PARTNER

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

Presentation for: Partnering for Success
Maine Community Transformation Grant
Making the Healthy Choice the Easy Choice for Maine
Action Institute: April 25-26th, 2013

PARTNER is a free public health resource with support from **Robert Wood Johnson Foundation**
WWW.PARTNERTOOL.NET

University of Colorado Denver
School of Public Affairs
Lead. Solve. Change

Goals for Today's Session

● Provide a conceptual foundation for thinking about collaboration in a network framework

● Introduce PARTNER: Program to Analyze, Record, and Track Networks to Enhance Relationships

www.partnertool.net

● Uses social network analysis methods
● Collects network data on community collaborative initiatives
● Used by public health practitioners to evaluate partnerships

The Public Health Paradigm Shift

FROM	TO
Operational planning	Strategic Planning
Focus on the agency	Focus on community & entire public health system
Needs assessment	Emphasis on assets and resources
Medically oriented model	Broad definition of health
Agency knows all	Everyone knows something

Graphic from NACCHO (MAPP website): http://www.naccho.org/topics/infrastructure/MAPP/index.cfm

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# Working Across Boundaries is an Essential Public Health Function
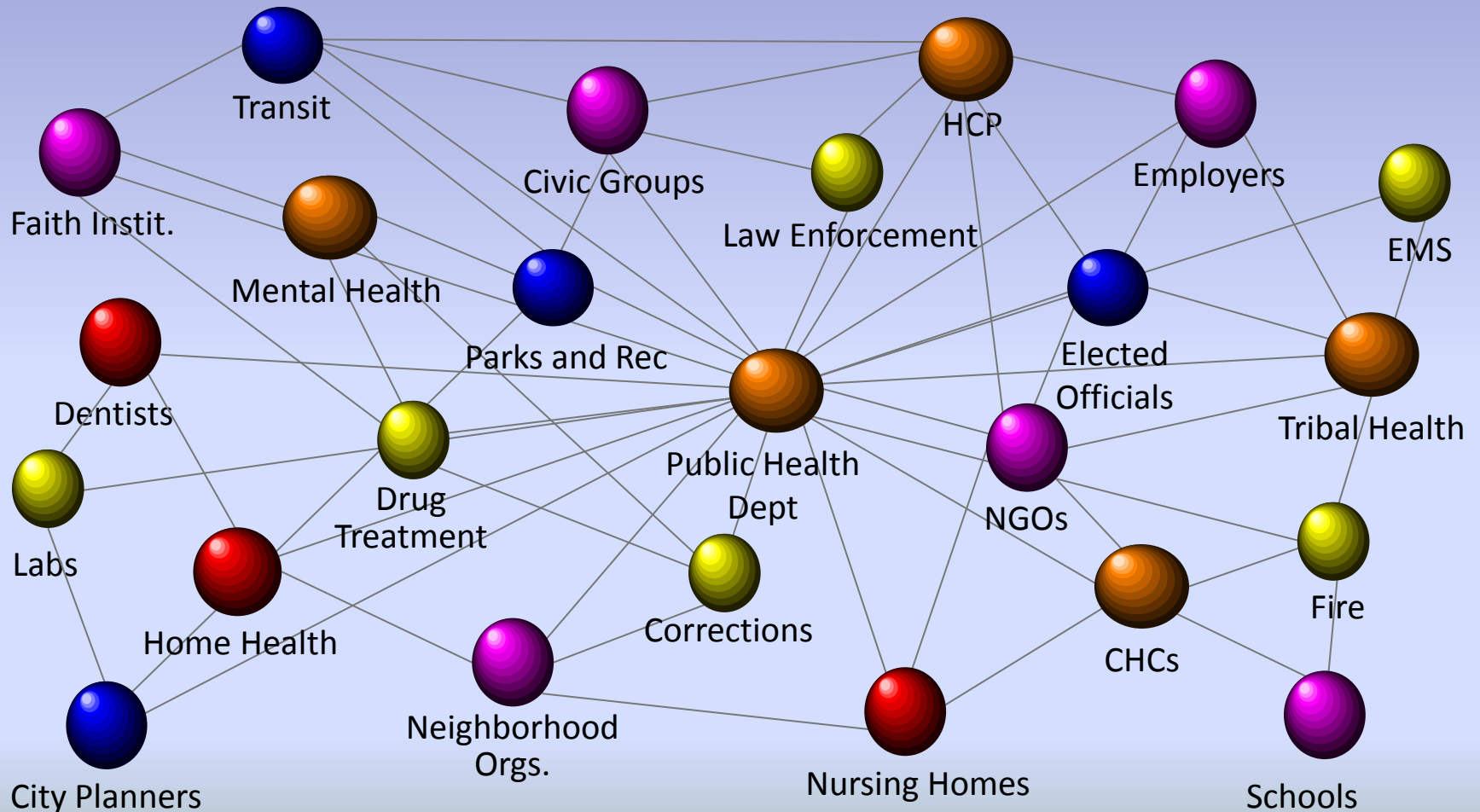
Why Do We Need New Concepts & Tools?

- Provide an additional way to evaluate partnerships.

- Current Assumption = More is better.
    - More partners = successful collaboration (counting noses)
- Alternative Assumption = Less can be more.
    - Not based on how many partners you have, but how they are connected.
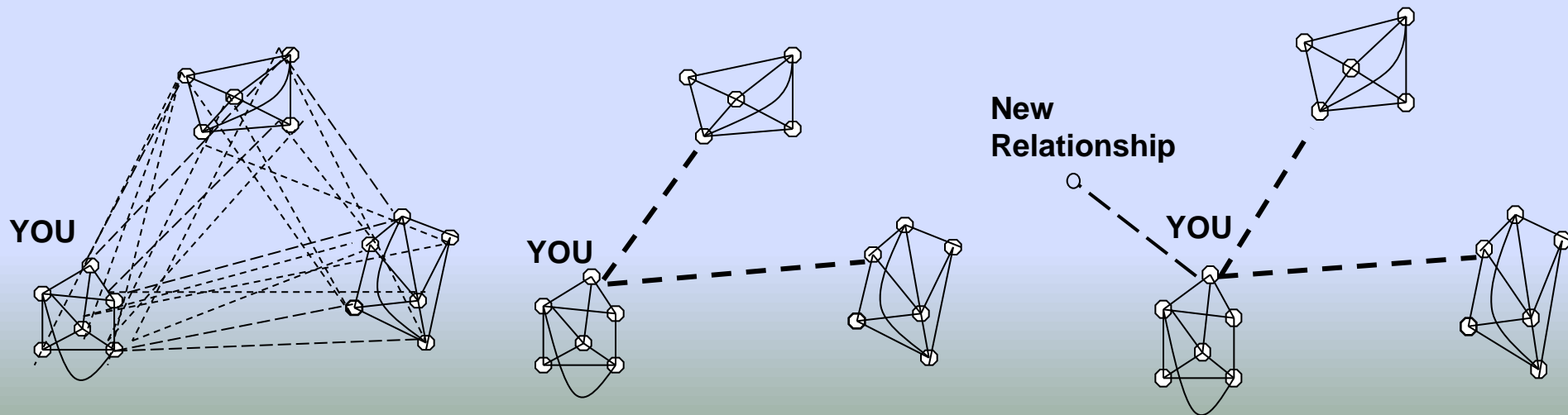
Start Thinking Like a Network Scientist
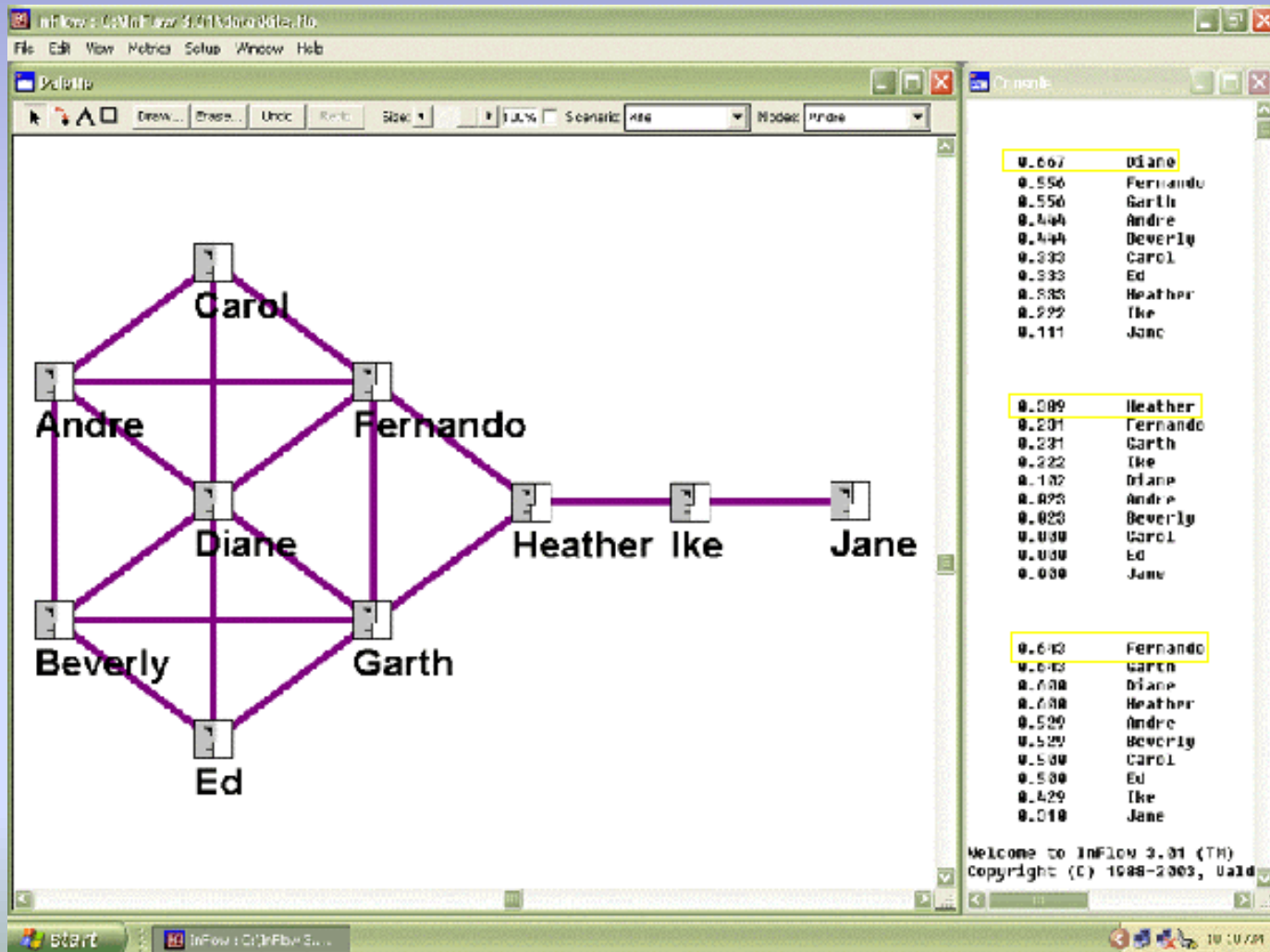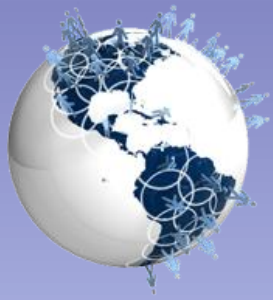
Social Network Analysis

Social Network Analysis (SNA) is a method to gather and analyze data to explain the degree to which network actors connect to one another and the structural makeup of collaborative relationships (Scott, 1991).

Elements of SNA

- Collects data on who is connected to whom

- How those connections vary and change

- Focus on patterns of relations

- Distinct from the methods of traditional statistics and data analysis...theories, models, and applications are expressed in terms of *relational concepts or processes*.

Elements of a Network: Nodes

Set of actors (nodes) connected by a set of ties
- Individuals
- Organizations, departments, teams

These nodes have attributes
- Any description of the node
- Often characterized by groups (e.g. gender, sector)
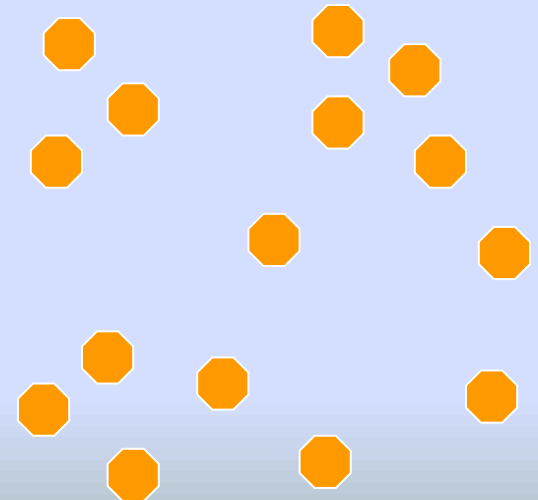
Elements of a Network: Ties

Ties connect pairs of actors

- Directed (i.e., potentially one-directional, as in giving advice to someone)

- Undirected (as in being physically proximate)

- Dichotomous (present or absent, as in whether two people are friends or not) or

- Valued (measured on a scale, as in strength of friendship)
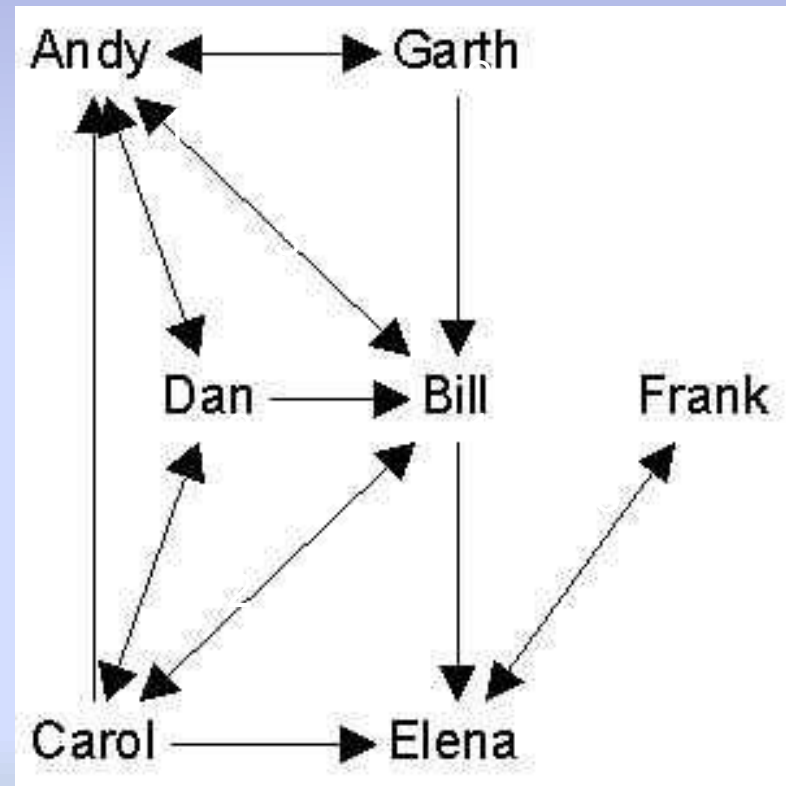
PARTNER

PROGRAM TO ANALYZE, RECORD, AND TRACK NETWORKS TO ENHANCE RELATIONSHIPS

- Survey

- Analysis Tool

- Technical Guide

- Web Demos

www.partnertool.net

Benefits to Using PARTNER

PARTNER is unique from other social network analysis tools because comprehensive set of tools includes both a survey and an analysis tool. The survey is linked to the analysis tool, allowing you to analyze your data with a simple command to "upload" your data.

With **PARTNER**, you can:

1. **Evaluate how well your collaborative is working** in terms of identifying the "right" partners, leveraging resources, and strategizing for how to improve the work of the collaborative.

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

3. **Engage in strategic collaborative management** to develop action steps and implement change to reap the benefits of social networking.

Using SNA for Quality Improvement

- Network data tell us about how people/organizations are connected including the quantity and quality of those connections.

  - Alone = hard to interpret or use in practice

- Instead = Strategic Network Management (CQI process)

  - Identifying the ideal network

  - Measuring the Network

  - Identifying the gap between the actual and ideal network

  - Creating action steps to get closer to the idea.

Who Uses PARTN...

Users in the United States

Who Uses PARTNER?

Users Around the World

How It Works

Members of the Collaborative Answer Surveys
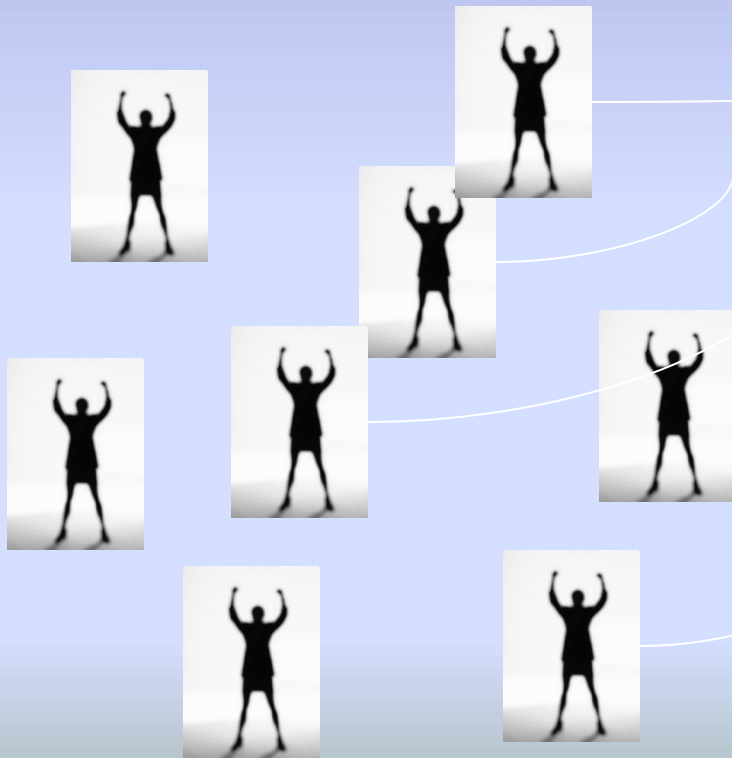
One Person Collects Surveys and Uses PARTNER to Analyze Data

Follow These 4 Steps

Step 1: Enter Respondent (Network Members) Information

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

Click here to view/edit respondent information.

Step 2: Modify Survey

Step 3: Send E-mails to Respondents

Step 4: Analyze Survey

Collaborative Maintenance

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

Step 1

PARTNER

The Respondents

– Identify the members of the collaborative to evaluate

– Enter respondent information

People who represent members of a coalition or partnership

Organizations or Individuals

Step 2   Customize the Survey Questions

Q#	Mod?	Question													
1	No	Please select your organization/program/department from the list:													
2	Yes	What is your job title?													
3	Yes	How long have you been in this position (in months)?													
4	Yes	Please indicate what your organization/program/department contributes, or can potentially contribute, to this community collaborative (choose as many as apply).	Funding	In-Kind Resources (e.g., meeting space)	Paid Staff	Volunteers and Volunteer staff	Data Resources including data sets, collection and analysis	Info/ Feedback	Specific Health Expertise	Expertise Other Than in Health	Community Connections	Fiscal Manage ment (e.g.	Facilitation/Le adership	Advocacy	IT/web resources (e.g. server space, web
5	No	What is your organization's most important contribution to this community collaborative?	Funding	In-Kind Resources (e.g., meeting space)	Paid Staff	Volunteers and Volunteer staff	Data Resources including data sets, collection and analysis	Info/ Feedback	Specific Health Expertise	Expertise Other Than in Health	Community Connections	Fiscal Manage ment (e.g.	Facilitation/Le adership	Advocacy	IT/web resources (e.g. server space, web
6	Yes	Outcomes of this community collaborative's work include (or could potentially include): (choose all that apply).	Health education services, health literacy, educational resources	Improved services	Reduction of Health Disparities	Improved Resource Sharing	Increased Knowledge Sharing	New Sources of Data	Community Support	Public Awareness	Policy, law and/or regulation	Improved Health Outcome s	Improved communicatio n		
7	No	Which is this community collaborative's most important outcome?	Health education services, health literacy, educational resources	Improved services	Reduction of Health Disparities	Improved Resource Sharing	Increased Knowledge Sharing	New Sources of Data	Community Support	Public Awareness	Policy, law and/or regulation	Improved Health Outcome s	Improved communicatio n		
8	Yes	How successful has this community collaborative been at reaching its goals?	Not Successful	Somewhat Successful	Successful	Very Successful	Completely Successful								
9	Yes	What aspects of collaboration contribute to this success? (Choose all that apply)	Bringing together diverse stakeholders	Meeting regularly	Exchanging info/knowledge	Sharing resources	Informal relationships created	Collective decision-making	Having a shared mission, goals						
10	No	From the list, select organizations/programs/departments with which you have an established relationship (either formal or informal). In subsequent questions you will be asked about your relationships with these organizations/programs/departments in the context of this community collaborative.													
11	Yes	How frequently does your organization/program/department work with this organization/program/department on issues related to this community collaborative's goals?	Never/We only interact on issues unrelated to the collaborative	Once a year or less	About once a quarter	About once a month	Every week	Every day							
12	Yes	What kinds of activities does your relationship with this organization/program/department entail [note: the responses increase in level of collaboration]?	None	Cooperative Activities: involves exchanging information, attending meetings together, and offering resources to partners (Example: Informs other programs of RFA release)	Coordinated Activities: Include cooperative activities in addition to intentional efforts to enhance each other's capacity for the mutual benefit of programs. (Example: Separate granting programs utilizing shared administrative processes and forms for application review and selection.)	Integrated Activities: In addition to cooperative and coordinated activities, this is the act of using commonalities to create a unified center of knowledge and programming that supports work in related content areas. (Example: Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.)									
13	No	How valuable is this organization/program/department's power and influence to achieving the overall mission of this community collaborative? *Power/Influence: The organization/program/department holds a prominent position in the community be being powerful, having influence, success as a change agent, and showing leadership.	Not at all	A small amount	A fair amount	A great deal									
14	No	How valuable is this organization/program/department's level of involvement to achieving the overall mission of this community collaborative? *Level of Involvement: The organization/program/department is strongly committed and active in the partnership and gets things done.	Not at all	A small amount	A fair amount	A great deal									
15	No	How valuable is this organization/program/department/s resource contribution to achieving the overall mission of this community collaborative? *Contributing Resources: The organization/program/department brings resources to the partnership like funding, information, or other resources.	Not at all	A small amount	A fair amount	A great deal									
16	No	How reliable is the organization/program/department? *Reliable: this organization/prgoram/department is reliable in terms of following through on commitments.	Not at all	A small amount	A fair amount	A great deal									
17	No	To what extent does the organization/program/department share a mission with this community collaborative's mission and goals? *Mission Congruence: this organization/program/department shares a common vision of the end goal of what working together should accomplish.	Not at all	A small amount	A fair amount	A great deal									
18	No	How open to discussion is the organization/program/department? *Open to Discussion: this organization/program/department is willing to engage in frank, open and civil discussion (especially when disagreement exists). The organization/program/department is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this organization/program/department in an open, trusting manner.	Not at all	A small amount	A fair amount	A great deal									

Core Dimensions of Connectivity in Public Health Collaboratives

Dimension	Measures
Membership	Organizational identification by name, type, and other organizational characteristics (e.g. size, mission of organization)
Network Interaction	Network patterns and positions identified by subgroups, key players, etc.
Role of Key Players	Convener/facilitator vs. equal member
Quality of Relationships	Types and levels of communications among members
Organizational Value to the Collaborative	Power, involvement, resources
Trust	Reliability, shared belief in mission, opportunity for frank discussion
Reciprocity	Evidence of mutual exchange of resources

Value of Partner

- Power/Influence
- Level of Involvement: strongly committed, gets things done
- Resources: brought to collaborative (i.e. funding, information, etc.)

  - Not at All, Small Amount, Fair Amount, Great Deal
  - Each Dimension = Equally important
  - Cumulative Value Score

Trust

- Reliable: follows through on commitments
- In Support of Mission: common vision of end goal
- Open to Discussion: open, civil discussion, talk together, consider a variety of viewpoints

    - Not at All, Small Amount, Fair Amount, Great Deal
    - Each Dimension = Equally important
    - Cumulative Value Score

PARTNER Steps 3 & 4

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

PARTNER

Brief Website Tour

– www.partnertoolnet

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

HOME   ABOUT   MANAGER'S CORNER   RESOURCES   F.A.Q.   PROJECTS   ANALYSIS TOOL   LOG IN   CONTACT
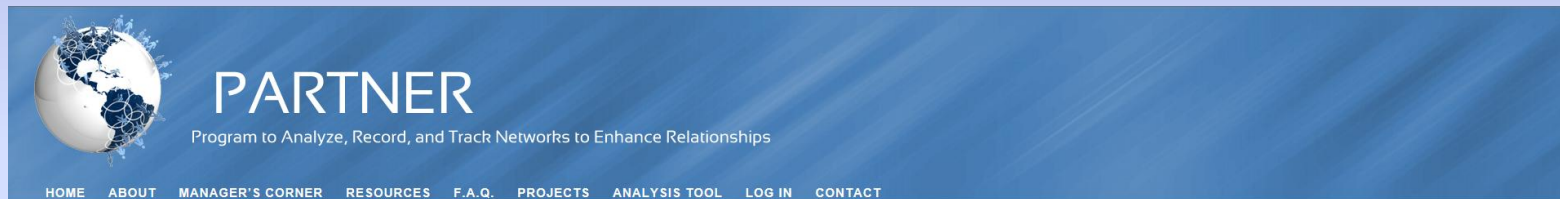
PARTNER is a Free Tool to Collect, Analyze, & Interpret Data to Improve Collaboration within Community Networks

Click here to see a 5 minute video introducing PARTNER.

The Need for Tools to Assess Partnerships/Collaboration

A major challenge facing organizations today is how to partner with other organizations, agencies, and groups to collaboratively address social and political goals while effectively maximizing resource sharing of the partners involved. However, the process by which organizations have engaged partners in collaboration has varied, with few ways to measure the success of these partnerships. Public leaders are eager to understand how to analyze the collaboratives in which they are involved so that they may determine whether efforts to focus resources on partnership or collaborative development are working.

PARTNER is a social network analysis tool designed to measure and monitor collaboration among people/organizations. The tool is free (sponsored by the Robert Wood Johnson Foundation) and designed for use by collaboratives/coalitions to demonstrate how members are connected, how resources are leveraged and exchanged, the levels of trust, and to link outcomes to the process of collaboration. The tool includes an online survey that you can administer to collect data and an analysis program that analyzes these data. By using the tool, you will be able to demonstrate to stakeholders, partners, evaluators, and funders how your collaborative activity has changed over time and progress made in regard to how community members and organizations participate.

Using PARTNER, you will be able to analyze relationships in three ways:

1. Create visuals (similar to the image to the right) to see who is connected to whom.

2. Assess network scores including metrics on the number and quality of relationships, the trust between partners, the value that each partner brings to the larger collaborative, and assessments of the roles that each member of the collaborative play based on how they are connected to others.

3. Assess outcomes measures to indicate process and products achieved as a result of collaborating across sectors.
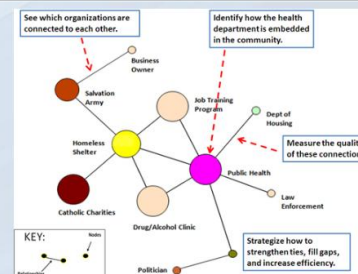
Questions You Can Answer Using Partner

- *"What are the quantity and quality of relationships in community collaboratives?"*
- *"Do gaps, vulnerabilities, and inefficiencies exist among partnerships?"*
- *"How well do people leverage scarce public dollars by collaborating?"*
- *"How can members of a collaborative remain accountable to their funders and stakeholders?"*
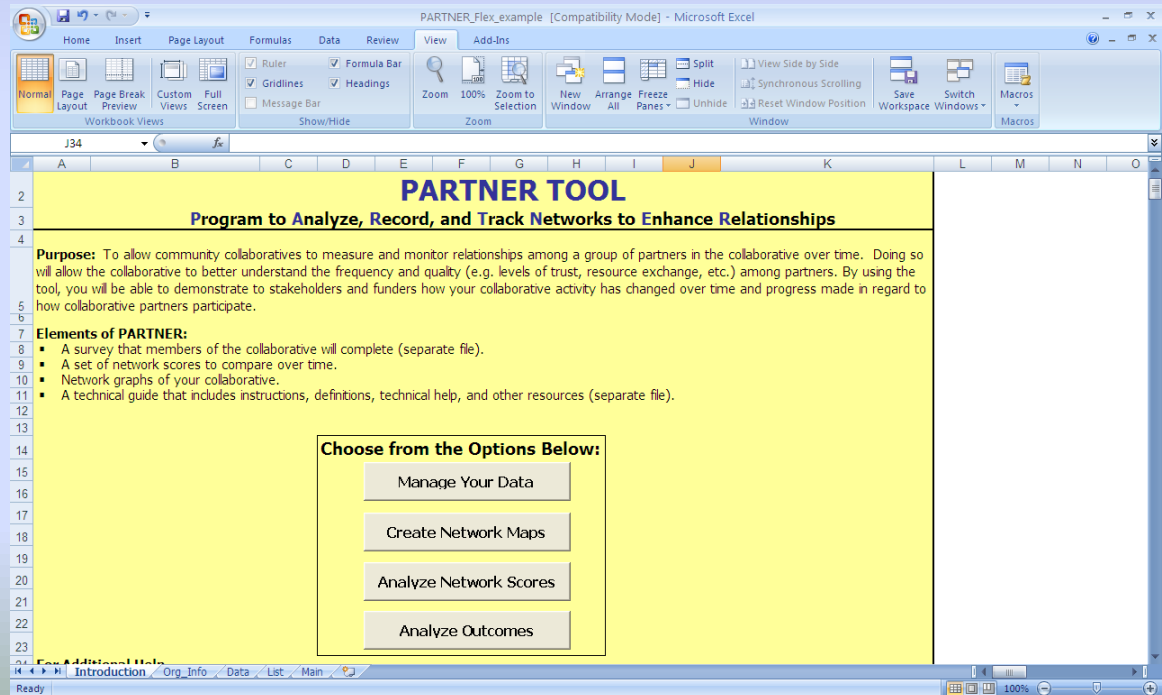- *"What models/frameworks for collaboration work best?"*

Learn How to Use PARTNER

Register Here Start Using PARTNER

Manager's Corner

Meet Others Who Have Used PARTNER

National Spotlight on PARTNER
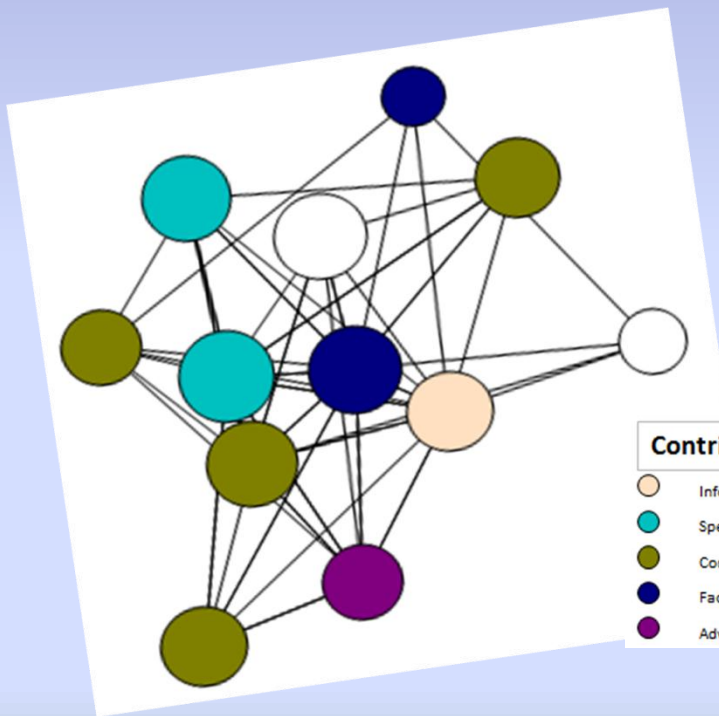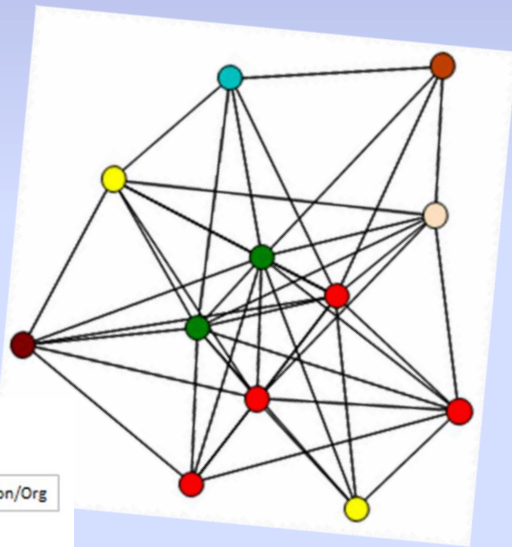
VIEWS

PARTNER

PARTNER Tool Analysis

—Introduction

Examples of PARTNER Uses in Public Health

Dawn Littlefield-Gordon of Maine CTG used PARTNER to evaluate the existing structure and processes of the collaborative Leadership Team and to discover gaps or inefficiencies that may prevent their programs from developing to their best potential.

Legend:
- Statewide
- Community
- Community Institution/Org
- Health Care
- Worksite
- Other - Transportation
- School
- Other - Tribal Government

Contribution/Resource Key
- Info/Feedback
- Specific Health Expertise
- Community Connections
- Facilitation/Leadership
- Advocacy

QI Action Steps: 1) secure a facilitator 2) add members 3) follow-up on identified areas more aligned with the scope of work.

A Different Local Health Department Example
What They Asked.

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

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

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

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

PARTNER DEMO

Home   Insert   Page Layout   Formulas   Data   Review   View   Add-Ins

Ruler   Formula Bar
Gridlines   Headings
Message Bar

Normal   Page Layout   Page Break Preview   Custom Views   Full Screen

Workbook Views

Show/Hide

Zoom   100%   Zoom to Selection

Zoom

New Window   Arrange All   Freeze Panes

Split
Hide
Unhide

View Side by Side
Synchronous Scrolling
Reset Window Position

Save Workspa

Window

J34
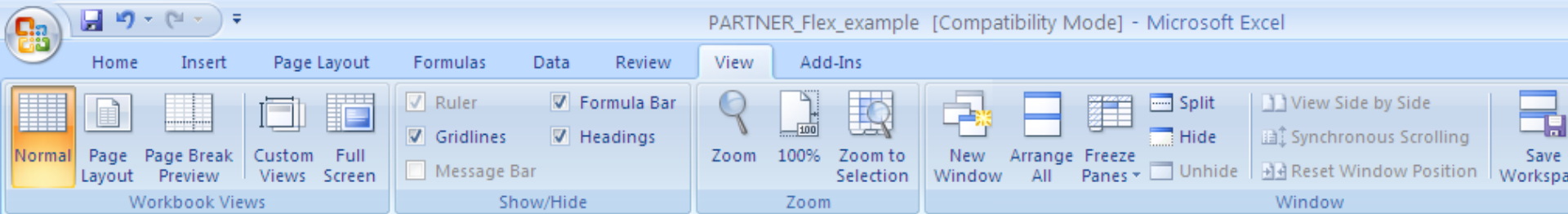
PARTNER TOOL

Program to **A**nalyze, **R**ecord, and **T**rack **N**etworks to **E**nhance **R**elationships

Purpose: To allow community collaboratives to measure and monitor relationships among a group of partners in the collaborative over time. Doing s will allow the collaborative to better understand the frequency and quality (e.g. levels of trust, resource exchange, etc.) among partners. By using the tool, you will be able to demonstrate to stakeholders and funders how your collaborative activity has changed over time and progress made in regard how collaborative partners participate.

Elements of PARTNER:
- A survey that members of the collaborative will complete (separate file).
- A set of network scores to compare over time.
- Network graphs of your collaborative.
- A technical guide that includes instructions, definitions, technical help, and other resources (separate file).

Choose from the Options Below:

Manage Your Data

Create Network Maps

Analyze Network Scores

Analyze Outcomes

For Additional Help

Introduction   Org_Info   Data   List   Main

Network Maps

General | Frequency | Value | Resources

DISPLAY STRATEGIC VALUE OF ORGANIZATIONS

- ○ None
- ○ Overall Value
- ○ Power/Influence
- ● Level of Involvement
- ○ Level of Resource Contribution

Update Network Map

Display Network   Erase
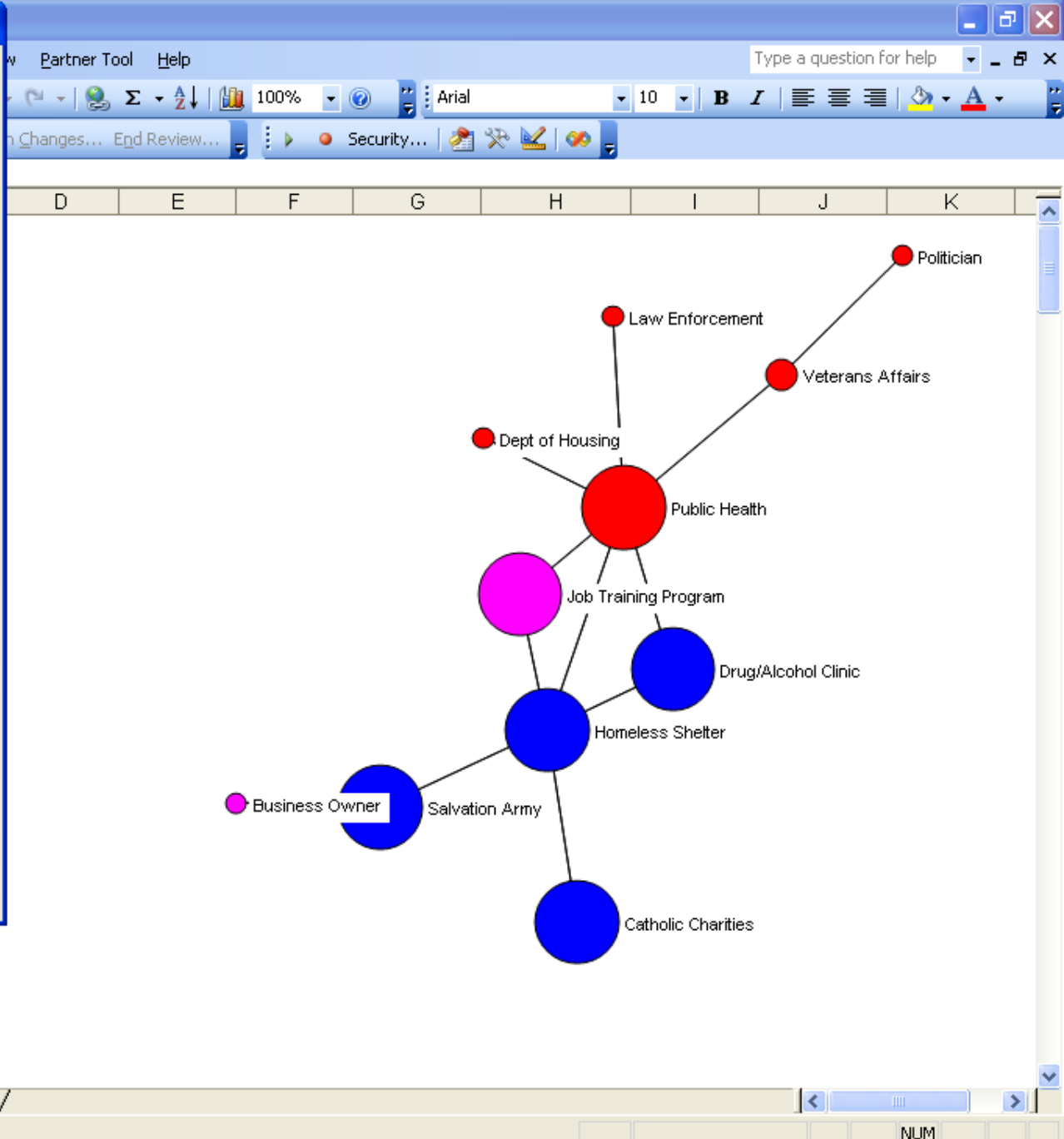
Group Key
- ● Nonprofit Org
- ● Public Org

Type a question for help

Arial   10   **B** *I*

Changes... End Review...   Security...

Politician
Law Enforcement
Veterans Affairs
Dept of Housing
Public Health
Job Training Program
Drug/Alcohol Clinic
Homeless Shelter
Business Owner   Salvation Army
Catholic Charities

Introduction | Main | Data | Org_Info | List

Ready   NUM

start   2 Internet Ex...   3 Windows Ex...   Partner_Simula...   catholic charitie...   Microsoft Powe...   11:01 PM

File   Edit   View   Insert   Format   Tools   Data   Window   Partner Tool   Help

Type a question for help

Partner Tool menu:
- Data Management ▶
- List of Organizations
- Network Maps...
- Scores ▶

A1

Network Scores

Density	21.80%	Density: Percentage of ties present in the network in relation to the total number of possible ties in the entire network.
Degree Centralization	46.70%	Degree Centralization: The lower the centralization score, the more similar the members are in terms of their number of connections to others (e.g. more decentralized).
Trust	50.30%	Trust: The percentage of how much members trust one another. A 100% occurs when all members t

Individual Scores

	CENTRALITY/CONNECTIVITY/REDUNDANCY				VALUE (1-4)				
	Degree Centrality (max 10)	Non-Redundant Ties	Closeness Centrality	Relative Connectivit	Total Value (1-4)	Influence/ Power (1-4)	Level of Involvement (1-4)	Resources (1-4)	Total Trust (1-4)
Salvation Army	2	2	0.43	17%	2	1	4	1	3
Veterans Affairs	2	2	0.45	35%	2.5	2	1.5	4	1
Public Health	6	5.23	0.67	100%	4	4	4	4	4
Catholic Charities	1	1	0.4	17%	2.67	2	4	2	3.67
Dept of Housing	1	1	0.42	0%	3	4	1	4	1
Homeless Shelter	5	4.23	0.63	86%	2.93	1	4	3.8	3.6
Job Training Program	2	1	0.5	46%	3	1	4	4	4
Drug/Alcohol Clinic	2	1	0.5	17%	3	1	4	4	4
Law Enforcement	1	1	0.42	47%	2	4	1	1	1
Politician	1	1	0.32	15%	2	4	1	1	1
Business Owner	1	1	0.31	12%	2.33	2	1	4	1.33

Degree Centrality: # of connections to other members of the network

Non-reduntant ties: shows the number of non-redundant ties in relation to the other members that each organization is connected too.

Introduction \ **Main** \ Data \ Org_Info \ List /

Ready   NUM

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Outcomes

Please indicate which of the following outcomes have been achieved due to the work of the network(choose as many as apply).

Answers	No of respon	Percentage
Education	1	9.10%
Increased Knowledge Sh	3	27.30%
Increased Services	1	9.10%
Reduction of Health Dispa	4	36.40%
Increased Resource Shar	1	9.10%
New Sources of Data	1	9.10%
Community Support	0	0.00%
Public Awareness	0	0.00%

No of responses
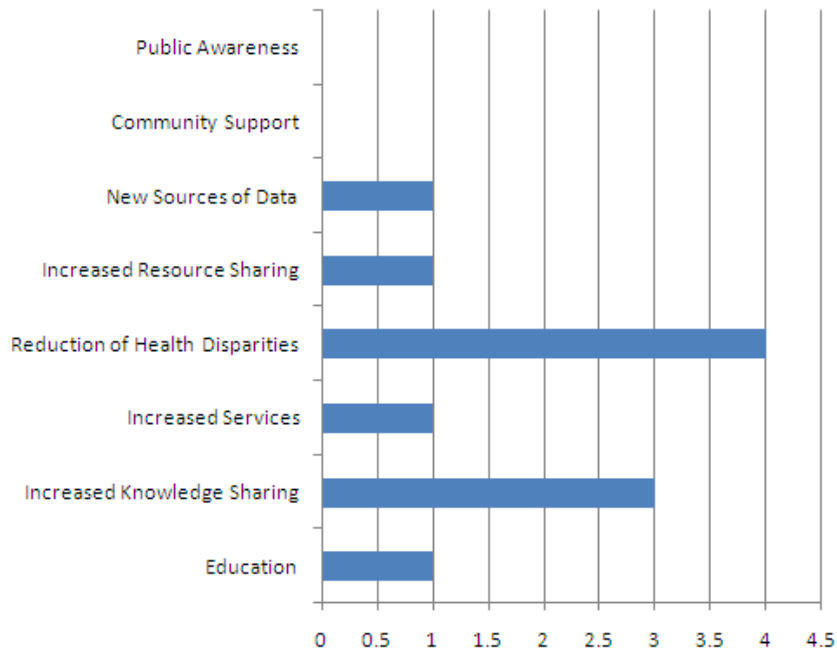
What They Found

1. How well are we working together internally? and externally? Most relationships are with external partners; Less value and trust internally.

2. Are we partnering to leverage our internal capacities (resources, knowledge, programs) Not really, could build better relationships internally.

3. How successful have we been at achieving our goals? Most say successful, but there is some disagreement.

4. What strategies can we implement to better reach our goals? Agreement that some goals have been met; which ones do we need to work on collaboratively?

Turning Findings Into Action Steps

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

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

2. Not really, could build better relationships internally.

Action Step: Departmental Brownbags; Strategy Meetings

Turning Findings Into Action Steps

3. Most say successful, but there is some disagreement.

Action Step: Have a meeting devoted to defining success – how do we know when we are successful, what do we need be successful.

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

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

What others have learned….

- State Regional Public Health System's Community Strategic Planning for Substance Abuse Prevention
  - Discovered leadership roles within the community & opportunities to foster leadership within each region.
- Systems of Care
  - Discovered how services for children with special health care needs differ vastly between counties.
- Immunization Coalition
  - Discovered need for goal clarification.

PARTNER
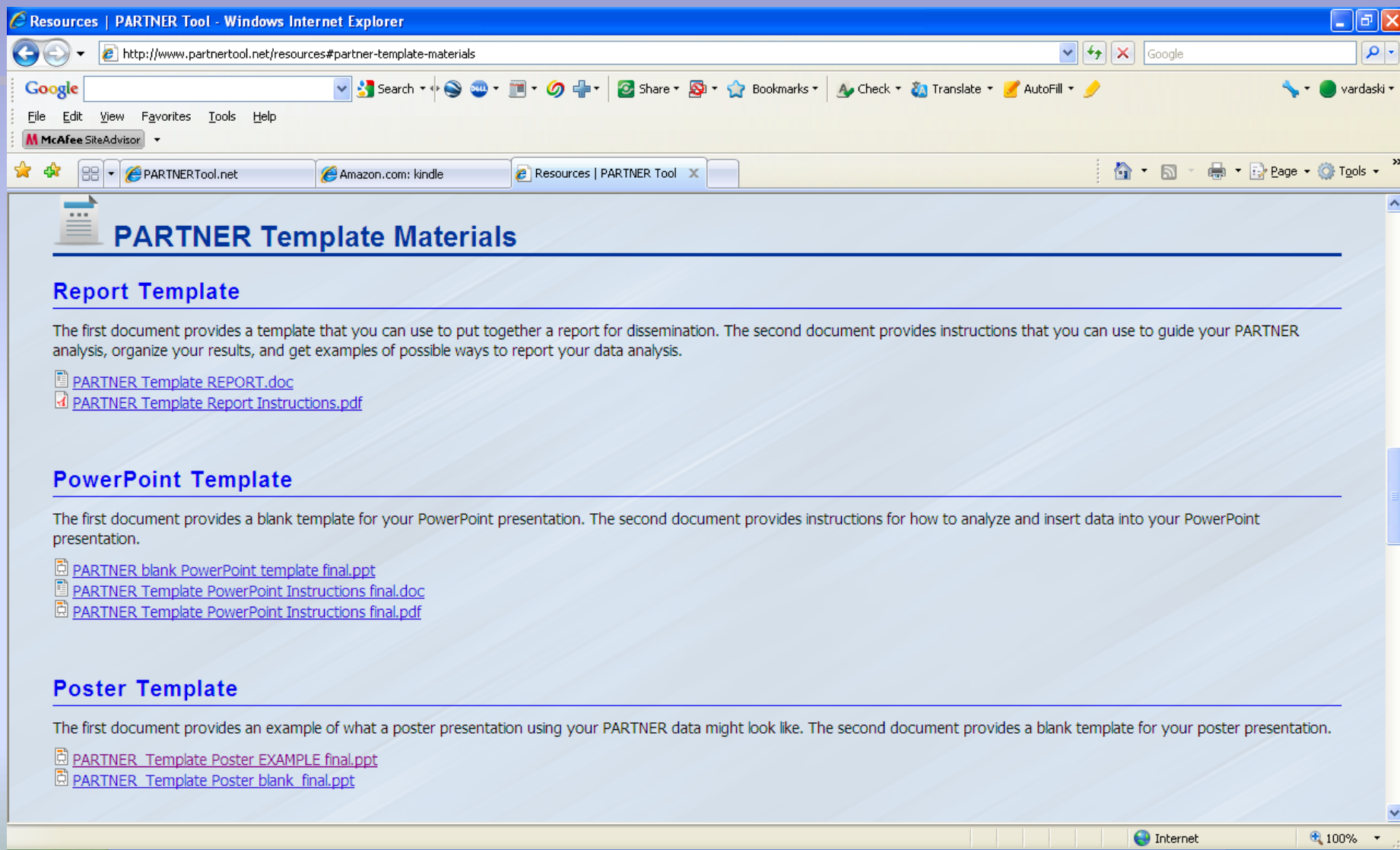
The PARTNER Website (www.partnertool.net) contains many more details and resources.

Your data collected through your PARTNER surveys are yours to use as you wish.

Options for Dissemination

- Depends on the purpose of your evaluation

- Three general types:

  - **Report** (to a governing body, grant development, etc.)

  - **Presentation** (Board Members, Task Force, Community Members, etc.)

  - **Poster** (Public Events, Conferences, etc.)

- All types can contain visual and written presentation of your results

Templates for Dissemination

Questions?

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Supplemental Slides

(potentially used in response to questions)

Other Product Examples May Include….

Ranking by Value/Trust Scores

	Value(1-4)					TRUST (1-4)			
	Overall Value (1-4)	Power/ Influence (1-4)	Level of Involveme nt (1-4)	Resource Contributi on (1-4)		Total Trust (1-4)	Reliability (1-4)	In Support of Mission (1-4)	Open to Discussion (1-4)
Org5	3.36	3.17	3.5	3.42	Org4	3.52	3.44	3.67	3.44
Org4	3.19	3.11	3.11	3.33	Org5	3.5	3.42	3.58	3.5
Org23	3	2.5	3	3.5	Org25	3.33	3.29	3.86	2.86
Org13	2.92	3	3.13	2.63	Org2	3.22	3.33	2.56	3.78
Org25	2.86	2.86	2.86	2.86	Org31	3.2	3	3.3	3.3
Org26	2.82	3.27	2.82	2.36	Org20	3.19	3.29	3.71	2.57
Org21	2.8	2.6	2.8	3	Org13	3.17	2.63	3.75	3.13
Org20	2.67	2.71	2.57	2.71	Org12	3.17	2.75	3.25	3.5
Org22	2.67	2.4	2.6	3	Org24	3.15	2.89	3.78	2.78
Org11	2.62	2.57	2.71	2.57	Org7	3.13	3	2.6	3.8
Org12	2.58	2.38	3	2.38	Org18	3.11	3.33	2.89	3.11
Org16	2.58	2.38	2.75	2.63	Org6	3.11	3	2.67	3.67
Org15	2.57	2.57	2.71	2.43	Org11	3.1	2.71	3.43	3.14
Org18	2.56	2.33	2.44	2.89	Org26	3.09	2.91	3.82	2.55
Org14	2.5	2.17	2.83	2.5	Org16	3.08	2.63	3.5	3.13
Org31	2.47	2.3	2.8	2.3	Org3	3.08	3	2.5	3.75
Org8	2.44	2.44	2.44	2.44	Org19	3.06	3	3.67	2.5
Org24	2.44	2.67	2.56	2.11	Org14	3	2.33	3.33	3.33
Org1	2.27	2.6	2.2	2	Org8	3	2.67	3.11	3.22

	Advocating for Schools/Education	Service to Students	Service to Parents	Service to Teachers	Technical Assistance and/or Tools	Classroom/School Curriculum	Service to Administrators	Community Networking	Research	Funding
Anti-Defamation League	X	X	X	X	X	X	X	X	X	
Attorney Generals Office		X	X		X	X				
Big Brothers/Big Sisters	X	X	X							
Bully Proofing Your School					X	X				
Center for the Study and Prevention of Violence -CU Boulder	X				X				X	
CO Department of Public Health and Environment, Coordinated School Health (CDPHE)	X	X	X	X	X	X	X	X	X	X
Colorado Association of School Executives (CASE)	X	X					X			
Colorado Department of Education, PBS		X	X	X	X	X	X			
Colorado Education Association	X			X		X				
Colorado Legacy Foundation	X	X	X	X	X	X	X	X		X
Colorado School Safety Resource Center	X		X	X	X		X	X		
Deborah Surat	X	X	X	X	X	X	X	X		
Facing History and Ourselves										
Gill Foundation					X					X
GLSEN Colorado	X	X	X	X		X	X			
Groundspark	X	X	X	X	X	X	X	X		
Matthew Shepard	X	X	X	X	X		X	X		
National Center for School Engagement	X	X		X	X	X	X	X	X	
Natl Education Policy Center (CU Boulder)									X	
One Colorado	X				X			X	X	
Parents, Families and Friends of Lesbians and Gays	X	X	X	X						
Project PAVE		X	X			X		X		
Safe2Tell AGs Office	X	X	X	X	X	X	X	X	X	
School District 20	X	X	X	X			X			
The Center	X	X	X	X	X	X	X	X	X	
The Conflict Center		X	X	X		X	X			
Totals	18	18	17	16	16	15	15	12	8	3

Journal Articles

- Varda, DM, Miller SE, and Shoup JA. "A systematic review of collaboration and network research in the public affairs literature: implications for public health practice and research.", American Journal of Public Health, 102(3):564-7, 2012. http://www.ncbi.nlm.nih.gov/pubmed/22021311

- Varda, DM. "A Network Perspective on State–Society Synergy to Increase Community-Level Social Capital", Nonprofit and Voluntary Sector Quarterly, 40(5): 896-923, 2011. http://nvs.sagepub.com/content/early/2010/08/05/0899764010378171.abstract

- Varda, DM. "Data-Driven Management Strategies in Public Health Collaboratives", Journal of Public Health Management and Practice, 17(2), 122-132, 2011. http://www.rwjf.org/coverage/product.jsp?id=72816

- Varda, DM, Chandra A, Stern S, and Lurie N. "Core Dimensions of Connectivity in Public Health Collaboratives" Journal of Public Health Management and Practice, 14(5): E1-E7, 2008.

- Varda, DM and Retrum, JH. "An Exploratory Analysis of Network Characteristics and Quality of Interactions Among Public Health Collaboratives". Journal of Public Health Research. 1(2), 2012. http://www.jphres.org/index.php/jphres/rt/printerFriendly/jphr.2012.e27/html

PARTNER

User Testimonials &

Project Highlights

Bay County Health Department, Panama City, Florida

- "Our organization used the PARTNER tool in two ways: first, to assess the level of confidence and trust community partners had for the health department, and second, to assist us in developing our strategic plan. Assessing the quality of our partnerships with other agencies and our performance level were essential in order to move forward with our vision of a developing a healthier community. Learning what our partners thought we did well in addition to what needed improvement and expansion is invaluable to our strategic planning process. Dr. Varda understood the unique needs of our organization and was able to assist us in tailoring the tool to fit our needs. The PARTNER tool was easy to use and rendered understandable, viable results."

- **Julia Ruschmann, Community Projects Director**

# Results of PARTNER

Total Trust Represented by Node Size
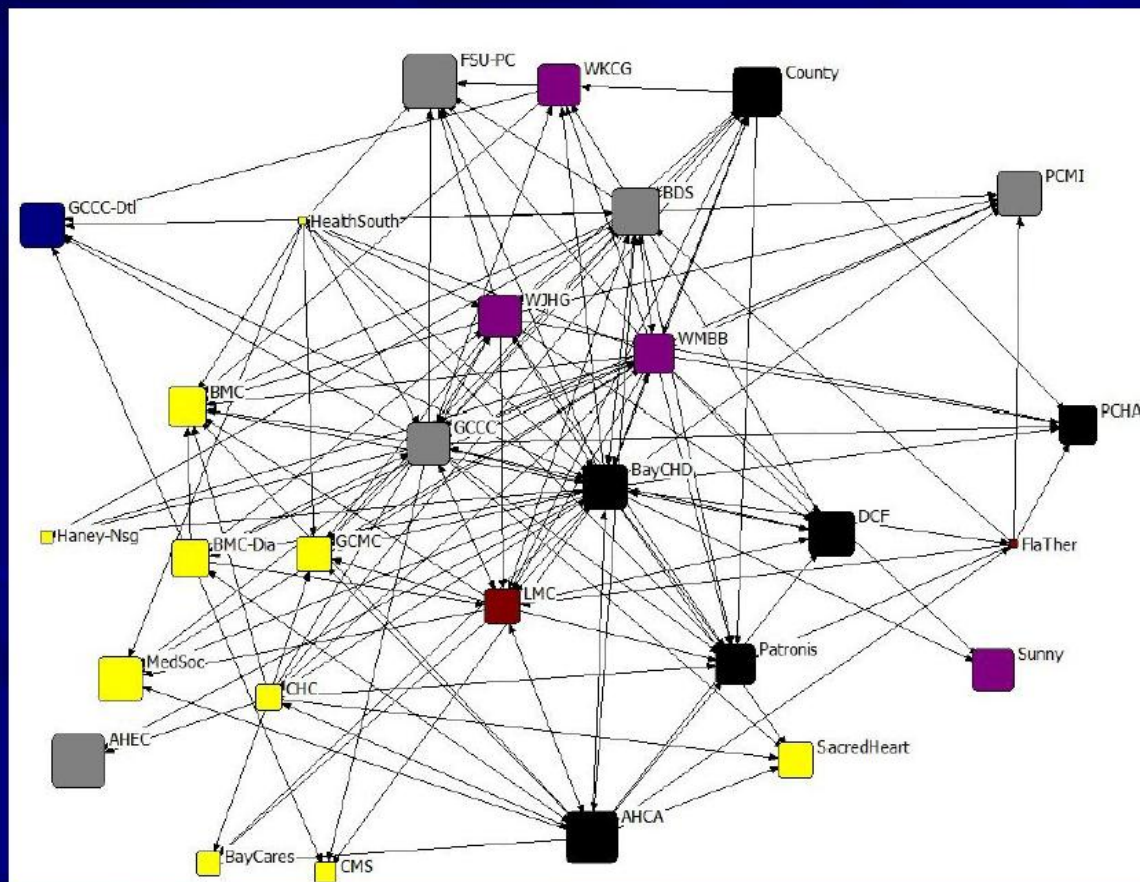
■	**Government**
■	**Education**
■	**Medical**
■	**Mental Health**
■	**Dental**
■	**Media**

Colorado Department of Public Health and Environment's Oral Health Unit, Denver, CO

- "The PARTNER tool made an otherwise daunting task very doable. I needed to use Social Network Analysis (SNA) to evaluate a local public health agency's access to health care coalition. I am not an expert at SNA but was able to complete a successful evaluation thanks to the PARTNER tool. What made using it exceptional for me was that not only did I find the questions, measures, and dimensions included in the PARTNER tool to be applicable 'as is' but in addition, I was able to customize certain questions to make it even more relevant. Using the PARTNER tool saved me from attempting to develop a SNA from scratch and likely miss important parts of the evaluation. I plan on using the PARTNER tool anytime I conduct a SNA and highly recommend it!"

- Mario Rivera MS, Program Evaluator

Network Map: Relationships Between Partners

Partners that work with each other on issues related to the Oral Health Unit's initiatives through email, via phone, or in person EVERY WEEK
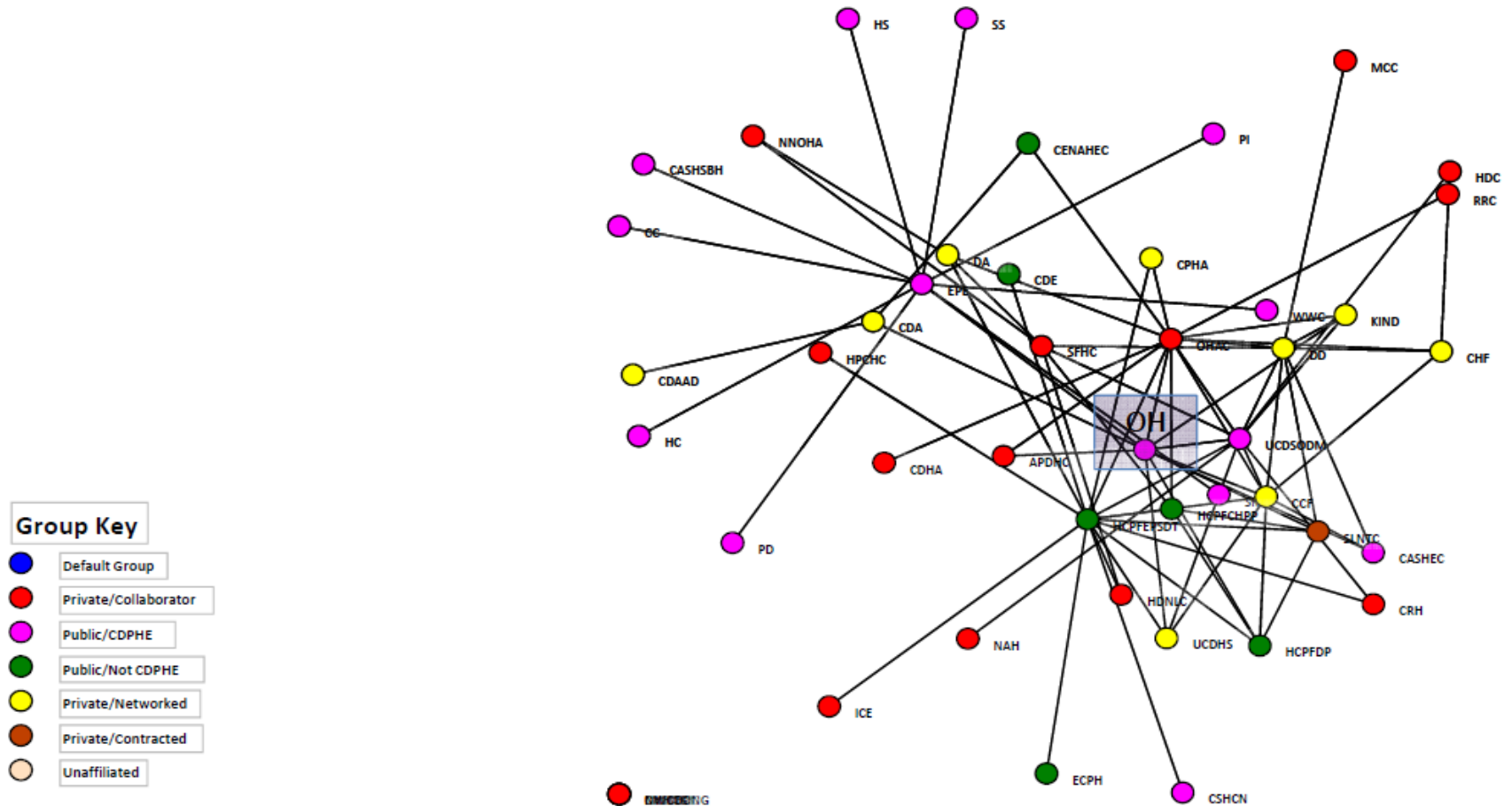
MultiState Learning Collaborative
New Hampshire

- "We have worked with Dr. Varda over the past two years, and utilized the PARTNER tool to assess the collaborative function of community-based quality improvement learning teams. The PARTNER tool has enabled us to assess how we work together for health improvement planning and identify how we can target our efforts to optimize capacity development. The application for measuring outcomes is especially helpful in documenting the value of our work, particularly since they can be modified to meet the specific needs of the collaborative. Dr. Varda is accessible and responsive to our unique education and application needs. It is a pleasure to work with Dr. Varda and her team."

- Lea Ayers LaFave, PhD, RN, MLC-3 Project Director
  Community Health Institute/JSI, Bow, NH

How successful has the NH Regional Network been at reaching its goals? (n=16)
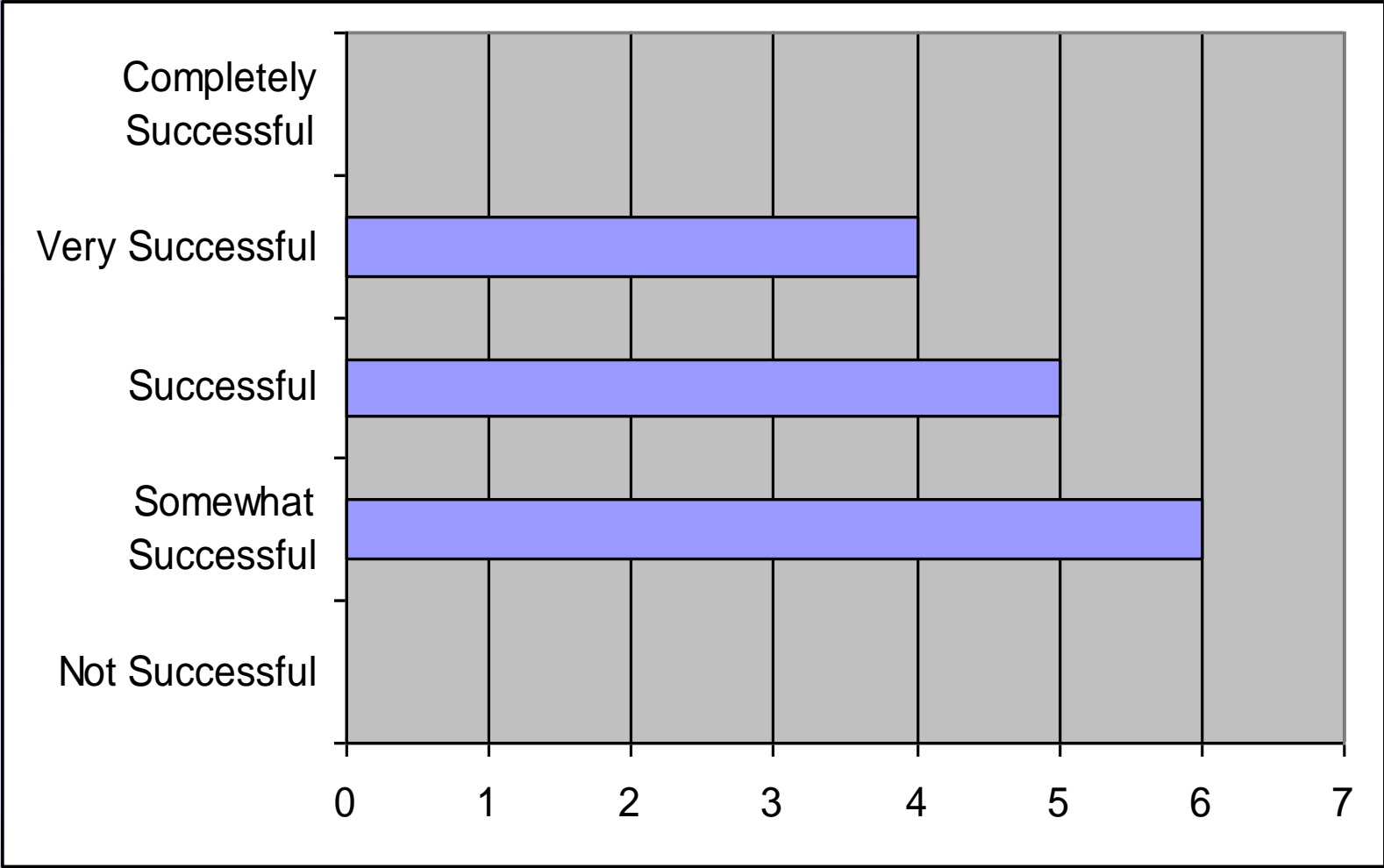
What kinds of activities does your relationship with this organization entail?

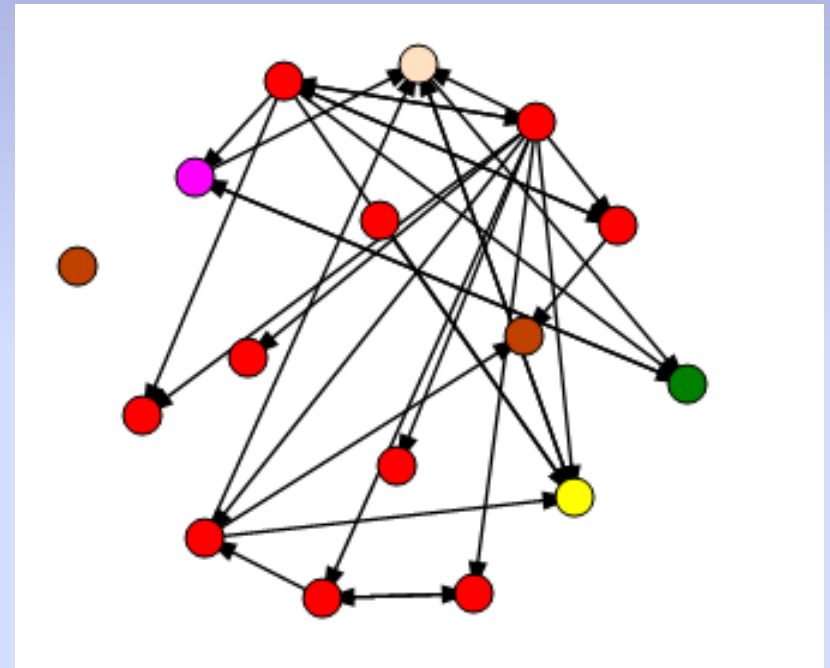Include exchanging information, attending meetings together, offering resources to partners

+

Intentional efforts to enhance each other's capacity for the mutual benefit of programs.

+

Using commonalities to create a unified center of knowledge and programming that supports work in related content areas.

Example: Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.

Integrated Activities