs were.
- The first time we voted on the challenge statement we did not reach the level of specificity that we had hoped for. When developing the challenge statement, there was significant tension between general and specific challenge statements. It may take several attempts before the group is satisfied with the challenge statement.

3

Setting the Strategy

This section helps groups determine the direction of the collaborative and a set of concrete next steps.

- Develop Joint Action Plan
- Global Case Study
- Simulation Mapping
- Identify Enabling Actors

Exercises in this section:

- Draft Joint Action Plan
- Global Case Study
- Simulation Mapping
- Patient Journey Mapping
- Enabling Factors and Actors

Overview

After focusing on building a consensus around the challenge, now is the time to shift to identifying solutions and begin considering any other partners that may be needed to succeed. This section is designed to help groups discover how they currently work together and brainstorm how to improve these interactions.

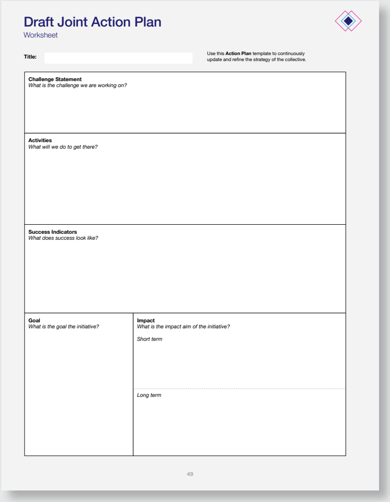
Develop Joint Action Plan

At times it can be difficult for the group to remain focused and have a clear understanding of what the collaborative is moving toward. A joint action plan is a living document that should be completed as the collaborative progresses to allow for documentation as plans become more specific. The action plan does not have to be completed in one workshop, but rather, as the group comes to consensus. The action plan is meant to be edited and supported by the collaborative. Stakeholders should be encouraged to make any necessary changes throughout the process.

Depending on the future goals of the collaborative, the joint action plan can be used to develop a logic model, concept note, or proposal.

Joint Action Plan

Exercise Instructions


Draft Joint Action Plan
Worksheet

Title:

Use this **Action Plan** template to continuously update and refine the strategy of the collective.

Challenge Statement
What is the challenge we are working on?

Activities
What will we do to get there?

Success Indicators
What does success look like?

Goal
What is the goal the initiative?

Impact
What is the impact aim of the initiative?

Short term

Long term

49

The joint action plan incorporates the core components of a concept note (for example, goal, challenge statement, activities).

GOAL

The joint action plan is meant to record what the group has already accomplished throughout the process, as well as provide a sense of direction.

TIPS

Display the joint action plan early in the process, and often. Displaying the action plan at the beginning of each workshop helps remind the group of the progress they have made and where they are going.

Joint Action Plan

Worksheet

Title:

Use this **Action Plan** template to continuously update and refine the strategy of the collective.

Challenge Statement
What is the challenge we are working on?

Activities
What will we do to get there?

Success Indicators
What does success look like?

Goal *What is the goal the initiative?*	**Impact** *What is the impact aim of the initiative?* *Short term* *Long term*

Global Case Study

At AIGH, we believe that global best practices in community health have much to offer American communities. Our intention with the global case study was to inspire the collaborative by offering a different approach. We adapted a framework developed by Bhattacharyya et al. to select a case study that would inspire fruitful discussion, rather than selecting one based on the potential for adaptation. The case study we used incorporated some of the high-level priorities the group identified, such as decreasing stigma and expanding access by bringing services to patients.

A case study will help the group shift to thinking through solutions, as it may be easier to react to another context prior to formulating collaborative strategies.

How to identify global case studies

- Identifying relevant case studies is a challenging task. We found it helpful to refer to Bhattacharyya et al.'s criteria scoring system. We adapted it slightly to reflect our group's priorities, focusing on compatibility for the target population and novelty, both of which we hypothesized would be likely to increase our stakeholders' receptiveness.
- Your group may also find the criteria to be a useful starting point when sifting through many case studies. Of course, another important consideration is the quantity and quality of written case studies on any innovation.

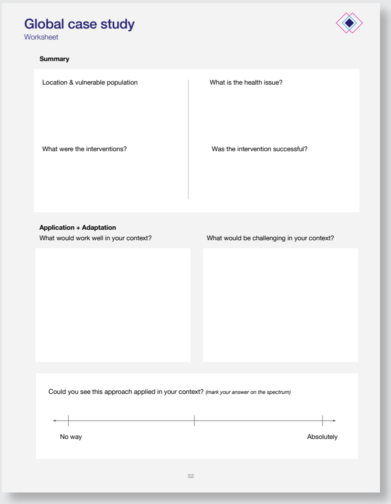
CRITERIA FOR GLOBAL CASE STUDY SELECTION

CRITERIA	DESCRIPTION
Gap in target population	Creating solutions for unsolved (or imperfectly solved) challenges or unaddressed health issues or service gaps
Compatibility	Compatible with health care infrastructure in the target population
Novelty	The innovation is a novel approach or an established innovation used in a new way that has great promise
Receptivity	Openness and engagement of partners but who may be impacted by the innovation.

Adapted from Bhattacharyya O, Wu D, Mossman K, Hayden L, Gill P, Cheng YL, et al. Criteria to assess potential reverse innovations: opportunities for shared learning between high- and low-income countries. Global Health. 2017;13:1-8.

Global Case Study

Exercise Instructions


Global case study

Worksheet

Summary

Location & vulnerable population

What is the health issue?

What were the interventions?

Was the intervention successful?

Application + Adaptation

What would work well in your context?

What would be challenging in your context?

Could you see this approach applied in your context? *(mark your answer on the spectrum)*

No way

Absolutely

TIPS

Allow plenty of time to search for an appropriate case study.

Do not limit yourself to one case study—feel free to share two or three case studies.

Ask the stakeholders what they are interested in. This may help with the selection process.

Consider shortening the length of the case study in order to spend more time on discussion.

Prioritize the questions that are most important to address for the case study discussion in case you run out of time.

In small groups, stakeholders engage deeply with a case study and then discuss what parts of it, if any, are applicable to the collaborative's work.

GOAL

The group analyzes a global case study and begins to consider what portions are applicable or irrelevant to their focus, in the process working toward greater refinement about the collaborative focus and/or activities.

MATERIALS

Case study, Case Study worksheets

TIME

45 minutes

ROLES

Small groups, facilitator

STEP BY STEP

Step 1

Ask the group to break into small groups of two or three people, and read over the case study and complete the workshop together.

Step 2

Discuss the questions on the worksheet and any other reflections the case study or discussion evoked.

Global case study

Worksheet

Summary

Location & vulnerable population

What is the health issue?

What were the interventions?

Was the intervention successful?

Application + Adaptation

What would work well in your context?

What would be challenging in your context?

Could you see this approach applied in your context? *(mark your answer on the spectrum)*

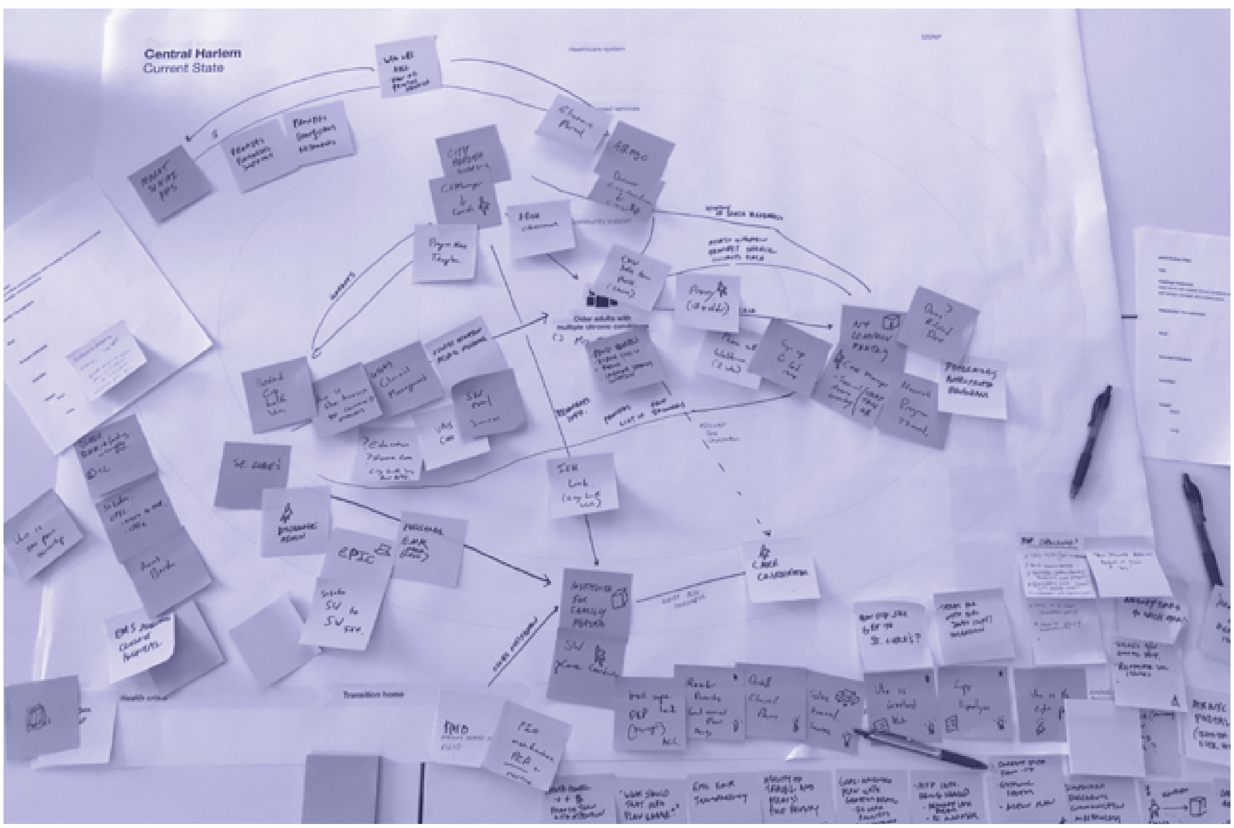
No way

Absolutely

Simulation Mapping

After many high-level discussions, we introduced a simulation exercise, which was well-received by our stakeholders due to its tangible nature. The simulation mapping exercise allows the group to get a better idea of how the stakeholders currently work with one another and the ways in which they could collaborate better. For our initiative, this helped shift the group's focus back to the patient and the specifics of how collaborating might better serve patients.

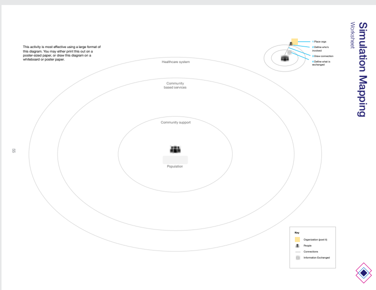
The simulation should be inspired by the group's challenge statement or an agreed upon collective priority. Through this simulation, stakeholders can identify challenges and potential interventions that will improve how they work with one another. There is no substitute for the patient voice, but this exercise aims to serve as a proxy for patients' perspectives. This helped the stakeholders think beyond their own or their organization's priorities. In our case, this exercise reinforced the need for incorporating patients into our process going forward and led to some hypotheses on interventions.



Example of completed Simulation Mapping exercise from our initiative

Simulation Mapping

Exercise Instructions



The facilitator guides the group through a simulation of a patient experience as they journey through the health care system and utilize community-based organizations' services.

GOAL

Help stakeholders think through how their work currently overlaps and how they might work together to better serve patients in the future.

MATERIALS

Large paper or whiteboard, simulation map worksheet, sticky notes

TIME

30–40 minutes

ROLES

One facilitator, one person documenting, stakeholders

STEP BY STEP

Step 1
The facilitator introduces a specific hypothetical patient scenario based upon the agreed shared challenge, and provides a bit of background information, such as the demographics, family members and health conditions, which should be representative of the focus population.

Step 2
The facilitator asks all stakeholders how they or others from their organizations would engage with the persona and each others' organizations. The facilitator should ask what is exchanged (for example, information, money). Throughout the exercise, a facilitator is recording and drawing out the interconnections and exchanges on the worksheet.

Step 3
Review the map as a group to ensure its accuracy.

Step 4
Document potential opportunities for interventions in order to improve coordination. Facilitators should also document any identified potential interventions.

Example question:
What are small but specific changes (or actions) that could be made with the other organizations here to improve care of the identified challenge and population?

TIPS

Do a run-through before the workshop. Although you cannot predict what the stakeholders will say, it is helpful to practice how the facilitators will lead the discussion and document.

It may help to think of, and even name, a fictitious individual who personifies the population your group is focused on.

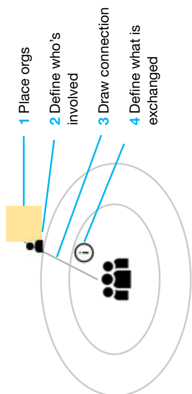
You may encourage stakeholders to focus on the organizations represented; however, it may be difficult to not mention other relevant groups.

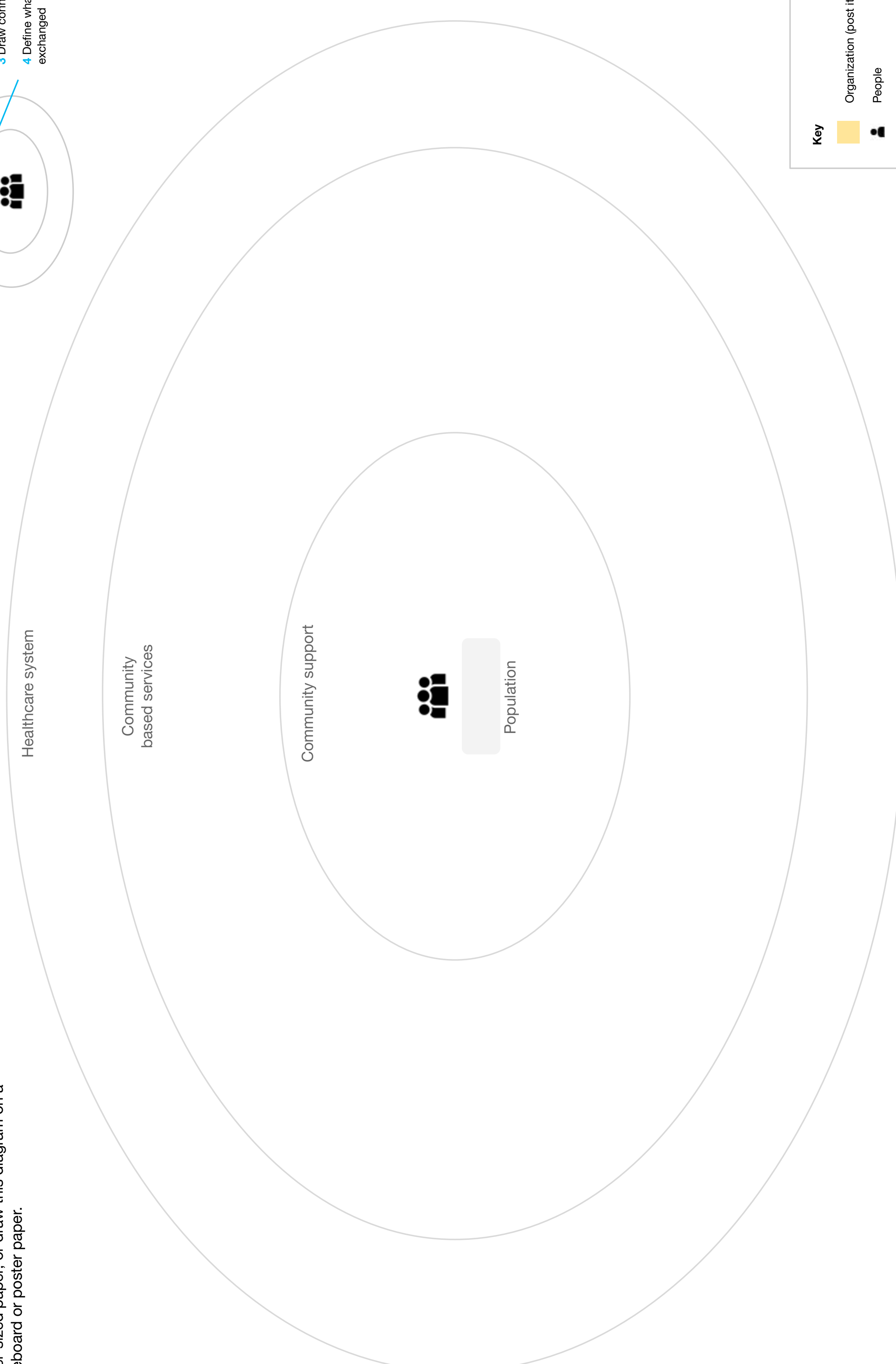
Ideally, the patient journey mapping should incorporate the perspective of a patient's lived experience inside and outside of the health care system.

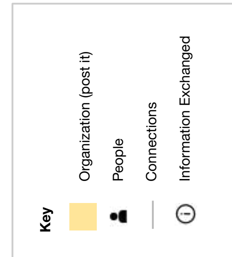
This exercise can be very fruitful, but do not do it too early in the process. In order to get the most out of this exercise, the stakeholders need to be honest about how they interact with one another. This must be done in a safe and trusting environment.

Simulation Mapping

Worksheet







This activity is most effective using a large format of this diagram. You may either print this out on a poster-sized paper, or draw this diagram on a whiteboard or poster paper.

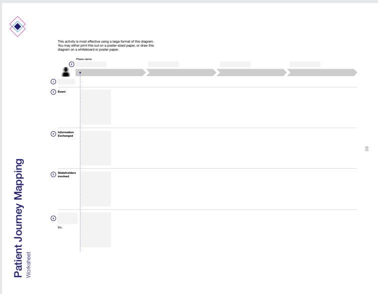
Patient Journey Mapping

The patient journey mapping tool can help clarify the main points from the simulation mapping exercise, in the case that the simulation map becomes confusing. This tool can be used interchangeably with simulation mapping or as a complement to it, depending on the objectives of your stakeholders. In our case, the facilitators created the patient journey map and confirmed its accuracy with the stakeholders.

Materials for Patient Journey Mapping for a workshop from our initiative

Patient Journey Mapping

Exercise Instructions



A mapping tool to frame the scenario from the perspective of the hypothetical patient, based upon the simulation mapping exercise.

GOAL

After conducting the simulation mapping exercise, the facilitator helps to clarify the key information represented in the simulation map.

STEP BY STEP

Step 1
Fill in the name of the patient or population.

Step 2
Describe the phases of the overall journey that the patient is experiencing.

Step 3
Within each phase, describe the events that occur.

Step 4
Correspondingly, describe the information that is exchanged during the event.

Step 5
Correspondingly, describe the stakeholders involved during the event.

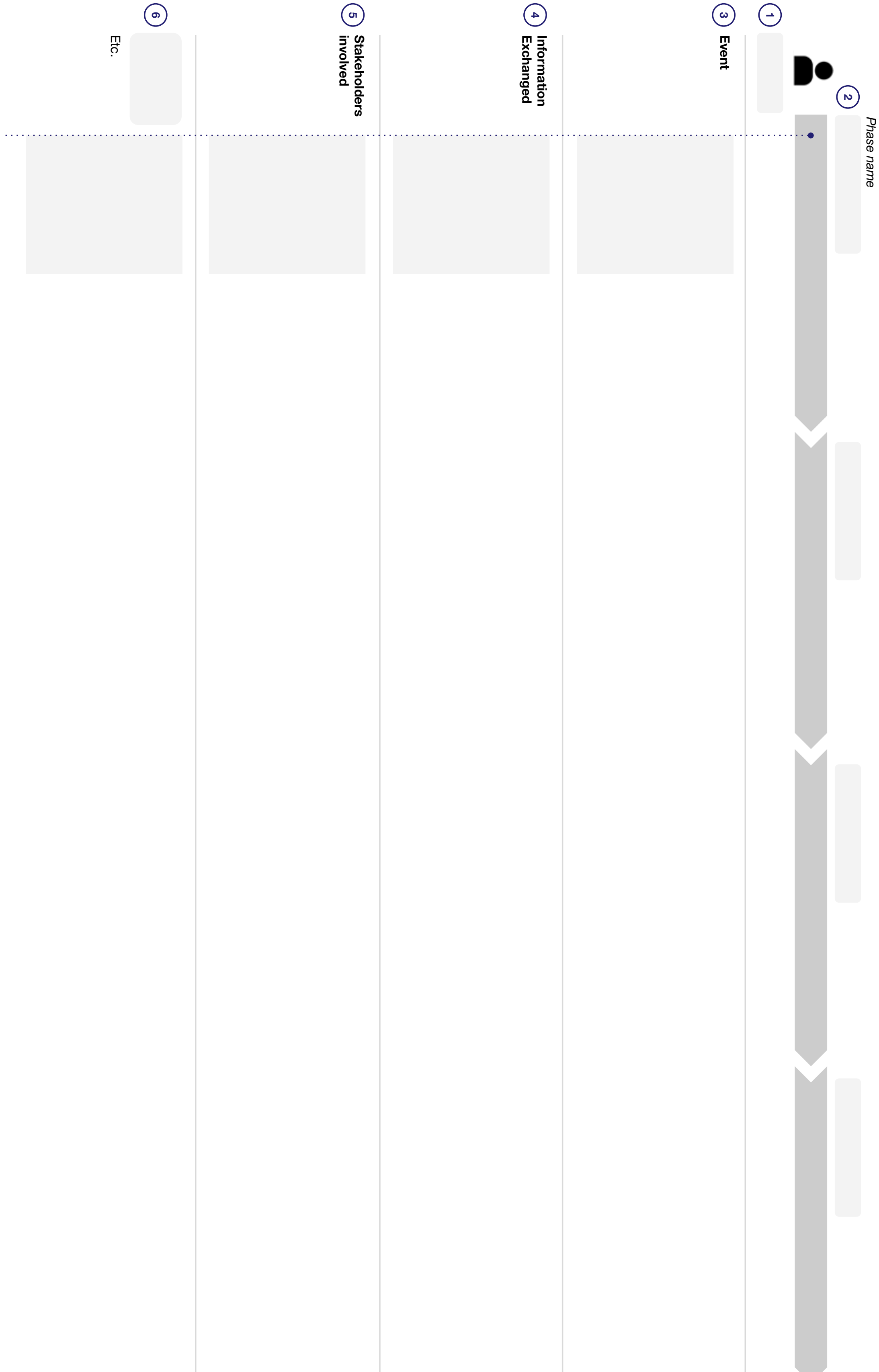
Step 6
In this space, feel free to take note of other key information relevant to the process (this is optional).

Step 7
Repeat steps 2–6 until the experience map holistically represent the experience you intend to capture.

Patient Journey Mapping

Worksheet

This activity is most effective using a large format of this diagram. You may either print this out on a poster-sized paper, or draw this diagram on a whiteboard or poster paper.

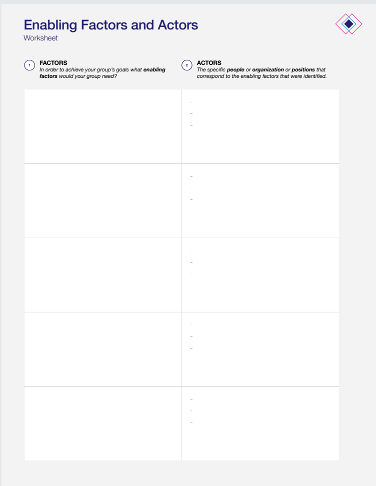


Identify Enabling Factors

As we began to develop a strategy, an important next step was considering who else would be important to engage with to advance the work. Based on workshops and conversations with stakeholders, the facilitators synthesized three key factors: community engagement, payment and policy, and health information technology. Each collaborative will have their own domains. Stakeholders should be encouraged to identify specific people or organizations within their identified domains.

Enabling Factors and Actors

Exercise Instructions


Enabling Factors and Actors
Worksheet

1 **FACTORS**
*In order to achieve your group's goals what **enabling factors** would your group need?*

2 **ACTORS**
*The specific **people** or **organization** or **positions** that correspond to the enabling factors that were identified.*

The Enabling Factors and Actors tool is a way to document who the collaborative would like to work with going forward.

GOAL

The Enabling Factors and Actors tool helps the group think about who else could be involved in the collaborative's work across key domains.

GOAL

Step 1
Identify Enabling Factors: In order to achieve your group's goals what enabling factors would your group need?

Step 2
Identify Enabling Actors: The specific people or organizations or positions that correspond to the enabling factors that were identified.

TIPS

Most groups will reach a point when additional stakeholders must be recruited. The relevant domains will vary depending on a group's focus.

Enabling Factors and Actors

Worksheet

1 **FACTORS** *In order to achieve your group's goals what **enabling factors** would your group need?*	2 **ACTORS** *The specific **people** or **organization** or **positions** that correspond to the enabling factors that were identified.*
	– – –
	– – –
	– – –
	– – –
	– – –

Confirm Joint Action Plan

As this phase of the collaborative closes, it is important to return to the joint action plan, confirming it with the group and revising it if needed. This is an opportunity to affirm commitment to execute the vision, goals, and activities contained within it.

Stakeholders discussing the Patient Journey Mapping exercise

Lessons Learned

- In hindsight, our group should have introduced the case study later on in our process, when there was a stronger sense of the group's main focus and activities.
- After months of more high-level discussions, we were pleased to find that the group welcomed speaking in greater detail about their respective work and how they might collaborate. However, it seemed as if we had to work through a lot of the group's principles and what mattered before being able to move the discussion more into specifics.

Workshop 101

This section is a resource to help facilitators prepare for workshops. Developing a successful workshop takes time and thoughtfulness.

Workshop Roadmap

We have found it helpful to break the workshop development process into five phases, beginning approximately a month before the workshop date. The five phases are designing, planning, preparing, executing, and following-up.

In the Workshop Roadmap below you can see the phases mapped according to time and some key activities corresponding to the phases. This Workshop Roadmap is meant to serve as a guide and not a prescriptive process.

Designing 4 weeks before	**Planning** 3 weeks before	**Preparing** 2 weeks before	**Executing**	**Following-Up** 1 week after
Develop workshop concept Schedule workshop	Prepare slide deck and presenter notes Order food Develop materials Finalize Agenda	Run through Finalize and print materials	Space norming Setting mood Facilitation tips Signaling direction Documentation Adapting	Debrief Follow-up email

Designing

During the design phase, you and your team will develop the overall concept for the workshop. In this phase, it is helpful to discuss with your team the following: workshop goals, workshop type, and workshop experience.

Setting workshop goals

Establishing the goals helps guide the overall design phase.

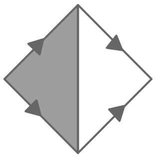
It is helpful to ask your team the following questions:

> What is the goal of the workshop?
>
> What do we need to have by the end of the workshop?

Workshop types

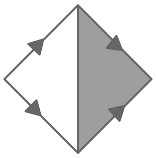
Based on the goal, you can start to envision the type of workshop that will best support the goal. Generally speaking, there are two types of workshops: divergent and convergent. In divergent workshops, you are constructing a space to create choices through brainstorming. In convergent workshops, you are facilitating a space to make choices and come to a conclusion.

WORKSHOP TYPES



Divergent
(Create Choices)

Set the stage
Develop themes
Develop Ideas
Understand Information



Convergent
(Make Choices)

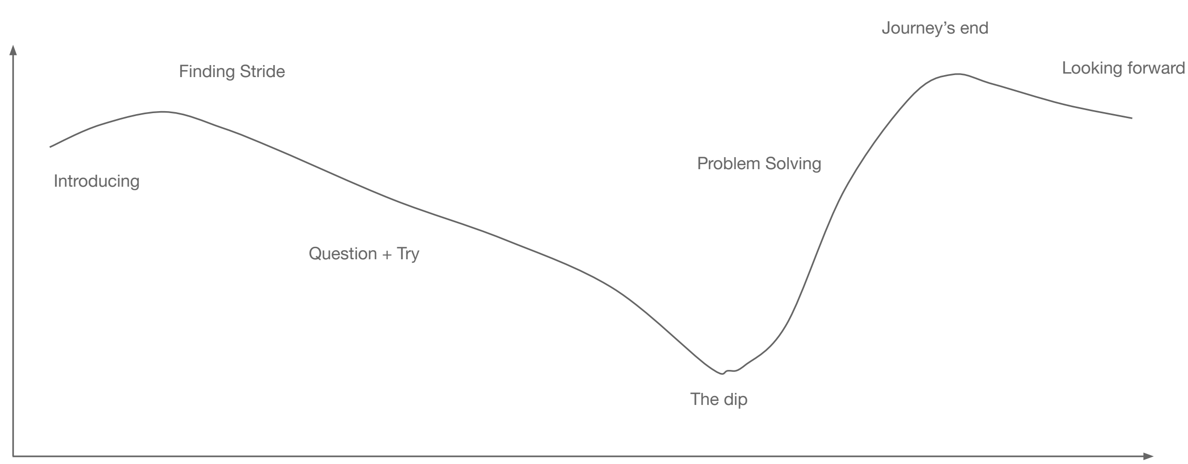
Make Conclusions
Make Decisions
Take Action

Adapted from Sam Kaner et al. Diamond of Participatory Decision Making

Emotional journey of a workshop

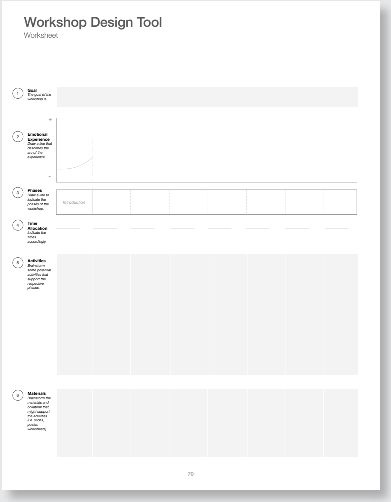
After you have determined the type of workshop, it is helpful to think about the emotional arc of the workshop experience. How will the experience feel for the participants engaging with your workshop? How might you anticipate this experience to accomplish the goal? For example, for an open workshop, dedicated to creating choices, you may want to consider making an experience light, approachable, and simple. For a divergent workshop, you may want to consider creating moments for reflection. For convergent workshops, you may want to consider creating moments for deliberation. Below we've outlined the typical emotional stages of a workshop.

EMOTIONAL STAGES OF A WORKSHOP



Workshop Design Tool

Exercise Instructions



A tool to support the development of your workshop, moving from concept to agenda.

GOAL

Understand the emotional arc and workshop phases in order to create an agenda that aligns accordingly

MATERIALS

Workshop design worksheet

STEP BY STEP

Step 1
Goal: Define the goal for the workshop.

Step 2
Emotional Experience: Draw a line that describes the arc of the experience.

Step 3
Phases: Draw a line to indicate the phases of the workshop.

Step 4
Time Allocation: Roughly indicate how long the phases might require.

Step 5
Activities: Brainstorm some potential activities that support the respective phases (for example, we developed the community profile activity to understand participant motivations and bond the group).

Step 6
Materials: Brainstorm the materials and collateral that might support the activities (for example, slides, poster, worksheets).

Workshop Design Tool

Worksheet

1 **Goal**
The goal of the workshop is...

+

2 **Emotional Experience**
Draw a line that describes the arc of the experience.

-

3 **Phases**
Draw a line to indicate the phases of the workshop.

Introduction

4 **Time Allocation**
Indicate the times accordingly.

5 **Activities**
Brainstorm some potential activities that support the respective phases.

6 **Materials**
Brainstorm the materials and collateral that might support the activities (i.e. slides, poster, worksheets)

Planning

Once you have developed your concept, define your agenda and schedule your workshop.

Agenda Definition

Agendas take time and iteration. See the sample agenda below to help guide the planning.

“Tips for the agenda include the following:

- Prepare your agendas with buffer time; realistically, you will seldom start on time. It is helpful to have a detailed agenda for the facilitators that specifies time allocation, description, necessary props, and who is the designated facilitator.
- Agendas are meant to be guidelines, not a prescription. Do your best to plan in detail, but be flexible on the day of.
- Create and disseminate a more general agenda for the stakeholders. This agenda can be shared prior to the workshop.

Scheduling

Some tips in scheduling are as follows:

- Schedule workshops as far in advance as possible and try to find a time that works well for your group. Sending calendar invites can help people arrange their time in advance.
- Scheduling a meeting time for a group of people is always difficult, and you might not be able to get perfect attendance for each workshop. Find ways to incorporate feedback from those who cannot attend, such as allowing for remote access or meeting with them individually before the workshop. Consider one-on-one meetings to catch people up to speed if they could not participate.

SAMPLE AGENDA

TIME		STAGE DESCRIPTION	DESCRIPTION ACTIONS AND NOTES	PROPS AND [ROLE]
8:15 - 8:45	**30 min**	**Preparation**	• Set up food • Confirm space, supplies, equipment • Set up tech	Checklist
8:45-9:05	**20 min**	**Trickle**	Participants trickle in, eat breakfast and mingle	Catered breakfast and coffee
9:10- 9:15	**5 min**	**Welcome**	Informal welcome from lead facilitators. Enable participants to get comfortable, begin to build a rapport among the group	Slide presentation
9:15-9:30	**15 min**	**Introductions (and Quick Recap)**		
9:30-9:32	**2 min**	**Introduce Activity**	This is our goal today: To craft a com- munity health challenge statement. This	Slide presentation

Preparing

Prepare your supplies and materials and arrange your space.

Supplies and Materials

There are a number of documents you will likely need for your workshop: worksheets, posters, documents, etc. Make sure these are finalized prior to the workshop. Design makes the difference. Using clean and well designed materials demonstrates organization, professionalism, and preparedness.

We used presentation slides and presenter notes as a key material that guided the experience. You may find this to be a useful tool for workshop facilitation. Display established criteria, data, and completed exercises from previous workshops around the room. This helps remind the group where they have been. It builds teamness, group identity, and serves as a physical reminder about consensus. See below for a sample preparation list that is organized into three categories: tech and equipment, supplies, and materials.

SAMPLE PREPARATION LIST

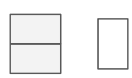
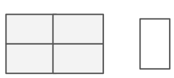
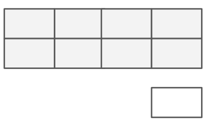
TECH AND EQUIPMENT	SUPPLIES	MATERIALS
Laptop	**Post its (5 pads)**	**Slides (PowerPoint or other)**
Voice recorder	**Sharpies (8)**	**Posters**
Camera	**Pens (12)**	**Worksheets**
White board(s)	**Tape (1)**	**Wayfinding Signage**
Slide clicker	**Dry erase markers (3)**	
A/V Adapter	**Dry eraser (1)**	
	Color dot stickers (1 pack)	

Please note that this list is based upon a workshop for 13 people.

Space Layout

Prepare a space that is conducive to your workshop goals and style. Laying out the space well will help facilitate the desired experience. We recommend using a roundtable style. It is conducive for deliberation, making decisions, and concluding. We have outlined below some suggestions on layouts depending on your group size.

SPACE LAYOUT

Layout Type	Small Group 2-6 participants	Medium Group 7-12 participants	Large Group 13-20 participants
Roundtable style conducive for deliberation, making decisions, and concluding	2 tables + 1 control table = 3 tables 	4 tables + 1 control table = 5 tables 	8 team tables + 1 control table = 9 tables 

Executing

By now, all the hard preparation work is finished and what is most important is staying focused and in the moment. Some things that will help the day of the workshop go smoothly are setting the tone, signaling direction, documentation, and facilitation fundamentals.

Setting the mood/tone

- The setup of the room should be comfortable and encourage discussion.
- Food, beverages, and music can help create a positive atmosphere.

Signaling direction

Stakeholders need to know where they have been thus far in the process and where they are going. Start workshops with a brief recap of what happened in the previous workshop. In our initiative we developed a roadmap that we were able to show at the beginning of each workshop to help make this clear.

Documentation

If possible, record the audio from workshops and have it transcribed. This is very helpful when creating the recap document and planning next steps. If you are unable to record, take detailed notes. **Always remind the stakeholders they are being recorded before each workshop starts.**

Adapting

Be flexible. No matter how prepared you are for a workshop, things will inevitably go off course or in an unanticipated direction. The facilitators should be willing to make changes to the agenda if necessary. If an activity or exercise is not working, it is okay to cut it short. Listen to your stakeholders and adapt accordingly.

Facilitation

Facilitation is a skilled craft. Below are Facilitation Principles to help guide you toward leading a successful workshop

FACILITATION PRINCIPLES

	PRINCIPLE	DESCRIPTION	STRATEGIES
1	**Listen more than you speak**	Use your authority as the facilitator not to take the stage, but instead to create space for stakeholders. Being a great listener builds trust in the group.	Echo back what you have heard, which helps validate and build clarity. Validate opinions and sentiments people share Make eye contact when listening Model good listening skills to create a culture of listening Prioritize being present. Delegate note taking and documentation to other team members
2	**Explain your role as the facilitator up front**	Establishing clear expectations for your role in the space can give clarity and develop group trust.	At the beginning of each session, signal to the group what to expect from you as the facilitator For example: My role is to keep us on pace, help us maintain focus, orient us to the goal.
3	**Don't rush. Cut content instead of rushing through it all**	A rushed feeling will compromise the quality of the participant experience, sabotaging your process. When tight on time, do not let it show. Choose to cut content, focusing on less at a higher quality. Participants will retain more overall even if exposed to less. Let time guide you, but not control you.	When you are reviewing the agenda, make sure there isn't too much content Build buffer time to account for extended conversation, side tracking Build a contingency plan for the possibility of being rushed. Decide ahead of time what content you would prioritize and what you would cut if you run tight on time.
4	**Foster dialogue and give everyone a voice, but move the group along**	It is important that everyone feel heard in the space you create, but at the end of the day everyone also wants to reach the goal. These may present a tension that must be navigated by the facilitator.	Echo back and summarize what has been shared via themes or summaries to give closure to one topic and signal a wrapping up Thank a participant for sharing, a signal that it is time for them to stop sharing Thank the group for sharing, signalling to everyone closure on that topic. Acknowledge that more time could be spent on the discussion but we must move along to ensure we reach our shared goals for the time.
5	**Read the room**	In addition to listening to content, also "listen" for what is not being said, both individually and collectively. Adapt to engagement, energy and tension levels.	Observe people's body language (posture, tone of voice, eye contact) to inform you on how people are feeling. Based on what you sense, moderate the experience (energy level, participation, tensions, etc.). Take cues from the group as to when to transition, either faster or slower than anticipated. If you are concerned or curious, you might want to: *Ask the group for a temperature check* *Transition to the next subject* *Take a break* *Follow up with one-on-one*
6	**Don't mistake loud voices for consensus**	Louder or more frequent voices can create the perception of group consensus. Just because you hear a strong sentiment from the loudest voices in the room does not mean that it is shared among all.	Invite in underrepresented perspectives by calling on less vocal individuals. Follow up with individuals outside of the group space to ensure you hear their perspectives, as well.
7	**Leverage tensions as opportunities**	Calling tensions out can diffuse them and bring clarity that leads the group to engage deeper in the topic. Strive to embrace tensions as opportunities for learning, debate, and deeper engagement.	Name and frame ideas or opinions that appear in tension. You can follow up asking what the group thinks of this. Create moments for deliberation around contentious topics Be ready to move on without consensus. The group can gain a great deal from engaging in tension even if they don't end up in agreement.
8	**It's not your job to have the answer**	Do not overstep your role by forcing agreement or answer. Success as a facilitator is not necessarily reaching agreement. Thinking that you have to get to agreement or the answer may lead you to overstepping your role.	When/if appropriate, remind the group that we may not agree and that is ok, even if it's uncomfortable.

Adapted from SYPartners (2018) 7 Fundamentals of Facilitation. In: Tools by SYPartners.

Following-Up

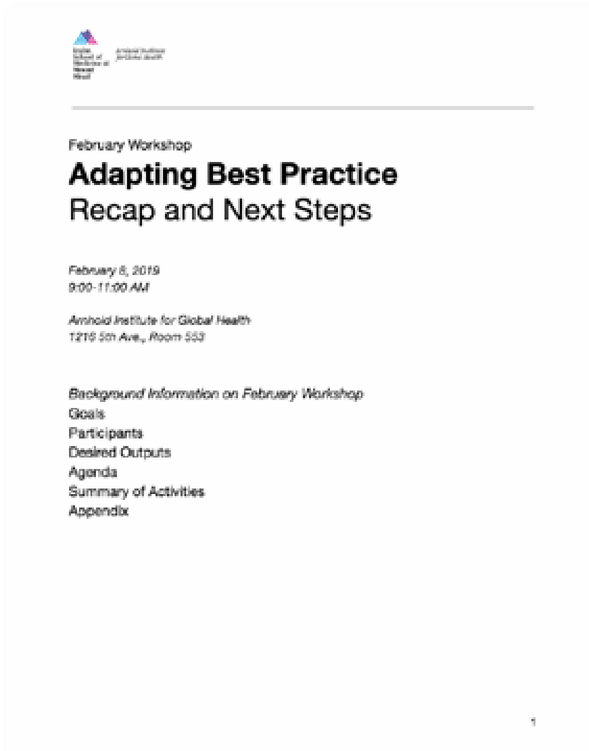
Immediately after the workshop is over, have a debrief meeting with your team and send a recap email to the participants.

Debrief

- Although the facilitators might be exhausted after the workshop, it is important to meet and discuss when the information is fresh in your mind. You should discuss major findings, how the overall workshop went, and potential next steps.
- Encourage everyone to share their perspective.

Recap Email

Compile a recap document and send out to stake-holders. Allow the stakeholders to make comments or corrections to the document. This ensures that all stakeholders are on the same page.



February Workshop

Adapting Best Practice

Recap and Next Steps

February 8, 2019
9:00-11:00 AM

Arnhold Institute for Global Health
1216 5th Ave., Room 553

Background Information on February Workshop
Goals
Participants
Desired Outputs
Agenda
Summary of Activities
Appendix

1

Conclusion

At the end of the workshop series, we did not have a final sense of next steps. We do not see that as a failure. Rather we see success in having created a space for honest and open dialogue between stakeholders, which has in turn created potential for collective action. We are proud of the fact that the stakeholders remain interested in working together.

Building trust and identifying a shared sense of purpose takes time. This type of work can often feel like two steps forward, one step back. If people trust each other and can see each other as a person, rather than the complex organizations they represent, they will be more likely to push through uncertain times. The stakeholders have accepted the ambiguity of this collective process.

There were a number of things the collaborative did have consensus on. We all agree that this is important work. We all agreed that we would need to expand the collaborative in the future. We agreed that we would have to be thoughtful about how and when we selected and welcomed new partners. We all felt that in the future, patient engagement is essential. We want to better understand the patient experience of navigating health care and social services in Central Harlem, in order to better serve them and focus our efforts.

We see where we left off as the beginning of something new, rather than the end. We and our stakeholders feel that there is great potential when the right mix of diverse stakeholders come together, breaking out of organizational silos, to better serve patients. This is what everyone in health care wants, but too often we can all lose sight of that goal and be discouraged by the endless barriers that confront us.

The conclusion to the initiative remains to be written. We believe that the best it yet to come and hope that you find the tools and lessons learned in this guide useful as you form a collaborative and develop a shared agenda.

Design: Stislow Design + Nicholas Chan | Brooklyn, NY

Icahn School of Medicine at Mount Sinai

Arnhold Institute for Global Health