PARTNER

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

Report Template Instruction Guide

September 2010

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Congratulations on the Completion of Your Project

If you are writing a report using this template, you have successfully completed at least one round of using the PARNER tool. **Congratulations to you** and the collaborative(s) on all your work! There are three types of templates you can use to disseminate the results of your work; the report, the power point, and the poster templates. The purposes of the 3 templates are to provide users of PARTNER the support to organize and present their findings to stakeholders in a concise yet comprehensive way in the most efficient and effective manner possible. How to choose which template to use will be based on the user's need for reporting their results and quality improvement plan. This document contains the *report template* with detailed instructions for how to complete each section. In addition, you can find the blank template as a separate file that you can use as an outline for your report.

How to Use this Template

The **PARTNER Report Template** is meant for users who need to disseminate the results of their Social Network Analysis in detail to stakeholders, partners, and funders. It can be helpful when a collaborative needs to document, evaluate, or benchmark their progress. It could also be used to refer to when completing an annual report or a future proposal that relates to the collaborative. Each section of a report in intricately connected **so we recommend that you read this template beginning to end before you start the report and then revisit each section as you write it.**

Included in this template is an explanation of how to write a report on projects conducted by users of PARTNER. Each section starts with an explanation of why you would include the suggested information, instructions on how to take the data and narrate it, and examples on developing the section. Many of the sections include examples from other projects (noted in boxed, *blue italicized* font) and/or language that may be universal for all PARTNER users that could be copied and pasted directly into a report (noted in boxed **regular black** font). Each section is only a suggestion for the analysis you might want to include in your report, intended to guide your report writing process. The sections included in this report include: Introduction, Conceptual Framework, Goal/Research Questions, Methods/Approach, Results, and Action Plan/Next Steps.

As a user of PARTNER, it is not required that you write your report exactly as this template suggests. You should structure your report depending upon your needs. If you have further questions about this template and how to use it, please contact us at partnertool@ucdenver.edu.

Report Title

Purpose & Instruction:

The title of your report should reflect both your project and intent of your report. You may also consider your audience when deciding on your title. If appropriate you may choose to recognize how your project was funded.

Consider using the PARTNER copyright and title page found in the blank template.

Example Title Cover Page:

PARTNER

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

Lincoln County's Health Care Access Coalition:

A Report on 10 years of Collaboration

This project was funded by the Community Health Foundation.

Introduction

Purpose of the Introduction:

The introduction is a way for you to “set the stage” for your report. It is important to first provide a context for your audience to familiarize them with your collaborative and highlight the mission/purpose of your collaborative. A good introduction draws the reader in so they stay engaged in the material throughout the report. All introductions are not alike; the content of the introduction depends on the objective of the report.

Things you might include:

- History of the collaborative
- Description of the collaborative purpose/mission/reason for forming
- Type of collaboration (and any program affiliations e.g. MAPP)
- Statement of the problem (could be a few sentences or a few paragraphs)
- Any relevant accomplishments your collaborative has made
- Transition paragraph that leads into your next section of goals and/or research questions for the specific project

Example of Language You Can Use

You *may* choose to copy portions of (those that are true for your unique report) and paste into a paragraph of your introduction (For an example from an actual report, see Appendix C in the Appendices document that accompanies this template):

PARTNER (Program to Analyze, Record and Track Networks to Enhance Relationships) is a social network analysis tool designed for use by organizations involved in inter-organizational collaboration. Our collaborative used this tool in order to measure how our member organizations in the collaborative are working together; assess where and how the collaborative should strengthen their partnerships in the collaborative; and to chart progress in the relationships and activities of the collaborative.

Conceptual Framework

Purpose of a Conceptual Framework

It is common for written reports to explain the conceptual framework used to guide the development of the approach. For example, the PARTNER tool is a specific technique that is grounded in Social Network Analysis (SNA). Therefore, it is important to explain to your reader a little about Social Network Analysis in a brief or detailed way (depending on space and needs).

Things you might include:

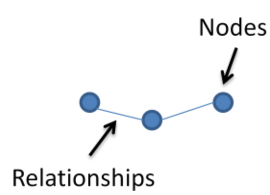
- Background on the PARTNER Tool
- Explanation of Social Network Analysis
- References from the literature on topics such as collaboration, networks, partnerships etc. (not always needed depending on your report audience).

Examples of Language You Can Use

Language you *may choose* to copy and paste into your report (For an example from an actual report, see Appendix C):

As part of our efforts, we have conducted an analysis/evaluation to measure and monitor connectivity of our partnerships. To do this, we used PARTNER (Program to Analyze, Record, and Track Networks to Enhance Relationships). PARTNER is a social network analysis program that includes a survey that can be administered online and an analysis tool which reads the data gathered from the survey and provides options for social network analysis. Social Network Analysis is a method used to identify the members of a network (networks can be operationalized in many ways) and the relationships between those members. Members of a network can be visually represented as nodes (often as circles/squares) and the relationships between them are visualized as lines connecting those nodes (see Figure 1 below). In addition to visualizations, network "measures" can tell us about who the key players in a network are for example, centrality can tell us who has the most number of connections or who is a bridge between subsets of the network. PARTNER is designed to be used by the public health practice community and is available, free of charge to anyone interested in conducting a social network analysis within their community. It can be found at www.partnertool.net.

Figure 1. Visualization of Nodes and Relationships in a Social Network



Goal/ Research Questions

Purpose of the Goal (or "Research Questions") section:

Once you've introduced your project it is important to get very specific about the goals or questions you are addressing in your project. Stating the goals of the project outlines for the reader those things that you hope to achieve through your collaborative process.

Things to consider:

Like any evaluation, the ideal application of data to decision-making is through the specification of goals and a series of steps identified to reach those goals. The same is true for the use of network data. Before the start of a network analysis, all collaboratives are encouraged to identify the goals they hope to achieve through working together. With these goals in hand, the results of the data collection can be assessed against the goals of the collaborative, opening the door for a number of strategic methods to ensue.

GOALS: Example of Language You Can Use

Some examples of what the goals of your collaborative *may have been* include:

a. Fully connect the network (increasing the number of connections), and/or
b. Reducing redundancy in the network (identifying connections that can be eliminated/reduced because the benefit has been reached without it), and/or
c. Leveraging resources to take advantage of each organizations' capabilities without over-taxing any one organization, and/or
d. Developing trust within the group.

RESEARCH QUESTIONS: Example of Language You Can Use

You may also choose to include research questions that you are addressing through your social network analysis. These questions can have many practical implications.

1. "How well do people leverage scare public health dollars by collaborating?"
2. "Are outcomes substantively different when partnerships are developed within and outside of public health?"
3. "How do networks provide flexibility for decision making, implementation, and public health practice?"
4. "What are factors in collaboration that lead to proclaimed better outcomes?"
5. "Do public health collaboratives produce results that otherwise would not have occurred? Do they discover processes and solutions which would not have emerged from work through a single organization?"
6. "What models/frameworks for collaboration work best in public health?"

Methods/Approach

Purpose of the Methods/Approach section:

The purpose of the Methods (or Approach) section is to provide a detailed explanation of the design, implementation, and analysis for the project. It is important to explain to your audience that you used appropriate and evidence-based techniques. This section also allows other organizations an opportunity to understand how they may take the same steps if they have similar goals for their collaborative.

Content to include in Methods section:

I. **Summary of Research Design**
II. **Data Source and Participants**
III. **Measures**
IV. **Data Collection**

The Methods section of your report could contain several places where general PARTNER language could be used. However, you will need to customize this language to match the approach you took in your project.

I. Summary of Research Design

To begin, briefly explain the overall approach of your research design. This provides an outline for the reader to see how your methods fit together and how your activities match your goals. This can be done with a short paragraph and simple table.

Example of Research Design summary:

Driven by the need to help families living in poverty, and underpinned by the public management network theory described above, this study investigates the relationships among the members of the AC Wellness Council to improve understanding of the social structure specifically through analysis of 1) a visual map of the whole network; 2) network measurements of density, degree centralization and trust; 3) characteristics of relationships: frequency of interaction and kinds of activities the relationships generally entailed (strength and direction of ties); 4) attributes of the organizations: connectivity, value and trust; and 5) outcome measures: outcomes achieved as a result of the project; the most successful outcome of the project; success of project at reaching its goals; and which aspects of collaboration contribute to the project's success.

Table 1: Summary of Research Design

Method	*Population/Sample*	*Purpose*	*Analysis*
Survey Questions	*AC Wellness Council members*	*To measure the attributes and characteristics of the ties and whole network.*	*PARTNER Tool*

II. Data Source and Participants

This section of the report includes a clear description of the survey respondents and what organizations are represented in the PARTNER survey. It is important to describe the reasons you chose those respondents which likely relate to their role in the organization and the perspective they bring. If you used specific criteria then include a list of those criteria in this section.

Example of survey respondent description:

The Council members were selected by managers of each organization from specific criteria: that they are a full time employee of their organization in a navigator/caseworker type role; that they have an active caseload which includes families living in poverty; that they have been in the role for 3-8 years; and that they will attend monthly Council meetings. The agencies include: Arapahoe County Department of Human Services (Colorado Works – Colorado's Temporary Assistance for Needy Families (TANF) and Childcare Navigator Program); the Arapahoe and Douglas Workforce 'One Stop' Center (AD WORKS!); Arapahoe County Department of Public Health; Arapahoe County Mental Health Network; Arapahoe Early Childhood Education Council; Arapahoe Early Childhood Connections; and the Medicaid Program in Arapahoe County.

III. Measures

A "measure" refers to a variable (specific dimension or outcome) you intend to understand through analysis once the data are collected. The way you are "measuring" these variables is by asking questions through the survey process. "Level of Analysis" refers to whether or not you are trying to understand a variable that is specific to one organization or the whole network. The table below outlines the variables used in PARTNER.

Example of a description of Measures:

Key measures in this study are detailed by level of analysis in Table 2 below. The variables measured and analyzed in PARTNER include the number of partners in a network, the types of partners in a network, the frequency of interaction among partners, the role of the health department in a network, the "value" of partners to a network (measured as power, level of involvement, and resources), trust among partners (measured as reliability, mission congruence, and transparency among partners), and the exchange of resources among members of a network.

Table 2: Key Measurements

Level of Analysis	***Measurement***	***Variable/Dimensions***
Network	*Density*	*Number of ties*
Network	*Degree centralization*	*Number of ties*
Network	*Trust*	*Reliability* *In support of project* *Open to discussion*
Organization	*Connectivity*	*Degree Centrality* *Non-redundant ties* *Closeness Centrality* *Relative Connectivity*
Organization	*Value*	*Power/influence* *Level of involvement* *Resource contribution*
Organization	*Trust*	*Reliability* *In support of project* *Open to discussion*
Project	*Outcome*	*Outcomes achieved as a result of the project* *The most successful outcome of the project* *Success of project at reaching its goals* *Which aspects of collaboration contribute to the project's success*

IV. Data Collection

For the data collection section of the report, provide a step by step explanation of how the data was collected. Most users of the PARTNER tool will have a very similar data collection methodology. The unique aspects of your report will need to include specific dates, timeframes, whether or not the survey was completed online, on paper, or both. Part of the data collection process also includes how much information about the survey was provided, how respondents were invited to participate, how many times the respondents were sent reminders, and other important aspects of the survey administration. If an Institutional Review Board was involved or if special permission was given by a governing/overseeing ethics body in order for the data to be collected, note those details in this section.

Example of a data collection explanation:

An email invitation to participate in the network survey was sent out to all AC Wellness Council members on April 14, 2010 via the PARTNER Tool. Respondents completed the survey online through May 8, 2010, with follow up by email (1st) and phone (2nd) by the investigator as necessary. As per the Colorado Multiple Institutional Review Board (COMIRB) policies and procedures and the University of Colorado Denver Investigator responsibilities, COMIRB approved the protocol on April 6, 2010 as exempt.

Results

Purpose of the Results Section:

The purpose of this section is to present the network analysis information about your collaborative. We recommend that you think about how you might frame the Action Plan section (the last part of the report template) **as you write the Results section**. Thinking through your analysis and how it relates to the Action Plan section ensures that a link exists between how you got from discovering information about your collaborative to making important decisions about what needs to change, be improved, enhanced, or other activities, in order to achieve your goals (e.g. engaging in Quality Improvement).

It is important that you decide ahead of time, based upon your original goals or questions, what types of information you want to report from your collaborative PARTNER data. In this portion of the template you will find not only examples of how to present information, you will also find directions on how you can extract these data from the PARTNER tool to put into your report. In order to follow these steps it is important that you are familiar with the PARTNER Technical Manual, paying particular attention to Step 7, Analyzing Data (Analyze Results). The analysis functions of PARTNER are built into the PARTNER Excel file. Once you become familiar with the analysis stage of using the PARTNER tool, then you can present the results. Analysis options include network visualizations (maps), outcome measures, and network scores. The user will select the appropriate options to run the analyses (refer to the PARTNER manual for detailed instructions on all of the following analyses).

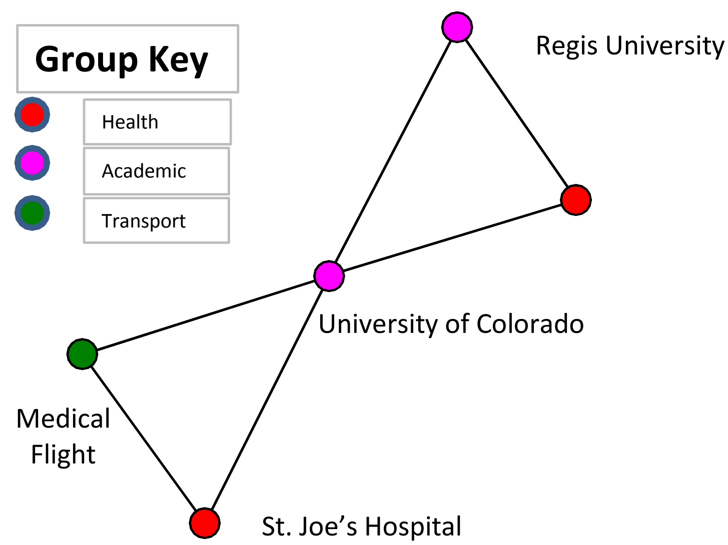
Instructions

The results section outlines three types of analysis: Part 1: Visualizing Network Maps, Part 2: Reporting on Network Scores, and Part 3: Reporting on Outcomes. Once your results are narrated you can move into developing an Action Plan, linking your data to action steps for performance improvement (allowing you to implement a Quality Improvement plan) (See Action Plan on page 26 for further explanation). The following results section of this template contains several "How To" pathway explanations found in double borderline line boxes to follow when using PARTNER.

Part 1. Visualizing Network Maps

The most common way to present network information is through network map visualization. Network maps allow you to display your data visually and provide a way to illustrate partnerships in your collaboration, including the quality and number of connections. The following sections describe how you can:

1. Draw Map(s) of the Network
2. Display Characteristics of the Network
3. Display Attributes
4. Display Resource Contributions



1. Drawing a map of the network

The figure to the right is an example of a simple network map. For each visualization you produce in PARTNER, you can include different shape, sizes, or colors of the nodes to represent different attributes. You can choose to turn on or turn off the labels. Directions for how to work with several different network images is detailed throughout this section.

How to create a network map in PARTNER *(Note that these directions are for the example Figure 2 below, you may wish customize characteristics depending on your goals)*:

To create the basic map: Open the excel data file with the macros enabled -> On the Introduction Page, click on CREATE NETWORK MAPS -> then under “Choose what groups to show:” click on “Select All” tab -> under “Show group affiliation by:” click on “Different Shapes” -> then click on “Show Names of Organizations” -> click on “Display Network” tab. You can adjust the size of the network map by moving the bar under “Size of network map”, and you can change the arrangements of the same network by clicking the “Display Network” again and again.

To copy and paste as a picture into a report: place the cursor in a corner of space that would encompass the content in a highlighted square, by holding the left mouse tab down, drag the cursor down and across until the entire network is highlighted-> Right Click-> Copy. Go to your Start Menu (left lower corner for your screen) -> Applications -> Go to Paint (click on and open the Paint program). Paste the copied graph in and save it as a JPG file. From the Paint program select your image, copy and paste it into any document.

2. Displaying characteristics of the network

How to create a network map that includes relationships between members in contact once a year or less in PARTNER like Figure 3 below *(Note that these directions are for the example below, you may wish to display a different frequency depending on your goals)*:

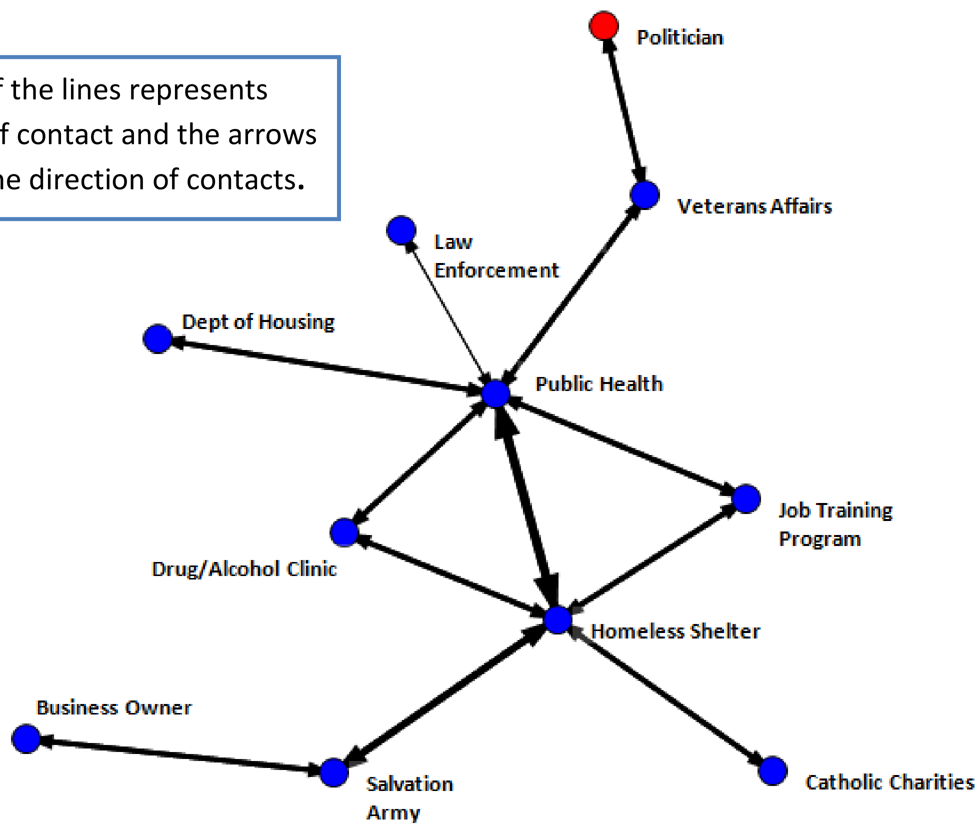
To create the basic map: refer to Page 12.

To make the network map reflect contact once a year or less: go to "Relationship" tab in the Networks Map box -> under "Show network map based on ties" choose Type 1 or Type 2 -> under "Options" click on "Show strength of ties by thickness of the lines" and "Show direction of the ties by using arrows" -> under "Step through: Show only interactions that (happen) at least:" click on "Once a year or less".

To copy and paste as a picture into a report: See Page 12.

Figure 3: Example of relationships between collaborative members, Once a Year or Less:

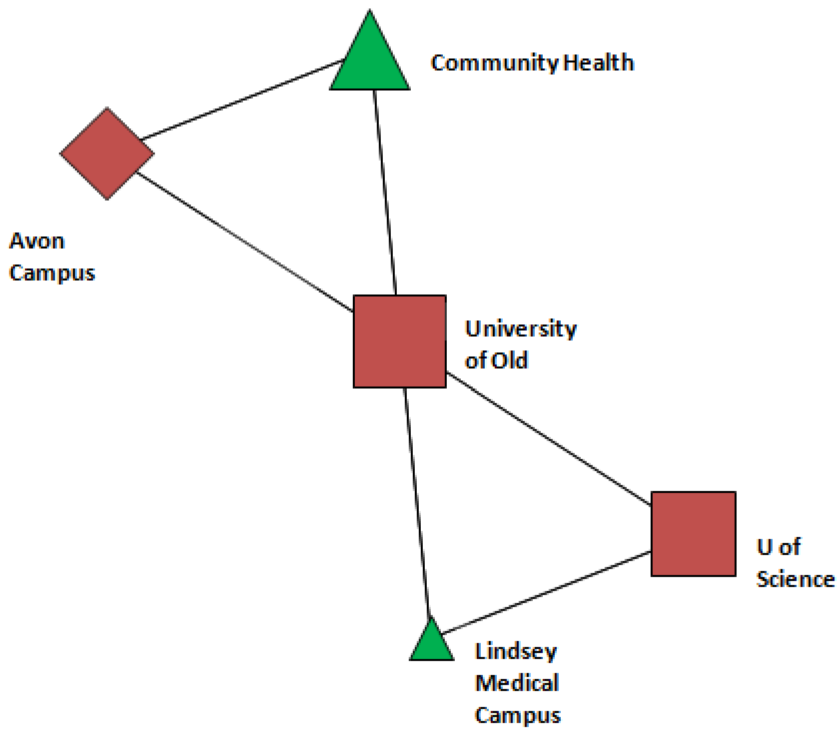
Thickness of the lines represents frequency of contact and the arrows represent the direction of contacts.



3. Displaying attributes

To display characteristics and quality of relationships in a collaborative use PARTNER to assess and then produce tables and figures containing attributes and contributions. Tabs can be found in the menu that appears when you select the option to "Create Network Maps". There is an "Attributes" tab that includes Overall Value (which is a composite of scores including Power/Influence, Level of Involvement, Level of Resource Contribution) and Overall Trust (which is a composite of scores including Reliability, Support of Mission, Openness to Discussion, Time in the Collaborative). You can choose composite scores or scores for any of the distinct attribute scores. See Figure 4 for an example of visualization of network attributes.

Figure 4. Network Map: Shapes Represent Organization Type, Size Represents Overall Value



To use an example to further explain the presentation of network attributes, say you want to report on data you collected on trust by answering questions such as: What is the whole network score for trust? What is each organization's score for the three dimensions of trust? Who is very trusted by others, or not trusted as much? As a reminder, in the PARTNER survey, members of the network report on their perceptions of other members on a scale of 1-4 on these dimensions: 1) reliability and following through, 2) sharing a common mission with the group, and 3) willingness to engage in open, frank discussion.

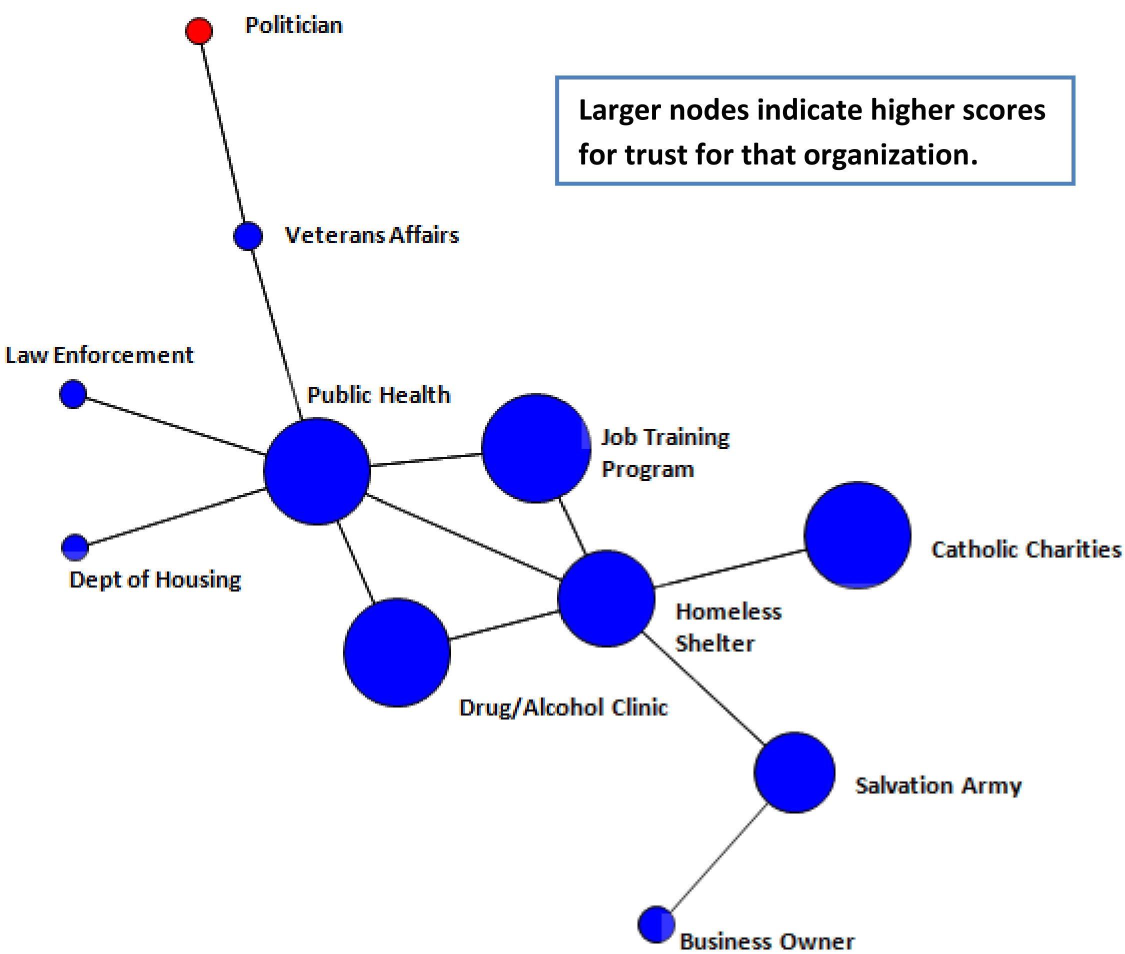
How to create a network map that includes trust scores of member represented by shape size in PARTNER like Figure 5 below *(Note that these directions are for the example below, you may wish to display a different frequency)*:

To create the basic map: refer to page 12.

To make the network map reflect Overall Trust Scores: go to the "Attributes" tab in the Networks Map box -> under "Please select one of the listed attributes" choose "Overall Trust" -> click on "Update Network Map".

To copy and paste as a picture into a report: See Page 12.

Figure 5. Overall trust



When creating network maps you may also consider displaying information about more than one variable or attribute you are interested in. By examining the collaborative by looking at more than one variable at a time, one could reveal areas of strengths and weaknesses. Some examples below are ways other organizations display connectivity among collaborative members through questions and answers.

How to create a network map that includes trust scores of member as well as frequency of contact (as an example) represented by size of node and presence of lines:

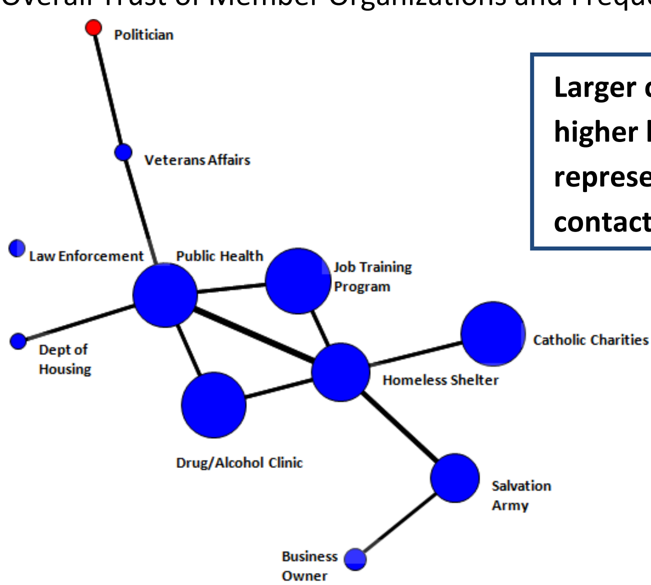
To create the basic map: refer to page 12.

To make the network map reflect which organizations contact with each other every week with sharing information and referring clients: go to the "Relationships" tab in the Networks Map box -> under "Show network map based on ties" choose "Type 1 or 2" (*Note that the relationship types are chosen by the user, the reason this type of contact was chosen is because it was one of the goals of the collaborative so this will likely not be the same type for your collaborative*) -> under "Step through: Show only interactions that (happen) at least: -> choose "Every Week" -> click on "Update Network Map" -> go to "Attributes" tab and select "Overall Trust" -> click on Update Network Map button.

To copy and paste as a picture into a report: See Page 12.

Figure 6 on the following page is an example of the types of displays you can produce by following the above directions.

Figure 6. Overall Trust of Member Organizations and Frequency of Contact



Larger circle size of represents higher levels of trust; thinker lines represent higher frequency of contact with members.

4. Displaying Resource Contribution

The Contributions tab found in the menu that appears when you select the option to "Create Network Maps". The contributions could change depending on what you chose for your network tab (the default list includes: Data Sets, Service Opportunities, Info/Feedback, Specific Health Expertise, Expertise of Other than in Health, Community Connections, Decision Making, Facilitation, Advocacy, and Leadership) . Below is an explanation of how to create a network map that identifies which is their most valuable contribution to the collaborative.

How to create a network map that reflects Contributions and Resources from member organizations similar to Figure 7:

To display the network:

See page 12 to review how to create an initial network map.

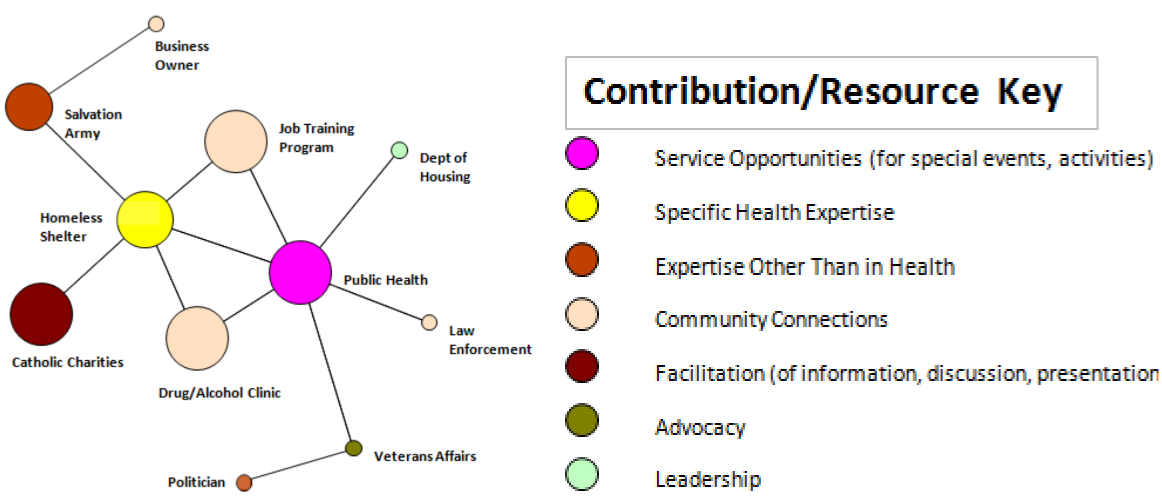
To display Contributions and Resources: Go to the "Contributions" tab on the Network Maps box -> select the Resource that you want to display -> then click on the "Update Network Map" button. You can step through each resource using this process.

To show the most important Contribution for each organization: Go to the "Contributions" tab on the Network Maps box -> under "Show organizations for which the most important contribution(s) is:" click on the box at the bottom that says "Use different colors to show the most important contributions for all organizations" -> then click on the "Update Network Map" button.

To copy and paste as a picture into a report: See Page 12.

The example below displays the most valuable contribution of each member of a collaborative. Resources are identified by different colors and labeled in the attached key.

Figure 7. Most Valuable Contribution of Each Member



Example of Table Display of Organization Characteristics

The descriptive information in the Table 3 example that follows the instruction box below is specific to a particular collaborative. This type of information about your network could be found when analyzing your PARTNER data and looking in the PARTNER excel file on the Organization Info worksheet (See the instructions below for where to find it). Table 3, "*Attributes and Contributions of the Jefferson County Coalition"* was created by the user in Microsoft Word. In order to create this table one could create it in Excel (to be copied as a picture then pasted into the report) or a text doc file using a table tool (could be created in the report document).

To find organization Names, Attributes, and Resource Contributions (Table 3 example below): go to the data excel file -> go to the Organization Info tab (the first tab to the right of the Introduction at the bottom of the screen) -> there you will find survey answers including a column labeled "Q4/Contribution" -> the numbers listed in the same line as the organization name are codes for those contributions that organization identified (Unless modified for the survey, the numbers correspond to these resources: 1= Funding, 2=In-Kind Resources, 3=Paid Staff, 4=Volunteer Staff, 5=Data Sets, 6=Info/Feedback, 7=Specific Health Expertise, 8=Expertise Other Than in Health, 9=Community Connections, 10=Decision-Making, 11=Facilitation, 12=Advocacy, 13=Leadership. If you modified the survey, use the list of resources that you developed). See Appendix B for all number codes that coordinate with answers found in the lists.

Table 3. Attributes and Contributions of the Jefferson County Coalition

Attribute	Organization	Service Opportunities (for special events, activities)	Data Sets	Info/ Feedback	Specific Health Expertise	Expertise Other Than in Health	Community Connections	Decision-Making	Facilitation (of information, discussion, presentation)	Advocacy	Leadership
Advocacy	Arc of Jefferson County					X	X			X	
Advocacy	Colorado Covering Kids and Families (CKF)			X		X	X		X		
Community Health Center	Metro Community Provider Network (MCPN)										
Faith-Based	Golden Family of Health Ministries	X		X	X	X	X	X	X	X	X
Other Public Health Agency	Tri-County Health Department			X			X				
Public Health	Administrative Services at JCPH					X					
Public Health	Clinic Services at JCPH	X		X			X		X	X	
Public Health	Communicable Disease Control and Prevention at JCPH		X	X	X		X		X	X	X
Public Health	Early Periodic Screening, Diagnosis and Treatment (EPSDT) at JCPH				X		X			X	
Public Health	Health Care Access at JCPH	X		X	X		X		X		X
Public Health	Health Care Program for Children with Special Needs (HCP) at JCPH	X		X	X		X		X	X	X
Public Health	Partners for Healthy Families at JCPH				X		X				
Public Health	Prenatal Plus (PN+) at JCPH			X	X		X		X	X	
Public Health	Resource Nurse at JCPH	X	X	X	X	X	X	X	X	X	X
Public Health	Women Infants and Children (WIC) at JCPH			X	X		X	X		X	X
School	Jeffco School Mediciad Program			X		X	X		X	X	
Service Agency	Jefferson County Human Services (JCHS)										
Service Agency	Senior Resource Center					X	X			X	X
Service Agency	Stride Self Sufficiency Program			X		X	X			X	

Part 2. Reporting on Network Scores

PARTNER not only allows a user to create visualizations that represent a social network, it also allows us to display the scores that are important to networks. There are two types of scores that you can report on using the PARTNER tool, whole network scores and individual scores of members within the network.

How to Find/Report Network Scores: Go to the Introduction Page of the PARTNER excel file that contains your data with the macros enabled. Under "Choose from the Options Below:" click on "Analyze Network Scores" -> in the Partner Tool pop-up box, click on "Calculate Network Scores" -> a table with density, degrees centralization, and trust scores will appear. Select "Show Score Explanations" to see a definition of each score.

To Copy and Paste: choose which scores to display (the example below features Density, Degrees Centralization, and Trust Scores) and delete the columns you do not want to display -> highlight the table -> hover the cursor over the table and right click the mouse -> select "Copy" -> go to the report document -> place the cursor where the table should go -> right click the mouse and select "Paste".

Whole Network Scores

Whole network scores represent the network at the aggregate level. That is, the whole network members' responses comprise these scores (see Table 4). Each one is a percentile. Whole network scores offered by PARTNER include density, degree centralization, and trust (for further definitions go to Appendix A of Appendices that accompany this template and for further explanation go to page 34 of the PARNER Technical Manual).

Table 4. Example display of Density, Degree Centralization, and Trust scores:

Network Scores

Density	21.80%
Degree Centralization	46.70%
Trust	23.40%

Individual Scores

Individual network scores provide analysis about each single organization or individual. The scores help to explain how “embedded” each organization is in the overall network. Individual scores offered by the PARTNER tool include centrality scores such as key player scores (degree centrality), scores for value, and scores for trust (for further definitions go to Appendix A of Appendices that accompany this template and for further explanation go to pages 35-38 of the PARTNER Technical Manual).

Below are instructions on how to create a table. In addition to creating tables in Microsoft Word, tables can be created in the PARTNER excel file. Below is an explanation of how to produce a table in excel and then copy it into a report.

How to create a table in PARTNER to copy and paste into your reports like the example shown below in Table 5 that features the four Value Scores for each member *(Note that these directions are for the example below, you may wish to display a different network scores)*:

Go to the Introduction Page of the PARTNER excel file that contains your data with the macros enabled. Under “Choose from the Options Below:” click on “Analyze Network Scores” -> in the Partner Tool pop-up box, click on “Calculate All Scores”. Select “Show Score Explanations” to see a definition of each score.

To Copy and Paste: choose which scores to display (the example below features Overall Value, Power/Influence, Level of Involvement, and Resources Contribution) and delete the columns you do not want to display -> highlight the table -> hover the cursor over the highlighted table and right click the mouse -> select “Copy” -> go to the report document -> place the cursor where the table should go -> right click the mouse and select “Paste”.

The following table is an example of products of using the technique described above; Table 5 displays Individual Organization Scores.

Table 5. Individual Organization Scores

Individual Scores												
	Centrality/ Connectivity/Redundancy				**Value (1-4)**				**Trust (1-4)**			
	Degree Centrality (max 4)	**Non-Redundant Ties**	**Closeness Centrality**	**Relative Connectivity**	**Overall Value (1-4)**	**Power/ Influence (1-4)**	**Level of Involmnt (1-4)**	**Resource Contrib (1-4)**	**Total Trust (1-4)**	**Reliability (1-4)**	**In Support of Mission (1-4)**	**Open to Discussion (1-4)**
S.J. Org	2	1	0.67	58%	3	3	2	4	3.67	4	4	3
Aviation Group	2	1.08	0.67	77%	3.5	2.5	4	4	4	4	4	4
Emergence Group	2	1.17	0.67	45%	3.17	4	3.5	2	3.33	3	3	4
Lindsel Network	2	1.17	0.67	42%	1.67	2	2	1	2.67	2	3	3
J.H.R. Central Org	4	3.31	1	100%	3.44	3.33	3.67	3.33	3.56	3.67	3.33	3.67

Below are instructions on how to create tables that follow the instruction box and the table of all individual scores that can be extracted from the PARTNER data.

How to create a table in PARTNER to copy and paste into your reports like the example shown below that features the two table *(Note that these directions are for the examples below in Table 6. Note: you may wish to display different scores for your unique network)*:

Go to the Introduction Page of the PARTNER excel file that contains your data with the macros enabled. Under "Choose from the Options Below:" click on "Analyze Network Scores" -> in the Partner Tool pop-up box, click on "Calculate Individual Scores" -> select "All Individual Scores -> choose which scores to display (the example below features Overall Value, Power/Influence, Level of Involvement, and Resources Contribution, Total Trust, Reliability, In Support of Mission, and Open to Discussion) and delete the columns you do not want to display.

To rank the scores in chronological order, click on the arrow in the grey box at the bottom of any of the columns to select a particular category in which to order the scores (for example if you want to see how all the organizations ranked from high to low on Overall Value you would select high to low on the grey box arrow drop down located in that cell and the table will be re-arranged to show the organization with the highest Overall Value Score would be at the top and those will subsequently lower scores listed below). You may also choose to highlight certain organizations and their scores, to do this: highlight the line you wish to fill in with color, then select the color fill tab at the top of the excel page on the tool bar to select the color you wish to fill in.

To Copy and Paste as a table-> highlight the table -> hover the cursor over the table and right click the mouse -> select “Copy” -> go to the report document -> place the cursor where the table should go -> right click the mouse

The PARTNER tool collects data on value and trust. Analyzing these scores side by side can provide an interesting and descriptive analysis. Table 6 displays Individual Organization Scores Compared with the Organization Relative to Network Scores: Ranked based on Overall Value and Trust (colors correspond to each organization).

Table 6. Individual Organization Scores Compared with the Organization Relative to Network Scores: Ranked based on Overall Value and Trust (colors correspond to each organization)

	Overall Value	Power/ Influence	Level of Involvement	Resource Contribution
Total	**3.06**	**3.11**	**3.14**	**2.89**
UCD	3.94	3.83	4.00	4.00
EIC	3.61	3.63	3.61	3.56
HCPF	3.58	3.75	4.00	3.00
ABCD	3.54	3.37	3.58	3.63
WonderBabies	3.53	3.20	3.60	3.80
Nurse Family Partnership	3.42	3.39	3.55	3.29
ECC	3.40	3.63	3.63	2.94
Children's	3.39	3.42	3.36	3.27
Medical Home	3.29	3.43	3.33	2.83
Lt. Governor's Office	3.22	3.00	3.33	3.33
JFK partners	3.19	3.57	3.14	2.86
CO Dept of Education	3.12	3.49	3.13	2.73
HCP	3.09	3.13	3.13	3.03
CCB	3.06	3.06	3.18	2.94
Mental Health Centers	3.04	3.00	3.13	3.00
CDPHE	2.99	3.00	3.18	2.78
Family Voices	2.98	3.22	2.78	2.88
CO CHAP	2.89	2.67	3.33	2.67

	Total Trust	Reliability	In Support of Mission	Open to Discussion
Total	**3.37**	**3.38**	**3.38**	**3.35**
UCD	3.94	4.00	4.00	3.83
ABCD	3.92	3.92	3.90	3.92
WonderBabies	3.80	3.80	4.00	3.60
Lt. Governor's Office	3.78	3.67	4.00	3.67
Family Voices	3.67	3.38	3.67	3.87
Nurse Family Partnership	3.64	3.67	3.74	3.51
ECC	3.60	3.31	3.81	3.69
JFK partners	3.57	3.71	3.71	3.29
HCPF	3.50	3.75	3.75	3.00
Medical Home	3.48	3.57	3.43	3.43
EIC	3.47	3.53	3.68	3.21
Children's	3.44	3.50	3.58	3.25
CO CHAP	3.44	3.33	3.33	3.67
HCP	3.39	3.28	3.25	3.63
CDPHE	3.30	3.35	3.32	3.22
CO Dept of Education	3.20	3.29	3.58	2.73
Mental Health Centers	3.08	2.88	3.13	3.25
CCB	2.90	2.88	3.12	2.71

Table 7 on the following page displays Ranked Individual Organization Scores Compared with the Organization Relative to Network Scores.

Table 7. Ranked Individual Organization Scores Compared with the Organization Relative to Network Scores (colors correspond to each organization)

	overall value		power/ influence		level of involvement		resource contribution		total trust		reliable		in support of mission	
Merage Foundation	3	Colorado Department of Health Care Policy and Financing	3.5	Assuring Better Child Health and Development	3	Merage Foundation	3	Assuring Better Child Health and Development	3.25	Assuring Better Child Health and Development	3.5	Early Childhood Councils	3	Assuring Better Child Health and Development
Early Childhood Councils	2.96	Colorado Coalition for the Medically Underserved	3.5	Early Childhood Councils	3	Early Childhood Councils	2.67	Merage Foundation	3	Merage Foundation	3.5	Qualistar Early Learning/Healthy Child Care Colorado	3	Early Childhood Councils
Assuring Better Child Health and Development	2.83	Blue Ribbon Policy Council for Early Childhood Mental Health	3.5	Merage Foundation	3	The Colorado Trust	2.4	Early Childhood Councils	2.96	Early Childhood Councils	2.89	CDPHE, Nurse Home Visitor	3	CDPHE, Child Adolescent School Health, Early Childhood Initiatives
Colorado Department of Health Care Policy and Financing	2.78	Community Centered Boards	3.33	Colorado Department of Health Care Policy and Financing	2.83	Local Public Health, Health Care Program for Children with Special Needs	2.33	CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.9	CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.8	Nurse Family Partnership	3	CDPHE, Child Adolescent and School Health, Adolescent Initiatives
The Colorado Trust	2.67	Assuring Better Child Health and Development	3.25	CDE, Early Childhood Initiatives	2.8	CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.3	CDE, School Nurse Program	2.75	CDE, School Nurse Program	2.75	CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.9	Merage Foundation
CDE, Early Childhood Initiatives	2.67	Qualistar Early Learning/Healthy Child Care Colorado	3.25	Qualistar Early Learning/Healthy Child Care Colorado	2.75	Assuring Better Child Health and Development	2.25	CDPHE, Child Adolescent and School Health, Adolescent Initiatives	2.67	Colorado Parent and Child Foundation	2.75	Colorado Childrens Campaign	2.88	CDPHE, School Based Health Centers
CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.63	CDHS, Early Intervention	3.25	CDPHE, Child Adolescent School Health, Early Childhood Initiatives	2.7	CDHS, Early Intervention	2.25	Family Resource Centers	2.6	Invest in Kids	2.75	Assuring Better Child Health and Development	2.75	CDE, School Nurse Program
Qualistar Early Learning/Healthy Child Care Colorado	2.63	CDE, School Nurse Program	3.25	CDHS, Child Care	2.67	CDE, Early Childhood Initiatives	2.2	CDPHE, School Based Health Centers	2.59	CDHS, Child Care	2.67	CDE, School Nurse Program	2.75	Colorado Parent and Child Foundation
CDPHE, Childrens Trust Fund	2.61	Colorado Chapter of the American Academy of Pediatrics	3.25	Head Start Collaboration Office	2.67	Family Resource Centers	2.2	Colorado Parent and Child Foundation	2.58	Family Resource Centers	2.6	Colorado Chapter of the American Academy of Pediatrics	2.75	Family Resource Centers
CDHS, Early Intervention	2.58	Early Childhood Councils	3.22	CDPHE, Early Childhood Comprehensive Systems	2.6	Colorado Health Foundation	2.2	CDPHE, Early Childhood Comprehensive Systems	2.53	CDE, Early Childhood Initiatives	2.6	CDPHE, School Based Health Centers	2.67	CDPHE, Early Childhood Comprehensive Systems
CDHS, Child Care	2.5	The Colorado Trust	3.2	CDE, School Nurse Program	2.5	CDPHE, Childrens Trust Fund	2.17	Invest in Kids	2.5	CDPHE, Health Statistics and Vital Records	2.5	Family Resource Centers	2.6	Prevention Leadership Council
The Childrens Hospital	2.5	CDPHE, Childrens Trust Fund	3.17	CDPHE, Childrens Trust Fund	2.5	The Childrens Hospital	2.17	Qualistar Early Learning/Healthy Child Care Colorado	2.42	CDPHE, Child Adolescent and School Health, Adolescent Initiatives	2.44	CDPHE, Early Childhood Comprehensive Systems	2.6	CDPHE, School Health
Colorado Coalition for the Medically Underserved	2.5	Prevention Leadership Council	3.14	The Colorado Trust	2.4	Colorado Department of Health Care Policy and Financing	2	CDHS, Child Care	2.39	CDPHE, Early Childhood Comprehensive Systems	2.4	The Colorado Trust	2.6	CDPHE, Children with Special Health Care Needs, Early Intervention
Family Resource Centers	2.47	Merage Foundation	3	Family Resource Centers	2.4	Head Start Collaboration Office	2	CDPHE, Children with Special Health Care Needs, Early Intervention	2.39	Qualistar Early Learning/Healthy Child Care Colorado	2.38	CDE, Early Childhood Initiatives	2.6	Colorado Department of Health Care Policy and Financing
Local Public Health, Health Care Program for Children with Special Needs	2.44	CDE, Early Childhood Initiatives	3	Colorado Childrens Campaign	2.38	CDPHE, Early Childhood Comprehensive Systems	2	CDPHE, Nurse Home Visitor	2.39	CDPHE, School Based Health Centers	2.33	Reach Out and Read	2.6	Local Public Health, Health Care Program for Children with Special Needs
CDPHE, Early Childhood Comprehensive Systems	2.4	CDHS, Child Care	3	The Childrens Hospital	2.33	CDPHE, Child Adolescent and School Health, Adolescent Initiatives	2	Colorado Childrens Campaign	2.38	Local Public Health, Health Care Program for Children with Special Needs	2.33	Parents as Teachers	2.6	CDPHE, Tony Grampsas Youth Services
Head Start Collaboration Office	2.39	The Childrens Hospital	3	Local Public Health, Health Care Program for Children with Special Needs	2.33	CDPHE, Colorado Medical Home Initiative	2	Prevention Leadership Council	2.38	Colorado Department of Health Care Policy and Financing	2.33	Prevention Leadership Council	2.57	Colorado Preschool Program
Colorado Childrens Campaign	2.38	Colorado Childrens Campaign	3	Nurse Family Partnership	2.33	Colorado Coalition for the Medically Underserved	2	Local Public Health, Health Care Program for Children with Special Needs	2.33	Colorado Preschool Program	2.33	CDPHE, Child Adolescent and School Health, Adolescent Initiatives	2.56	Invest in Kids
CDE, School Nurse Program	2.33	CDE, Results Matter	3	CDHS, Early Intervention	2.25	CDE, Results Matter	2	CDPHE, School Health	2.33	CDPHE, Childrens Trust Fund	2.33	Merage Foundation	2.5	CDPHE, Office of Primary Care
Community Centered Boards	2.33	CDE, Child Find	3	Colorado Parent and Child Foundation	2.25	CDPHE, Health Statistics and Vital Records	2	Colorado Department of Health Care Policy and Financing	2.28	Head Start/Early Head Start	2.29	Invest in Kids	2.5	CDHS, Early Intervention
Top 20	2.6		3.2		2.6		2.2		2.6		2.6		2.7	
Overall	1.83		2.21		1.82		1.54		1.82		1.83		1.95	

Part 3: Reporting on Outcomes

The PARNTER tool analyzes process outcomes. These outcomes are decided upon when developing the survey tool. It is important to include the findings of these outcomes in your report. As network scores will, outcome scores found during the PARNER tool process users engage in will also contribute to the QI process.

How to create outcomes tables in PARTNER to copy and paste into your reports similar to the examples shown below *(Note that these directions are for the example below, you may wish to display different outcomes depending on your goals)*:

Go to the Introduction Page of the PARTNER excel file that contains your data with the macros enabled. Under "Choose from the Options Below:" click on "Analyze Outcomes" -> in the Partner Tool pop-up box, chose which question you'd like to display the outcome for -> click on the "Okay" button -> a table of outcomes scores and bar graph will appear.

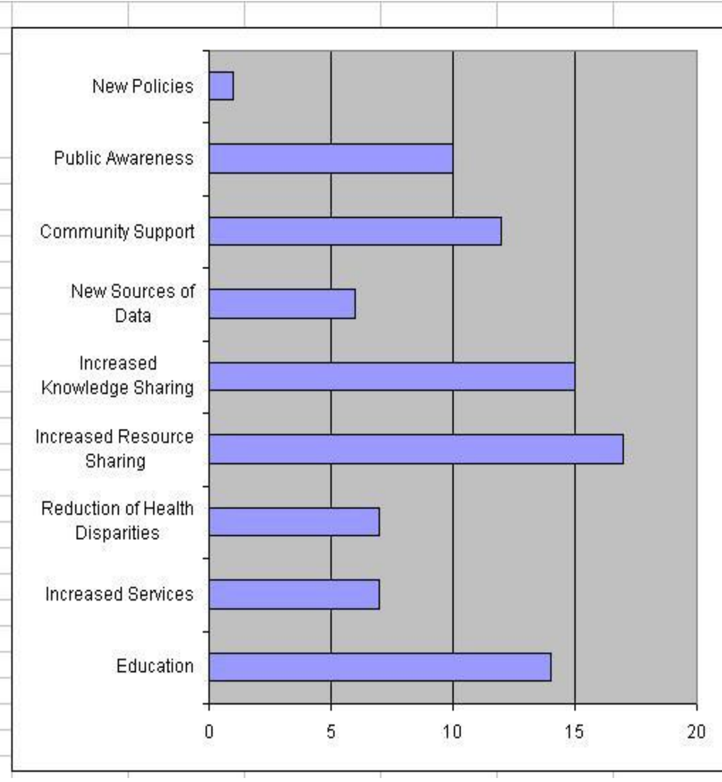
To copy and paste as a picture into a report: See Page 12.

Example Presentation of Outcomes:

Outcomes

Please indicate which of the following outcomes have been achieved by the work of the collaborative (choose as many as apply).

Answers	*No of responses*	*Percentage*
Education	14	15.70%
Increased Services	7	7.90%
Reduction of Health Disparities	7	7.90%
Increased Resource Sharing	17	19.10%
Increased Knowledge Sharing	15	16.90%
New Sources of Data	6	6.70%
Community Support	12	13.50%
Public Awareness	10	11.20%
New Policies	1	1.10%



Action Plan/ Next Steps

The purpose of the Action Plan/ Next Steps section:

The purpose of this section is to present your plan for next steps. The PARTNER analysis process allows you to use your data to guide Quality Improvement (QI) efforts based on your results. QI efforts include four basic phases – Plan, Do, Study, Act. Strategic Collaborative Management (SCM) can assist public health administrators and facilitators engaged in collaboration to understand how and why networks develop, what conditions influence success, how the benefits of networks can be improved while the minimizing drawbacks, and how to more effective be a leader within a network. SCM takes a QI approach by providing public health personnel with a framework to *study* their collaborative efforts by collecting network data using existing tools and *act* upon this data by strategically using data to develop action steps for performance improvement. These steps loop back into the Plan and Do stages of QI.

Once you have collected and analyzed your PARTNER data, the next step is to use the data to develop action steps for performance improvement. This is an important step in the Quality Improvement process, specifically in the "study" and "act" steps of the process. The need for Quality Improvement in the area of collaboration is strong because collaboration has the potential to improve the processes of a system which can "create better outcomes, but also reduce the cost of delivering services by eliminating waste, unnecessary work, and rework." In the case of collaboration, it is important to recognize that "both the resources (inputs) and activities carried out (processes) must be addressed together to ensure or improve the quality of care." Once these dimensions are addressed, then practice and policy can be affected through strategic planning, involving the workforce that makes up the bulk of leadership within public health collaboratives.

Suggested Action Steps for Performance Improvement:

Using network data can lead to a number of action steps including:

- Considering levels of trust and determining whether any changes can be made to improve low trust among partners
- Increasing/Decreasing the number of connections among partners in order to increase efficiency or expand the level of connectivity
- Leveraging existing relationships and resources
- Identifying gaps, vulnerable points, and other areas where relationships can be strengthened
- Accounting for the cost of strategizing and fostering new relationships
- Reporting progress of collaboration to funders, stakeholders, community members, and partners

Examples of how results may lead to recommendations for action presented in the Action Plan section:

Example 1: Using PARTNER data, a manager may think about whether new connections are desired between the existing partners in the network, whether ties already exist that can be leveraged for new program work or resources sharing, and whether any connections are present that do not need to be (that is, there is redundancy in the network and the elimination of certain ties will free up space for new relationships to be created).

Example 2: Using PARTNER data, a manager can strategize how to leverage available resources. For example, let's say a Business Owner is one organization that reports having funding available. However, the business owner is not well connected to the rest of the network. The next step a manager might choose is to foster stronger connections between the Business Owner and those that provide direct services to the homeless population (for example a Homeless Shelter), to develop ways to leverage this funding resource to meet the goals of the collaborative.

Example 3: Using PARTNER data, a manager may begin to identify organizations within the collaborative that have resources that can be tapped into for future leadership, facilitation, and/or coordinating roles. Another strategy may be to create subgroups within the collaborative, thereby dispersing the central hub and allowing multiple opportunities for the "flattening" of the group.

Strategic Collaborative Management

The following is a framework called Strategic Collaborative Management that is often organized into the following categories:

1. ***Take Note of Potential and Existing Partners*** – A simple count is the most common way that public health collaboratives are taking note of potential and existing partners. This should be done as the first step; however your goals probably go beyond just identifying the number of partners in your network. Additional network data analyses allow managers to take a much more in-depth look and move much deeper through the process of quality improvement with a focus on the types and number of relationships among partners.
2. ***Assess the Characteristics/Quality of Relationships*** - Network data allow the manager to assess strength of relationships, exchange among partners, and formality of relationships, levels of trust, and the value that each partner brings to the collaborative in terms of meeting goals.
3. ***Consider the Connectivity among Members of the Network*** – The manager can assess whether there are vulnerabilities in the network (places where the relationships are weak and need to be developed), members that are not well connected, and redundancy in connectivity. These specific findings from such assessments should be presented in the results section.
4. ***Evaluate process outcomes perceived by the members of the collaborative***- Match Evaluation to Collaborative's Goals – The manager can assess whether the collaborative is meeting its goals (goals are specified by each collaborative).

<u>Take Note of Potential and Existing Partners</u>

There are a number of ways you may choose to present descriptive information about the partners of your collaborative. As you may recall, the PARTNER survey created a basic "inventory" of all the organizations, distinguishing them by their type and what they provide within the collaborative. You may want to present this descriptive information in a table or as a graph. Network data ask questions that elicit the conditions under which relationships are formed, how they evolve over time, and the nature of the relationship in terms of a variety of different variables. Moving beyond a simple count of the number of partners working collaboratively together allows us to assess and analyze benefits of collaborating in terms of the quality of the exchange relationships among partners. You can find the following information displayed in various ways by creating network maps using the "General" and "Attributes" tabs when analyzing your data. The "General" and "Attributes" tabs can be found by selecting "Create Network Maps" on the home page of the PARTNER tool and then selecting from the pop-up menu.

Example Analysis #1:

Know Your Network:
A. Describe the network, including who is working with whom.
B. Who are playing key leadership roles in the network?
C. Who is not, but should be included?
D. Who does each organization most commonly work with on the issue at hand?

Assess the Characteristics/Quality of Relationships

Once a description of the collaborative has been presented the next step is to assess the characteristics and/or the quality of the relationships within the collaborative. There are multiple types of relationship characteristics the PARTNER tool measures: type, strength, direction, and frequency of relationships. These relationships can be presented in a network map and in a table of scores. Below is one example of many options to display the quality of relationships. The thickness of the lines (representing the strength of the relationship) and directionality of relationships are represented.

Example Analysis #2:

Describe the network, including who is working with whom. Who does each organization most commonly work with on the issue at hand?
Take Stock:
A. List of Members; Type of Orgs; Resources Contributed; Centrality of Members
B. What is the overall value, power/influence, level of involvement, and resource contribution for each member?

Consider the Connectivity among Members of the Network

In the results section, you should discuss the results of data analysis as it relates to how the members of your network are "embedded" into your network. Who are the key players, which member is a bridge, who is central, who is on the periphery, etc. You may discuss how centralized your network is, or describe how "key" players play a role (e.g. who has the most connections, or acts as a "bridge", etc.). You may also want to highlight the role of the health department – does it play a central role, is it a "bridge" between many groups, or is it equally embedded into the network?

Example questions as you consider connectivity within your network:

What is the frequency of interactions in general?
Does a structure exist?
What is the role of the health department?

What is the level of connectivity?
What are the two relationships, and their levels of connectivity?
Is the collaborative centralized/decentralized?
Who are the key players?
Are the right connections in place?
Are key connections missing?

One way to describe the structure/connectivity of your network is to report the whole network scores. For more information about whole network scores, see the technical manual, or look for the descriptions in the PARTNER tool.

Evaluate process outcomes perceived by the members of the collaborative

As you will recall from using the PARNER tool, in addition to network scores, the PARTNER tool has an option to analyze outcome measures. These outcome measures correspond to the questions 6-9 in the network survey. Unless you've made changes to these changes and their responses, the following questions are listed as options;

- Please indicate which of the following outcomes have been achieved by the work of the collaborative?
- Which of the above describes the most successful outcome of the collaborative?
- How successful has the collaborative been at reaching its goal? (Goal is defined)
- What aspects of collaboration contribute to this success?