ALIGNING FOR CHANGE

PLANNING TOOLKIT

NOVEMBER 2022

WEST SIDE UNITED

Sinai Chicago | Sinai Urban Health Institute

Aligning for *Lasting Impact.*

Purpose of the Toolkit

This toolkit can be used by individuals or organizations who are working to build an effective collaborative that includes multiple institutions and sectors. This resource will help guide you through the planning and implementation stages to ensure your partners are aligned for impact.

Acknowledgement

We thank the community members and partners who gave their time to support this research. We also appreciate the contributions and expertise of our community research advisory team: Keith Freeman, Levi Moore, Esteban Rodriguez, Heather Tarczan, and Greg Van Hyfte. Funding for this project has been made available through Aligning Systems for Health, led by the Georgia Health Policy Center with support from the Robert Wood Johnson Foundation.

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who we are.

This toolkit was developed by a joint research team from West Side United & Sinai Urban Health Institute.

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WEST SIDE UNITED

West Side United (WSU) is a collaborative effort of people and organizations who work, live and congregate on Chicago's West Side to make their neighborhoods stronger, healthier and more vibrant places to live. WSU seeks to improve neighborhood health by addressing inequalities in healthcare, education, economic vitality and the physical environment using a cross-sector, place-based strategy. Partners include healthcare providers — including Ann & Robert H. Lurie Children's Hospital of Chicago, Ascension, Cook County Health, Rush University Medical Center, Sinai Chicago, and UI Health — community organizations, residents, the faith-based community, business, government and others working together to coordinate investments and share outcomes.

Learn more about WSU: westsideunited.org

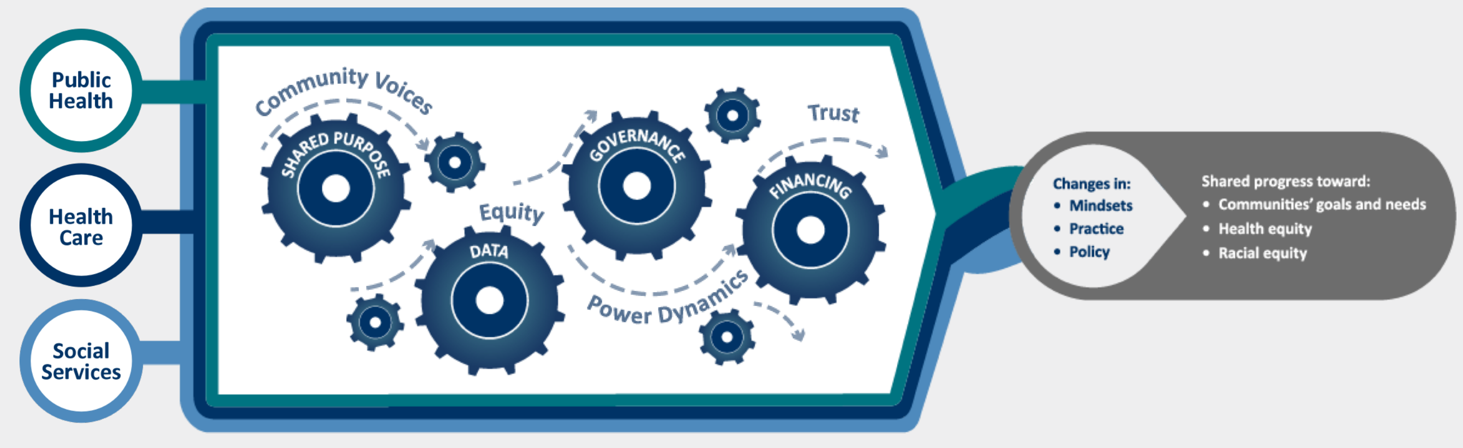
SINAI URBAN HEALTH INSTITUTE

Sinai Urban Health Institute (SUHI) is a unique, nationally-recognized community research center that works in partnership with community members and organizations to identify and address health inequities in some of the most underserved communities in Chicago. Over the last two decades, SUHI has become a leader in the development, implementation, and evaluation of innovative approaches to improve population health – with a primary focus on communities facing financial and social challenges.

Learn more about SUHI: suhichicago.org

background.

Framework for Aligning Sectors



This toolkit is rooted in the Framework for Aligning Sectors, developed by the Aligning Systems for Health Team at the Georgia Health Policy Center, with support from the Robert Wood Johnson Foundation. The framework offers insights into which elements drive successful efforts to align the health care, public health, and social service sectors. Aligning requires coordination that extends beyond working together on a single project. Aligned systems require different participating organizations to think and work together in fundamentally new ways to improve the health and well-being of the people and communities they serve.

Core Components for Cross-sector Alignment

Shared Purpose

A feature of aligned systems in which sectors share a mutual understanding and commitment to a vision and priority outcomes.

Shared Data and Measurement

A feature of aligned systems that enables sectors to collectively and systematically gather, organize, and share data between entities, and the process of using this information to track progress.

Shared Governance

A feature of aligned systems in which infrastructure has leadership, appropriate roles, and defined relationships.

Shared Financing

A feature of aligned systems characterized by sustainable methods with appropriate incentives and shared accountability.

Learn more about this framework: alignforhealth.org/framework

Planning

Take the time to plan how you will develop alignment for each core component of the collaborative.

purpose

data

governance

finance

The following pages provide tips, checklists, and tools for you to use during your planning stages.

What are the main steps in organizational planning?

Below, we lay out different stages of the planning phase. Before you enter each stage, do research to see if there are any existing resources you can utilize. Throughout each stage, make sure to center equity, incorporate community voice, communicate effectively, build trust, and use data to guide your decisions!

purpose

A feature of aligned systems in which sectors share a mutual understanding and commitment to a vision and priority outcomes.

"Efforts to align sectors are often initiated by external factors, according to Aligning Systems for Health, including overcoming a significant challenge (e.g., cost, efficiency, inequity), a philosophical or historical value (e.g., service to a vulnerable population), or an external or internal nudge (e.g., pandemic response, legislation, vision of a new leader, or sustainability concerns).

Yet without a mutual understanding and commitment to a vision and priority outcomes, aligning efforts will only get so far ... Purpose is foundational to aligning sectors and requires significant time and resources. Once this is determined, meaningful work can begin."

Source: [Aligning Systems for Health]

WSU Life Expectancy Map

West Side United conducted a community listening tour, holding more than 20 conversations with 330 residents to learn more about their priorities for health. We asked residents:

- What they loved about the West Side
- What the gaps in existing programs that served their neighborhoods were.
- What institutions, organizations, and residents could do together that would make their neighborhood healthier and more vibrant.
- And whether a health collaborative was a good idea.

Those conversations reinforced that there was a need for a health equity collaborative and reinforced that it was imperative for community to be present, engaged, and empowered throughout the organization and the decisions we made. We started as a planning committee composed of community residents, community organizational leaders, and healthcare leaders and became a 14-person organization with hundreds of community, health, business, and philanthropic partners. We decided on an initial goal of reducing the life expectancy gap by 50% by 2030. **We wanted a goal that was ambitious and would galvanize our partners and motivate them into action.** The problem was not for some unidentified people to fix in the future, the problem was in our face and had been in our backyard for decades and was our responsibility to act on. It was important for us to be strategic about where we focused and intentional about our resources.

01. Name the Issue

CREATE A **PROBLEM STATEMENT** TO SHARE.

1. Identify the problem that currently exists.
2. Clearly describe the population impacted.
(demographics, geographic boundary, education, or other characteristics)
3. Define the impact of the problem.
4. Describe how important it is to solve the problem.

WHAT'S YOUR PROBLEM STATEMENT?

What is the problem?

Who is impacted by the problem?

What is the scope of the problem?

On a scale of 1-10, how important is it to your organization to solve this problem?

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Draft your problem statement below.

02. Tell the Story

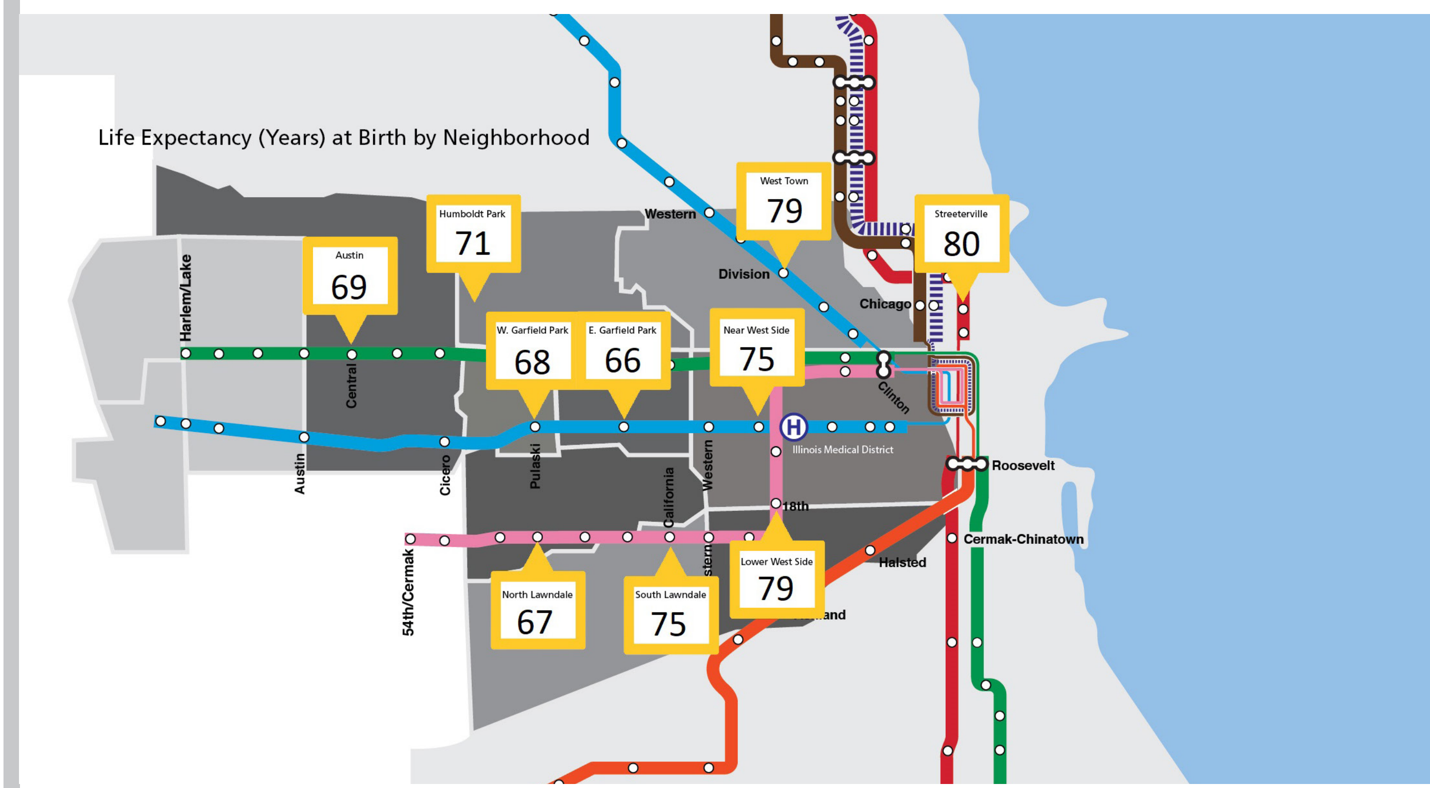
CREATE A **COMPELLING VISUAL** THAT SUCCINCTLY DESCRIBES THE PROBLEM.

Key features

- Understandable to a range of audiences
- Visually interesting
- Tells a story that is relatable to the audience
- Easy to digest quickly: few words or data points

EXAMPLE: WEST SIDE UNITED'S "L" MAP

West Side United was able to convey our focus on geographic disparities in life expectancy through this visual. Residents and partners easily understood the impact of drastically different life expectancies at L stops across Chicago. The visual underscored our mission, was simple, and was easily updated each year as new data came in.



03. Develop Relationships

IDENTIFY YOUR POTENTIAL PARTNERS

1. Schedule and lead conversations with key personnel from potential partner organizations. Connect first with clear champions who will support your mission.

   Formal Relationships

   - Who needs to be at the table from each partner institution?
   - Identify leaders who have shared interest in the mission and can make organizational commitments.

   Informal Relationships

   - Think about your existing network.
   - Are there co-workers, former co-workers, board members, or other colleagues who could champion this work?

2. Identify additional non-institutional support, if needed.
   (For example, consultants, field experts, and other change agents)

3. Describe roles and responsibilities among partner institutions.
   (Verbal, informal agreement until MOUs)

4. Strategically identify opportunities to attract institutional buy-in.
   (Identify partners' existing related activities or interests that can be included in your approach)

04. Listen to Community

There are different ways to gather community input such as surveys, interviews, focus groups, community listening sessions, and town halls (to learn more about these methods, visit the Community Tool Box, developed by the Center for Community Health and Development at the University of Kansas). Listening sessions are small-group, open-ended discussions around particular questions or themes and can be an especially effective way to engage in conversation with and facilitate conversation between community members. Here are the steps you can take to plan and facilitate

Before

- Schedule operational meetings to discuss goals, structure, and logistics
- Prepare meeting agenda and a set of discussion questions
- Assign roles and responsibilities & seek support
- Leverage existing relationships with community partners to promote the event

During

- Organize into small group discussions of 6-8 participants so everyone at the table can share
- Present data insights and your problem statement to create alignment around the issue
- Ensure there are staff to both facilitate and take notes throughout the session

After

- Conduct a qualitative review of the notes and transcripts
- Identify action steps to integrate community feedback into your planning
- Hold follow-up gatherings to ask additional questions and improve shared understanding
- Follow-up with participants and invite them to join in on the next steps of planning your work

Prioritizing Your Interventions

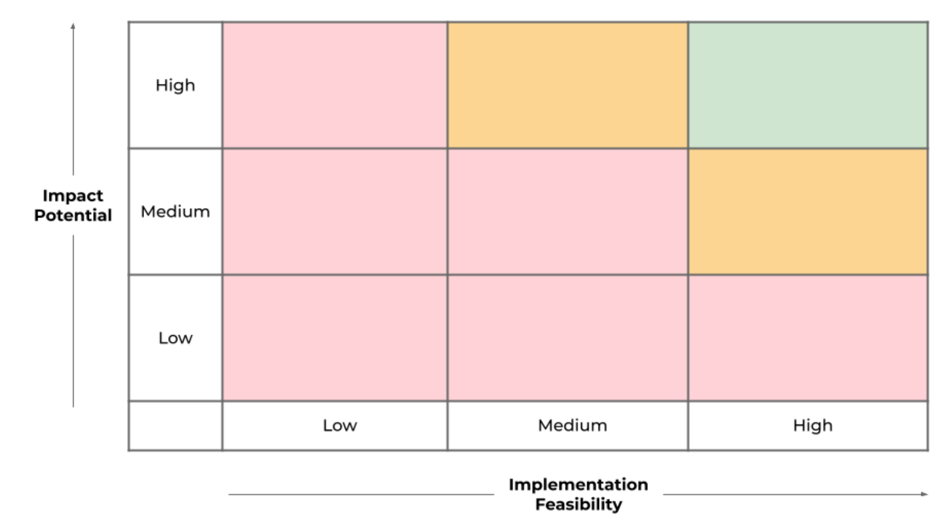
ASSESS THESE FACTORS FOR EACH INTERVENTION

- Barriers addressed
- Target population
- Impact on improving health of individuals receiving the intervention
- Setting: where will this intervention take place?
- Total implementation cost
- Human resources required to deploy the intervention
- Infrastructure: technology, building space, equipment, etc.

Prioritization Matrix

Identifying the impact and feasibility of your interventions can help clarify which ones to prioritize.

- HIGH PRIORITY
- MEDIUM PRIORITY
- LOW PRIORITY



WORKSHEET & FULL SIZED MATRIX ON P.34

data

A feature of aligned systems that enables sectors to collectively and systematically gather, organize, and share data between entities, and the process of using this information to track progress.

"The health of an individual or community is affected by myriad factors—from housing and access to food to education and transportation—yet data systems are historically contained within a sector or even a single organization with little sharing. Successfully addressing complex challenges that affect community health such as maternal and infant mortality or the opioid epidemic requires having shared data and measurement systems to gather, organize, and share data between entities. This can effectively coordinate activities and use information to track shared progress towards equitable outcomes.

Aligning Systems for Health notes that data is inextricably linked to other elements of the framework. Data is a driver of collaboration steering nearly all aspects of aligning systems, particularly purpose and governance. Effective use of data, for instance, can ensure an equitable response to long-standing challenges."

Source: [Aligning Systems for Health]

Getting to the Goal: WSU Metrics Framework.

Tier I. WSU Overarching Goal (Community-Level Health, Mortality, and Life Expectancy Metrics)

Overall Life Expectancy and Mortality Drivers of the Life Expectancy Gap

Cardiometabolic Disease (CM):
Coronary heart disease deaths
Stroke deaths
Diabetes deaths
Cardiovascular disease-related hospitalizations
Diabetes hospitalizations

Cancer (CN):
Cancer deaths
Cancer incidence

Infant Mortality (IM):
Infant mortality rate
Low birth weight
Preterm births

Homicide (H):
Homicides
Gun-related homicides

Opioid Overdose (OO):
Opioid-related overdose
Drug-related hospitalizations

Tier II. WSU Impact Areas (Community-Level Impact Area Metrics)

Education

Targeted Outcomes: [ALL]
Adult educational attainment
Disconnected youth
High school graduation
8th Grade math proficiency rate
3rd Grade reading proficiency rate
Kindergarten readiness

Economic Vitality

Targeted Outcomes: [ALL]
Individual poverty (% below FPL)
Child poverty (% <18yo below FPL)
Median income
Living wage
Unemployment (civilian, 16yo+)
-25-44, 45-60?

Neighborhood & Physical Env.

Targeted Outcomes:
Food Environment:
Food insecurity [CM, CN, IM]
Perceptions of healthy and affordable food access [CM, CN, IM]
Housing:
Housing cost burden [CN, IM]
Vacancy rate [H, OO]
Safety and Community:
Perceptions of safety [ALL]
Sense of community belonging [ALL]
Non-fatal shooting rate [ALL]
Violent crime [H, OO]
Narcotics/vice crime [H, OO]

Health and Healthcare

Targeted Outcomes:
Health Outcomes:
Obesity prevalence [CM, CN, IM]
Psychological distress [IM, OO]
Behavioral health hosp. [OO]
Asthma ED visits (0 to 18 yo)
Self-rated health [ALL]
Behaviors:
Fruit & vegetable eating [CM, CN, IM]
Smoking [CM, CN, IM]
Physical Activity [CM, CN, IM]
Teen birth rate [IM]
Health Service Use:
Healthcare satisfaction [ALL]
Received needed care [ALL]
Early & adequate prenatal care [IM]
Mammogram [CN]
Cervical cancer screen [CN]
Colorectal cancer screen [CN]

This framework is West Side United's roadmap to address life expectancy. The top section includes the direct drivers of the life expectancy gap; the second section includes the social determinant indicators that impact each of the drivers. When developing the social determinants indicators, we tried to be mindful of the **areas where WSU would be likely to create initiatives**. We also wanted to ensure our framework reflected the community feedback we heard during the listening sessions and therefore included community priorities as indicators as well.

Similarly, we also know that to move the needle on life expectancy **we need to address "the kitchen sink"**. But, the group tried to remain mindful of including indicators that WSU could feasibly change through interventions, partnerships, and programming.

We additionally had to consider indicators that were **already being collected** with the intent to continue to collect them at the community and population levels. Further, we wanted to **make sure our indicators aligned to other initiatives** across the city to foster easier collaboration and alignment, facilitating better place-based change. Lastly, we selected indicators that are movable and change over time – and that are sensitive to interventions.

01. Form a Leadership Team

BUILD A TEAM OF EXPERTS TO CREATE A ROADMAP

1. Recruit individuals from core institutions/partners and draft MOUs to establish roles and expectations.
2. Enlist support from data experts (local government, universities).
3. Utilize staff with data expertise.
4. Hire non-institutional support, e.g. consultants.

02. Collect Data

FIND DATA YOU NEED TO SUPPORT YOUR VISION

1. Search for data through your local government.
2. National datasets may have relevant information at the local level.
   (For example, resources including census.gov or data.gov)
3. Reach out to partners for existing data.
4. If you have capacity, collect limited data around specific questions.

03. Determine Which Metrics to Include

CHECKLIST

- Identify the key drivers of your problem

  For example, if you are interested in addressing health disparities between two neighborhoods, investigate the factors that cause them. Research may suggest that differences in heart disease and cancer rates are leading causes of this disparity. These then become your drivers.

- Establish criteria for selecting leading indicators to include in your framework.

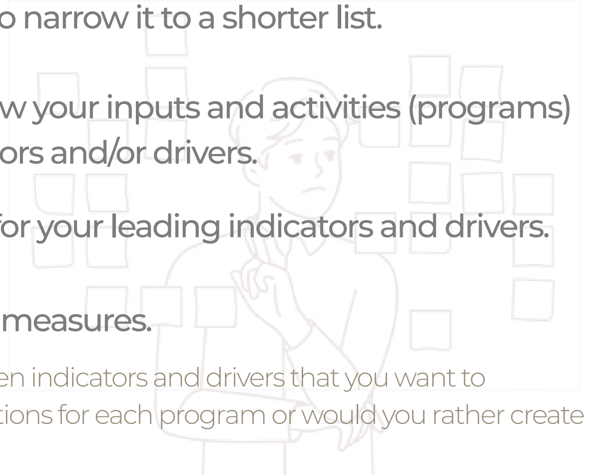
  These are measures that are the precursors to your drivers and improvements in these indicators may predict improvements in your drivers. You will likely identify many leading indicators and will need to figure out how to narrow your selection. For example, you may want indicators that have current and future data available for your neighborhoods of interest or you may want indicators that align with programming you intend to conduct.

- Develop a list of the leading indicators that may impact or modify your drivers.

  For example, investigate the factors that cause your drivers. Maybe insurance status, income, and proximity to a full service grocery store are the leading modifiers for heart disease disparities.

- Once you have your list, use your criteria to narrow it to a shorter list.
- Create logic models that demonstrate how your inputs and activities (programs) are related to each of your leading indicators and/or drivers.
- Establish baseline values and set targets for your leading indicators and drivers.
- Develop a visual structure to convey your measures.

  For example, are there specific relationships between indicators and drivers that you want to highlight? Do you want to create separate visualizations for each program or would you rather create a holistic visual for your organization?



Metric Selection Criteria

example

01 IMPACT
If we move this metric, will it impact the pathway to other outcomes and impact measures we have further downstream? How great of an effect would it have?

02 CHANGEABILITY
How feasible is it for us to solve the problem or improve the metric within a certain time frame?

03 REPEATABILITY
Is this metric repeatedly measured?

04 UNDERSTANDABILITY
Is this metric broadly understood and acceptable to partners & community members themselves?

05 SENSITIVITY
Will changes in this metric truly reflect that there are underlying community changes taking place?

06 CROSS-CUTTING
Is this metric applicable across communities? Is it more pertinent in some communities versus others?

04. Create a Tech/Data Infrastructure

SAVE, INTERPRET, AND DISSEMINATE PROGRAMMATIC DATA & RELATED METRICS

INTERNAL DATA INFRASTRUCTURE

Who needs access to data?

What software/platforms will you use?

What metrics will you include?

EXTERNAL DATA COMMUNICATION

Who is your audience?

What information do they need?

What channels will you use?

How will you present the information?

FRAMEWORK DEVELOPMENT WORKSHEET

	PROBLEM TO SOLVE	DRIVERS OF THE PROBLEM	CONTEXTUAL FACTORS
EXAMPLE	High rates of stroke deaths	Smoking, obesity, hypertension	Food insecurity, poverty, fruit and vegetable eating, physical activity

WHAT'S A LOGIC MODEL?

Logic models are visual tools used for program planning. The models are a useful way to piece together the inputs, outputs, and outcomes for a program to understand and evaluate how the program activities lead to the desired results. A logic model might also help you think about how your program activities lead to the outputs and outcomes of the program, what the long-term impacts of those results will be, and how your program is related to your organization's overall goals.

A logic model provides a high-level overview of a program by outlining:

- Inputs – what are the resources that you will need to implement the program?
- Activities – what do you plan to do?
- Outputs – what will the immediate results of the program be if it is implemented effectively?
- Outcomes – what short-/medium-/long-term changes will occur if it is implemented successfully?
- Context – what are the assumptions you're making about the conditions around your program?

LOGIC MODEL TEMPLATE WITH DEFINITIONS & EXAMPLES

<<Program Name>> Logic Model

Goal: Describe overarching program goal in one sentence.

Problem Statement: There may be several problems this program is trying to address. List here simply in one to two lines (e.g., "(1) Youth rarely engage in community discussions").

Activities

- The processes, tools, services, solutions, and partnerships that are implemented as part of the program. Examples:
- Enroll participants
- Provide professional development and wrap around services
- Pre-screen participants
- Train staff
- Hold partner meetings

Outputs

- What the program produces, usually measured by the number of people served, etc.
- # of students applied
- # of students interviewed
- # of students invited
- # of students enrolled
- # of training sessions
- Cost per student to train
- Number of vouchers distributed
- Number of staff trained
- Number of distribution sites
- Number of interviews conducted
- Number of offers made

Short-Term Outcomes (<2 years)

Outcomes are meaningful improvements in the well-being of individuals, families, neighbor-hoods, etc. that result from the program activities and outputs. Increase participant knowledge of health outcomes and health-related factors.

Examples:
1. Increase employment for participants.
2. Higher hourly wage for those who are employed.
3. Increase consumption of fruits and vegetables.

Mid-Term Outcomes (2-5 years)

Mid term outcomes are achieved in 2-5 years.

Examples:
1. Increased incomes for families of participants.
2. Lower levels of food insecurity among participants.

Long-Term Outcomes (5 years +)

List metrics from your framework that link back to your program outcomes (e.g., living wage, unemployment, food insecurity)

Inputs: Resources needed in order to conduct the activities, includes funding source, collaborations/partnerships, etc. keep list here just to the high-level supports needed to conduct activities throughout the course of the project.

Assumptions: Describe underlying program assumptions in one sentence.

LOGIC MODEL WORKSHEET

GOAL (what do you want to accomplish?):

PROBLEM STATEMENT (from p.10):

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	MID-TERM OUTCOMES	LONG-TERM OUTCOMES

governance

A feature of aligned systems in which infrastructure has leadership, appropriate roles, and defined relationships.

"Good governance to guide efforts is necessary for successful cross-sector alignment, per research by the Center for Sharing Public Health Services and Public Health National Center for Innovations. This includes establishing and maintaining clear and appropriate roles, defined leadership and relationships, decision-making processes, data-sharing arrangements, and collaboration authority.

Early governance activities often include developing partnership agreements or memorandums of understanding, determining the role and appropriate representation of an advisory group or board, and agreeing on policies and procedures."

Source: [Aligning Systems for Health]

Board Structure

As WSU was forming, the initial governing body was a Planning Committee, composed of community members and organizational leaders who launched the first initiatives. Over time, the governance structure transitioned into a more permanent model with a leadership structure that would facilitate effective decision-making across the collaborative. Since community voice and representation were crucial to this structure, the group decided on an Executive Leadership Council (ELC) and a Community Advisory Council (CAC) to lead decision-making. In addition, WSU now has backbone staff who manage working groups, which drive much of the decisions at the initiative level. The function of the ELC is to ensure WSU's sustainability by overseeing fundraising, resource management, and WSU strategy approval (i.e. defining WSU goals and initiatives). Each hospital is allocated one voting member (CEO or VP) and one alternate. Six members of the CAC also sit on the ELC. The intention is to have equal voting power on the ELC between hospital and community. The ELC meets for 90 minutes every other month and reviews board progress on initiatives like governance or policy, provides a Senior Leadership Team update related to programming, and hears from community members about updates in their neighborhoods. Additionally, in late 2020 the ELC created several sub-committees, intended to distribute the workload of the ELC.

1. Development: convenes philanthropy staff to advise on WSU's fundraising strategy
2. Governance: focused on transitioning WSU into a 501c3
3. Nominating: manages the selection of Community Advisory Council members onto the ELC
4. Policy: promotes internal and external policies that enhance WSU's mission

01. Convene a Planning Committee

A planning committee is a temporary body composed of community and institutional leaders who will define the scope and create the initial strategies for the collaborative. It is important that your planning committee includes the right members who are bought into the vision and willing to create a plan for next steps.

BUILDING YOUR PLANNING COMMITTEE

Who should be part of the committee?

Who are the key institutional leaders?

If you don't know yet, how will you identify them?

Who are the key community leaders?

Is each partner organization adequately represented?

Who is missing?

GUIDING QUESTIONS

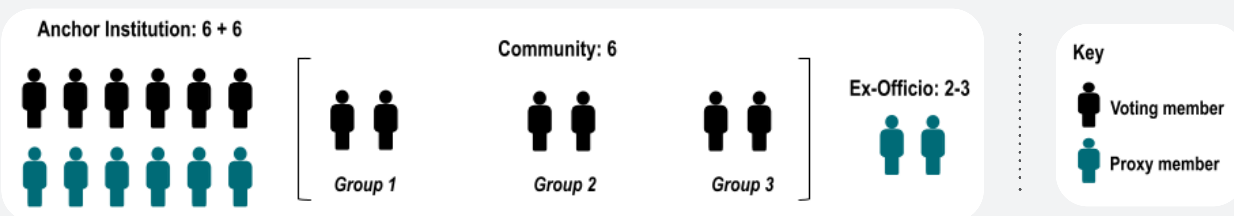
How would you describe the aims of the committee?	
What is the time commitment: length of meetings, frequency, and committee duration?	
What are the roles and responsibilities of committee members?	
What is the expectation of committee members once the planning committee has concluded?	

02. Form a Governing Board

OUTLINE YOUR BOARD STRUCTURE

1. Identify who your key organizational partners are
2. Build and determine the structure and size
   - Total number of members
   - Voting vs. non-voting members
   - Number/ratio of community members
   - Allocation of ex-officio seats
3. Think through the details of membership

Example Board Composition



Guiding Questions

- What role will this board play within your organization?
- Will you have a board chair or co-chairs?
- How many and what committees should be installed?
- What are board members' term limits?
- What role will this board play within your organization?
- What are the eligibility requirements for different groups to be a board member?
- Will you require pay-in for your board membership?
- How will this board make decisions?
- What are the criteria for selecting members of this board?
- Will the board's structure and rules lie in MOUs or bylaws?
- Are there other ways to be involved with your organization other than joining the board?

BUILD OUT ROLES AND RESPONSIBILITIES

1. Identify leadership roles (e.g., president or chair, secretary, treasurer) and draft position descriptions
2. Define what skillsets you would like board members to bring, including lived experience
3. Convene current partners to obtain feedback on roles
4. Use your networks and partners to recruit board members

- Embedding Equity in your Orientation: find a space and time that is accessible to all, develop onboarding materials with sufficient background information, reserve a portion of the time for introductions to staff and current board or other leaders, allocate time in the agenda for members to share about their community and what their goals are for participating, describe roles and responsibilities
- Ensure community members have equitable opportunity to participate: Select meeting dates, times and locations that are accessible to anchor and community members; create a meeting agenda that allocates equitable time for community voice; identify whether there are any meeting structures that may hinder community participation (e.g., voting formalities, knowledge about how to add items to the agenda)

SECURE PARTNERSHIPS

WORKSHEET ON P.35

Your partnerships should be:

- Strategic: Focus on a smaller set of strategic partners instead of many transactional partners, develop partnerships that are incorporated into the core business of both partners
- Sustained: Focus on ongoing relationships instead of short-term or one-off interactions, develop relationships that create sustained impact for your organization and partners
- Collaborative: Aim to create groups of partners that have a shared motivation or goal
- Part of an ecosystem: Build an ecosystem of partners to bring together the necessary resources, capabilities, and expertise to reach your goal, ensure partners are mutually reinforcing instead of discrete relationships

03. Assemble a Community Board

OUTLINE YOUR BOARD STRUCTURE

1 Create a review team

- Select the applicant review team (e.g. staff, governing board members, community partners)
- Identify the necessary skill sets or experiences you are looking for from community board members
- Build an application that will give you insight into applicants skills and experiences
- Determine the evaluation criteria or how you will assess applicants

2 Determine membership requirements

- Constituencies
- Service Term
- Time Requirement
- Compensation

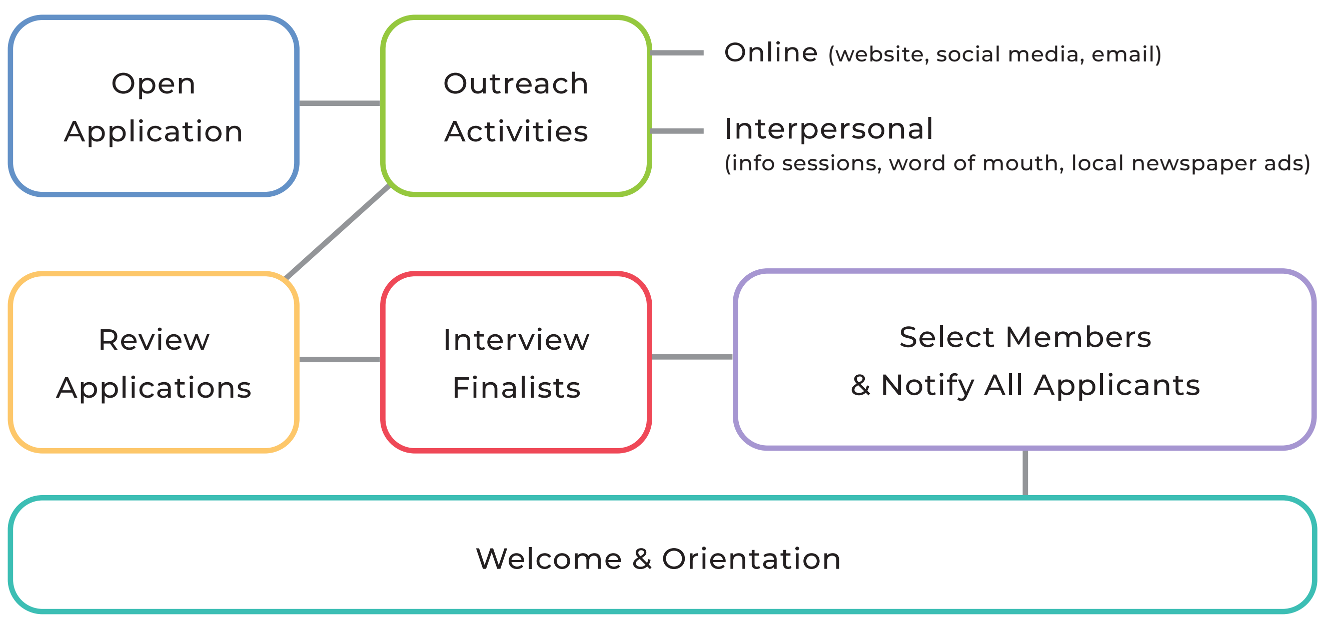
3 Find your board members

- Invite community members to submit application materials-use existing networks to get the word out
- Evaluate applications using your assessment criteria
- Develop a list of final finalists
- Conduct interviews with top scoring applicants
- Conduct the final selection and notify applicants

4 Prepare key materials

- Member Expectations
- Stipend Disbursement Schedule
- Term and Withdrawal

APPLICATION PROCESS & ONBOARDING

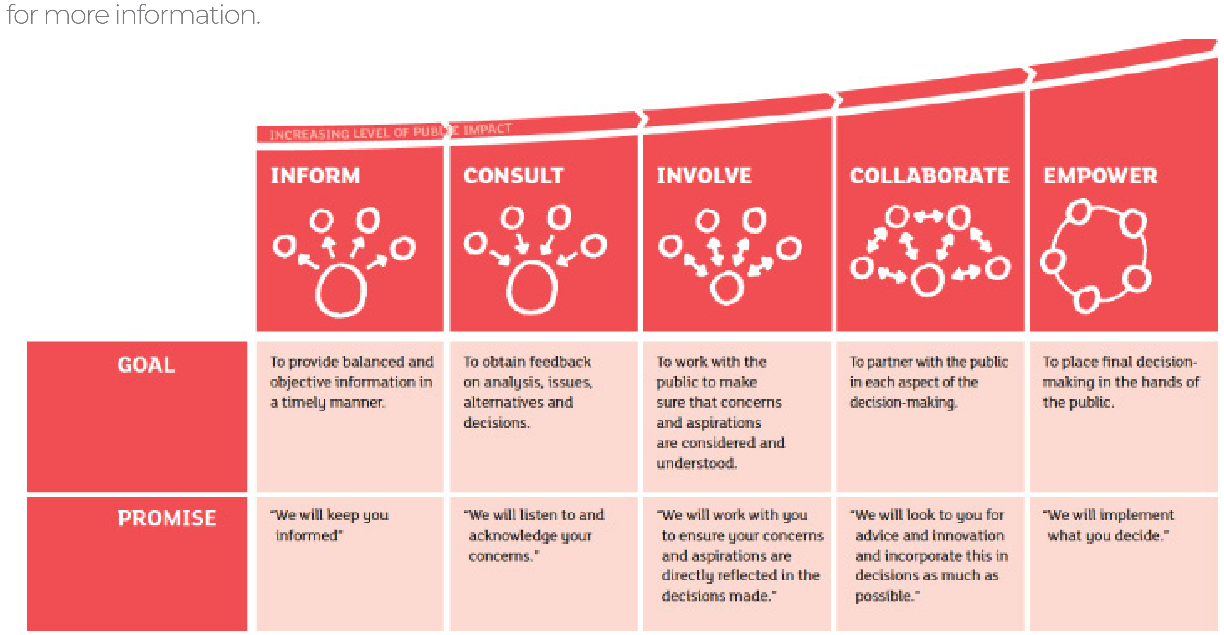


EXAMPLE APPLICATION QUESTIONS

- Please indicate which community area(s) you live in, work in, or have strong ties to.
- Why are you interested in applying for the Community Board?
- What community initiatives have you or your organization led and/or participated in within the last 5 years?
- Which issues or priority populations are you interested in focusing on?
- Which of our programs aligns best with your experience and background?
- What would you like to see us achieve in the next five years? If you were to join the board, what would your role be in accomplishing those goals?
- Please submit your resume or list any media, honors, awards etc that highlight your experience.

IAP2 SPECTRUM OF PUBLIC PARTICIPATION

The International Association for Public Participation (IAP2) has a useful way of organizing levels of engagement. Note the structure and direction of information flow in the visuals. Consider how you can deepen your engagement with community and what processes you will need in place to move into collaboration and empowerment. Go to www.iap2.org for more information.



(c) International Association for Public Participation www.iap2.org (Source: Place Speak)

finance

A feature of aligned systems characterized by sustainable methods with appropriate incentives and shared accountability.

"Aligning sectors strives to create partnerships that are "built to last." Yet it is challenging to aim for sustainability or even keep the lights on when funding sources are unknown.

Sustainable financing includes appropriate incentives and shared accountability. It can be approached from three perspectives: sources, uses, and structures. Often there is a combination of public-sector funds like Medicaid waivers, philanthropic support (including grants), and community-based financing mechanisms like community wellness funds that can help bring in money to get aligning efforts off the ground."

Source: [Aligning Systems for Health]

TYPES OF WSU'S FUNDING SOURCES

1. FOUNDATIONS
2. CORPORATIONS
3. INDIVIDUALS
4. IN-KIND DONATION
5. STATE & CITY GRANTS AND SUBGRANTS

Initially, the backbone structure for West Side United was supported by an unrestricted multi-year grant. In addition, founding organizations established member fees to further support the organization. The flexibility of the funding was ideal for hiring staff and building new programs for the organization. Since then, WSU's activities have been funded by restricted and unrestricted grants from foundations and corporations and government grants, in addition to membership fees. Depending on the maturity of the organization, government grants may be a good option. There are more administrative requirements, but many government grants encourage and even require these types of collaborations.

In addition to dollars, WSU has relied heavily on in-kind support from its member hospitals, including back office Human Resources, IT, and Finance support, as well as event photography, communications, and space to hold meetings.

There are often large disparities in resources across members in a collaborative, so flexibility to accept variations in cash donations across member organizations is essential to an equity-based approach and opens opportunity to a wider range of collaborators. New collaboratives should take the time to explore the resources of members--financial, staff, and infrastructure—that could contribute to the project. Some members may have robust fundraising networks they can appeal to for grant support for collaborative endeavors.

01. Plan your funding composition

GATHER YOUR TEAM

1. Philanthropy/development experts
2. Board members with fundraising experience
3. Institutional partners with fundraising resources

UNRESTRICTED GRANTS

It can be challenging to fund necessary operations and infrastructure development through program grants. Unrestricted grants give recipients the opportunity to have more flexibility with the funding.

- Fundraise unrestricted grants for backbone and operations development
- Utilize existing fundraising resources from partners, e.g. philanthropy staff
- Develop and prepare pitch materials
- Leverage existing relationships with anchor and community partners to identify grants

PROGRAM GRANTS

- Create clear program goals and develop a budget for program implementation
- Quantify your resource needs
- Identify grants and resources that align with your needs - avoid scope creep by forgoing grants that are not well aligned with your program goals
- Develop and prepare pitch materials
- Use your network to reach out to funders who have existing relationships with your partners

EXAMPLE BUDGET

A budget that is organized by programs can help you identify funding gaps more readily. Subsequent donor appeals can target programs that are underfunded, giving you more specific asks to make. Make sure you build necessary operational costs into each program's budget; this will help ensure that backend supports are not overlooked.

	Program A	Program B	Program C
Revenues			
Grant 1			
Grant 2			
Grant 3			
Grant 4			
Individual Donors			
Program Fees			
Investment Income			
Total Revenue			
Personnel			
Staff 1			
Staff 2			
Fringe			
Non-Personnel			
Office Supplies			
Equipment			
Travel			
Audit Fees			
Conference Travel			
Rent			
Utilities			
Event Space Rental			
Event Food			
Depreciation			
Total Expenses			
Revenues Less Expenses			

Resources

Assessment questions, timeline chart, and additional worksheets to help you think through the process.

purpose

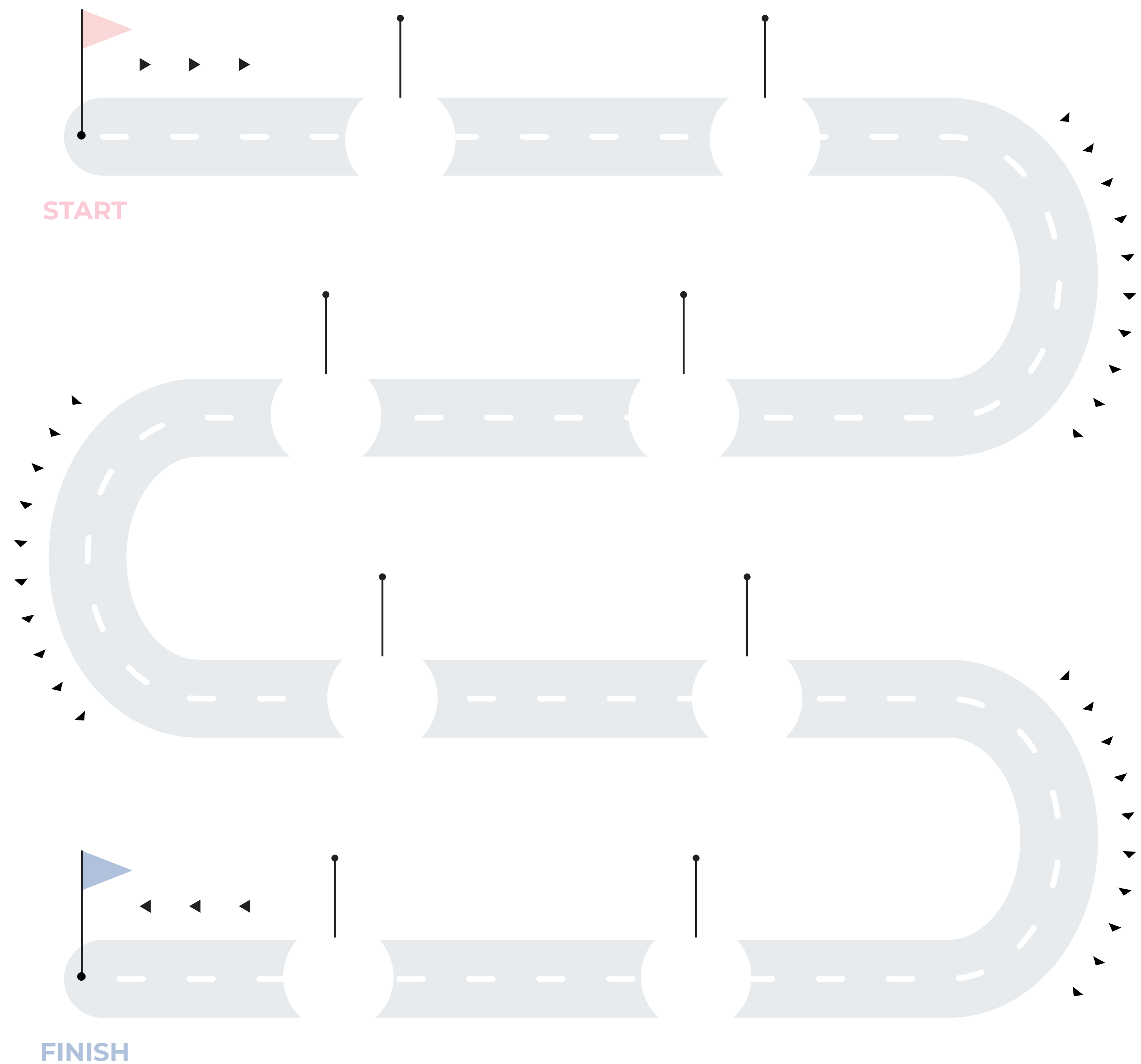
data

governance

finance

The following pages provide a sample timeline, worksheets, and guiding questions for you to plan your next steps.

What are your next steps?
Complete your own roadmap after answering the assessment questions!



Purpose

Here are a few questions to ask yourself when planning out the purpose and goals for your new organization. Understand the problems and resources in your community to create **S.M.A.R.T.** goals, and then explore different ways to involve the community in the decision-making process.

What are your organizational and programmatic goals?

- What factors contribute to the problems that need to be addressed?
- Who is the target population? What is the target community like?
- How do community members perceive the problems and your goals?

Who is or needs to be involved in your collaboration? What are their goals?

- Why is community engagement important for your organization? What would be some benefits of building engagement across your priority communities?
- How do you think community engagement would help you achieve your goals? What roles do you have in mind for the community?
- Are there other organizations that are also tackling these?

How many questions do you already have answers for? Are there any additional questions that are relevant? Plan your next steps to learn more about the topics that you haven't explored yet!

WHAT ARE SMART GOALS?

S	SPECIFIC	Specify and narrow your goals for more effective planning.
M	MEASURABLE	Define what evidence will inform and prove your work.
A	ACHIEVABLE	Make sure your goal is within your capacity to reach.
R	RELEVANT	Align your goal with your broader vision and community.
T	TIMELY	Establish a time-based plan and monitor your progress.

1. Create a common, long-term goal to facilitate alignment across partners
2. Identify, form, and develop relationships with your partners
3. Leverage the assets and strengths each staff or partner already has

Data

Here are a few questions to assess your organization's capacity and readiness around data. For your programs, how do you want to collect, use, and share data with different audiences? Do you plan to review data on a regular basis? Why is data important to you? Let's explore together.

What does your data framework look like?

- How should we measure your program outcomes?
- Have you identified key indicators to measure performance for your programs?
- How many indicators per program? How often do you plan to collect the data?

How do you think data will help you achieve your goals?

- How often do you plan to analyze the data? What questions do you want to answer with the data?
- What kind of tools are you going to use to collect, manage, and analyze the data?
- Are you sharing the data with your partners? What about your community?

How many questions do you already have answers for? Are there any additional questions that are relevant? Plan your next steps to learn more about the topics that you haven't explored yet!

PLAN AHEAD!

Create a data collection plan to map out your process.

- Measure Title
- Definition of Measure
- Related Program/Goal
- Data Source (Internal/External)
- Data Type (Quantitative/Qualitative)
- Data Owner: who collects and owns the data you want to collect?
- Timing & Frequency: when and how often will it be collected?
- Methods: how will it be collected?

Once you complete the plan, start thinking about how you will analyze and share the data!

1. Use data to ground initiatives toward the mission
2. Collaboratively review and discuss data on an ongoing basis
3. Centralize and standardize data processes

Governance

These questions will help you think through effective processes for decision making. How will you share power across collaborative partners and with your community of interest?

Does your organization have partnerships with other organizations?

- How can these partnerships lead to mutually beneficial collaboration?
- Are there any key partners with goals aligned with yours?
- What gaps do you have in your partnership landscape?

How is your organizaion structured to successfully achieve your goals?

- Who's involved in the decision making process? How are the decisions made?
- What decision-making bodies do you need?

Do you have a team with key skill sets to achieve your organizational goals?

- Do you have regular staff actively involved in delivering programs and services to the community on a daily basis?

INFORMATION & TIPS

Consultants can be a great source of support when staff and board members don't have capacity or expertise to accomplish projects. Consulting groups often have philanthropic arms that provide pro-bono technical assistance to non-profits. Useful projects might include:

- strategic planning
- creating pitch decks for funders
- building databases
- developing and implementing communication plans

1. Distribute leadership power equitably
2. Be flexible to modify governing structures as needs change

Finance

Here are a few questions to help you plan strategically for your organization's funding. Thoughtful planning can help ensure that funding sources enhance your mission and lay a strong foundation for your programs.

Have you started developing your program and operational budgets?

- What are your expense categories? (e.g., salaries, insurance, office supplies, travel costs)
- What are your program-related costs?
- How do you plan to track and record all contributions (e.g., cash, assets, in-kind)?

What's your plan on seeking and soliciting support from new funders?

- How do you identify funding sources? Do you have any resources or partners in your existing network that can connect you with potential funders?
- Have you identified funders who have a history of supporting your program areas?
- Have you allocated sufficient overhead costs to your proposals?

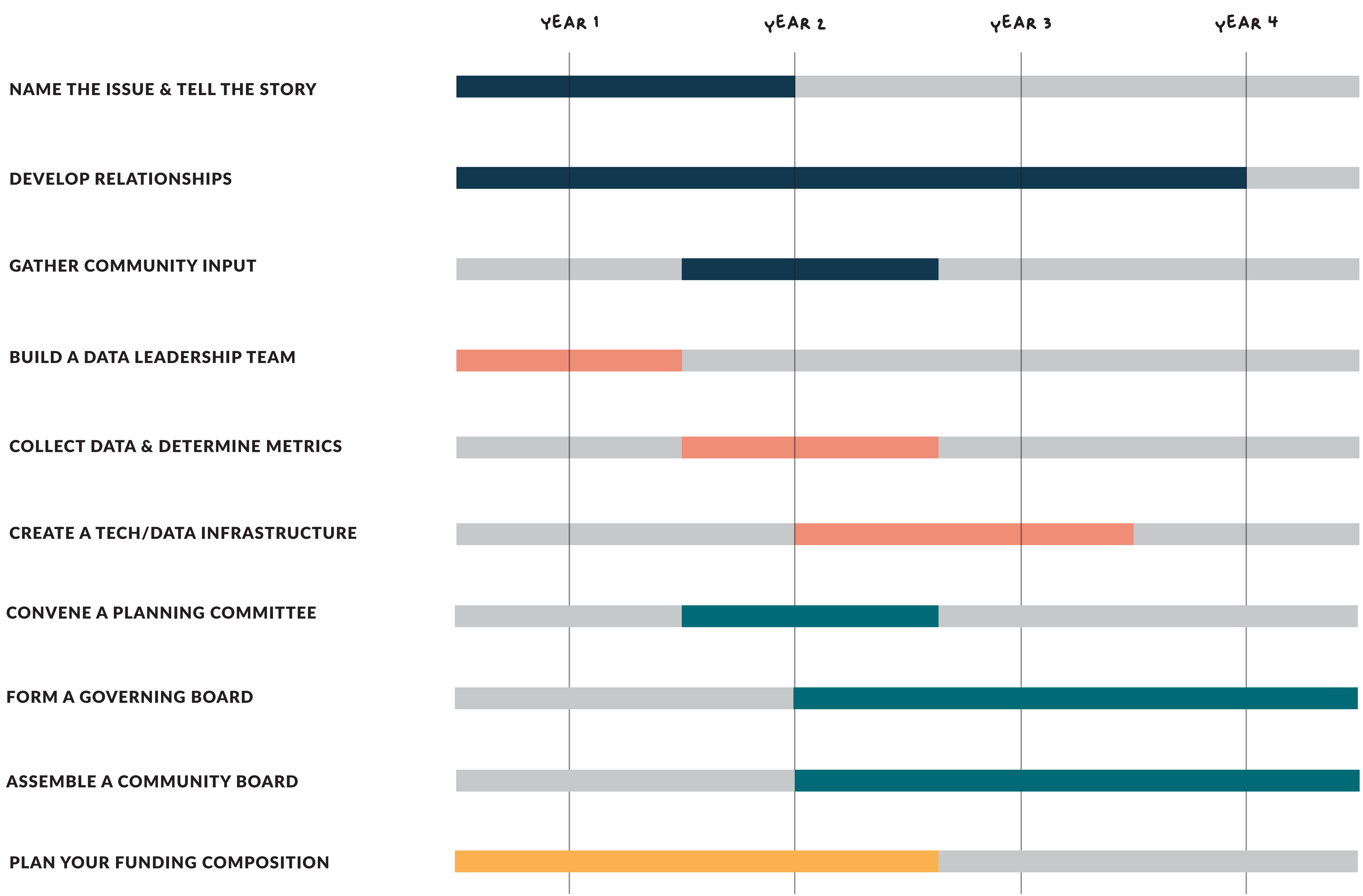
RESOURCES

1. StrongNonprofits Toolkit
A great library of resources to strengthen your nonprofit financial management!

2. The Cronicle of Philanthropy
A magazine that covers everything about the nonprofit world of philanthropy. From articles to webinars, their website offers a variety of helpful resources.

1. Look to your existing network or your board members for help soliciting potential funders
2. Make sure you obtain backbone or operational support in addition to funding for program costs
3. Draft a plan for how you will communicate funding updates to your governing board

TIMELINE & COMPONENTS



Prioritizing Your Interventions

FOR DEFINITIONS, SEE P.10

	INTERVENTION 1	INTERVENTION 2	INTERVENTION 3
BARRIERS ADDRESSED			
TARGET POPULATION			
IMPACT			
SETTING			
COST			
HUMAN RESOURCES			
INFRASTRUCTURE			

Prioritization Matrix

Impact Potential

High			
Medium			
Low			
	Low	Medium	High

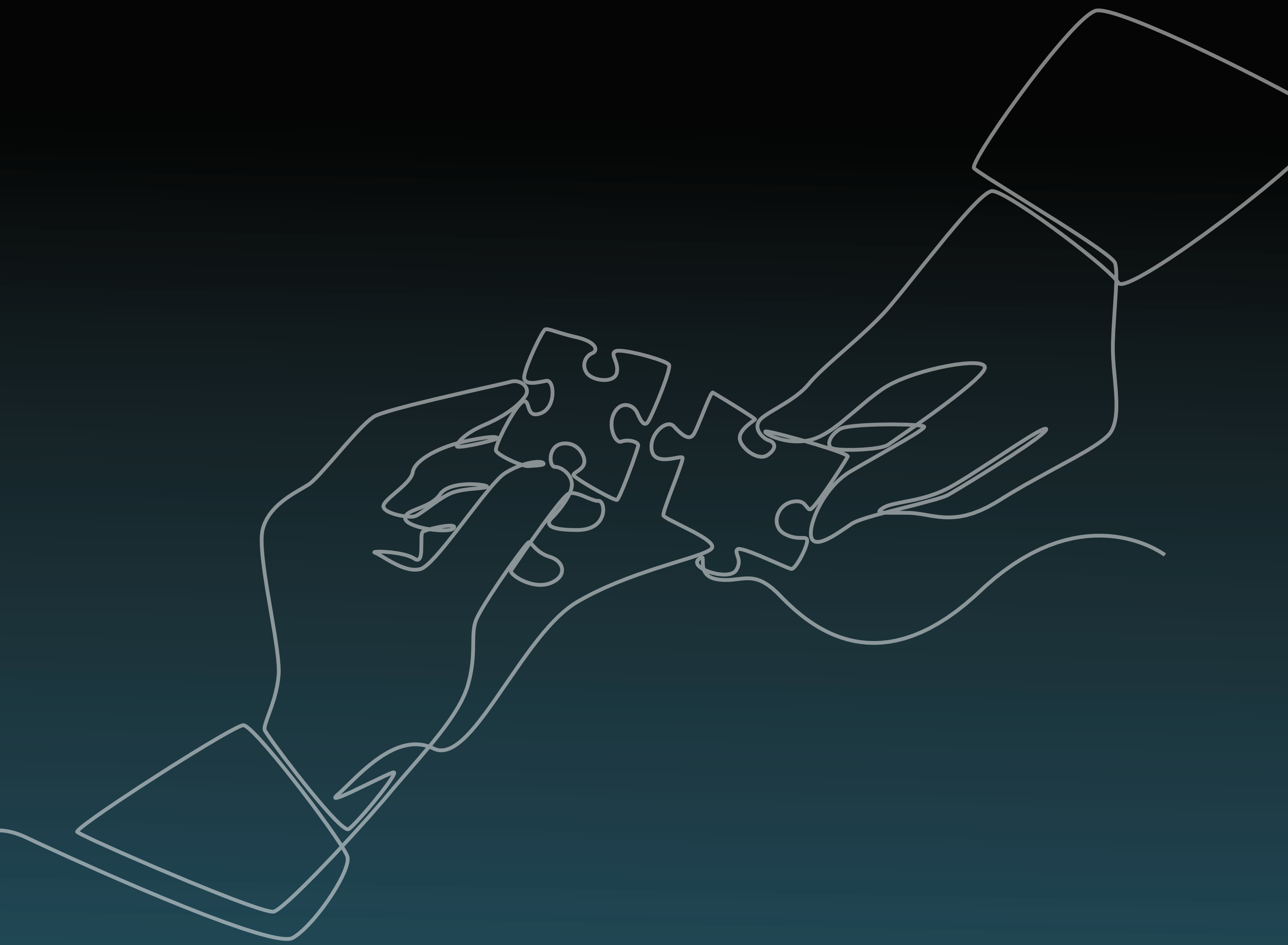
Implementation Feasibility

Securing partnerships

Use this worksheet to plan different types of partnerships that can benefit your collaborative. Clearly identifying the types of partners that can support your organization will help you recruit the right support at the right time.

	EXAMPLE	PARTNER 1	PARTNER 2	PARTNER 3
PARTNER TYPE	Mission partner			
PARTNERSHIP DETAILS	Collaborate on strategic planning for current and future initiatives to achieve mission. Provide ongoing funding and/or development support.			
TARGET NUMBER OF PARTNERS	1 to 3			
FINANCIAL COMMITMENT	$1M minimum			
RELATIONSHIP DURATION	Ongoing (3 years +)			
RESOURCE/ CAPABILITY	– Connections to potential domain funders – Volunteers – Large scale capabilities (e.g. IT, marketing, etc. depending on core assets)			

Aligning for *Lasting Impact*.



WEST SIDE UNITED

Sinai Chicago | Sinai Urban Health Institute