Today’s Public Health System: Collaborating Across Sectors

A major challenge facing state and local public health agencies is how to partner with other organizations, agencies, and groups to collaboratively address goals in population health while effectively maximizing resource sharing of the partners involved. Today’s public health efforts require multi-agency partnerships between both governmental and non-governmental sectors to achieve this mission. These partnerships are created by an understanding that the antecedents of poor health are multi-factorial and thus require a multi-systemic approach. The need for effective and efficient partnerships spans many domains of public health, from chronic disease prevention (e.g., diabetes) to public health preparedness (e.g., natural disasters).

Operationalizing Collaboration as Networks

The public health system now includes not only health care providers, insurers, purchasers, public health departments, community-based organizations, and academic institutions, but also entities that operate outside the traditional sphere of health care, such as faith-based and other non-health nonprofits, schools, businesses, and other non-health governmental agencies.

Today, public health collaboratives are frequently established to leverage scarce resources and can be operationalized as “networks”. Social network analysis is a method used to measure the number and quality of relationships among organizations.

Questions You Can Answer When You Operationalize Collaboration As Networks

- “What are the quantity and quality of relationships in public health collaboratives?”
- “Do gaps, vulnerabilities, and inefficiencies exist among partnerships?”
- “How well do people leverage scarce public health dollars by collaborating?”
- “Are outcomes different when partnerships are developed within and outside of public health?”
- “How can members of a collaborative remain accountable to their funders and stakeholders?”
- “What models/frameworks for collaboration work best in public health?”
**PARTNER - Program to Analyze, Record, and Track Networks to Enhance Relationships** - 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 is 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. You can find the tool at [WWW.PARTNERTOOL.NET](http://WWW.PARTNERTOOL.NET)

**Benefits of Using the Tool**

PARTNER is unique from other social network analysis tools because this tool 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. It requires no data cleaning or creation of a network survey from scratch. PARTNER provides a comprehensive set of tools that take you from start to finish, and puts you in control of when your survey is administered and the results are analyzed. 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.

**How it Works**

1. One person is designated as the "Manager". This person will identify who will be asked to participate in the survey and is responsible for data management.
2. Members of the collaborative answer surveys online.
3. The Manager stores the data and imports it into the PARTNER tool.
4. Together, the Manager and members of the collaborative discuss results and next steps.

**Elements of the Tools**

The following are examples of data that will be collected.

- Identification of partners within the collaboration.
- Record of the frequency of interactions.
- Elements of the strength and quality of the interactions.
- Measures of trust and value within the collaboration.
- Network scores to report and illustrate changes to collaboration activity over time.
- Outcomes measures related to success of the collaborative, products and programs developed, and change to relationships among members of the collaborative are provided.

**Analysis Possibilities**

- Visuals (see front page) allow you see who is connected to whom.
- Network scores provide metrics on the number and quality of connections.
- Outcomes measures indicate process and products achieved as a result of collaborating across sectors.

To get started, **register** as a "Manager" here.

For more information on How It Works, please see the [PARTNER Technical Manual](http://WWW.PARTNERTOOL.NET).

Contact: [partnertool@ucdenver.edu](mailto:partnertool@ucdenver.edu) for more information.