Note. HM2020=Healthy Monadnock 2020; CMC/DHK=Cheshire Medical Center/Dartmouth Hitchcock Keene; PPPs = programs, projects, policies; S=strategies; CP=community partners; PARTNER = Program to Analyze, Record, and Track Networks to Enhance Relationships.
**HM2020 logic model**
This figure is a conceptual rendering of HM2020’s theory of change, along with key evaluation questions and indicators. Read it from left to right, to learn how HM2020 intends to engage Cheshire County in becoming the healthiest in the nation by 2020.

**Backbone Functions**
Cheshire Medical Center/Dartmouth Hitchcock Keene (CMC/DHK) founded the HM2020 initiative, and through its Healthiest Community Advisory Board (HCAB) and paid staff, it continues to serve as its “backbone organization.” Working in collaboration with local and external stakeholders, CMC/DHK provides leadership, oversight, strategic planning; marketing, friend, and fund raising; coordination, communication, and collaboration; technical assistance and external facilitation for the community partners; and evaluation. These backbone functions – and the relationships, capacities, and public will of the HM2020 network CMC/DHK has built – is monitored using community readiness, network assessment (i.e., PARTNER) and individual HM2020 “champion” survey tools.

**Strategic Pathways**
HM2020 developed a set of four strategic pathways through a data-informed, community-driven process. These pathways consist of evidence-informed strategies, which are brought to life by community partners through complementary sets of programs, projects, and policies (PPPs), with emphasis on the latter two, to create lasting environmental change. For instance, the “build a robust food system” strategy could be operationalized through any number of PPPs (e.g., development of a food coop, policies supportive of local organic farms, farm to table initiatives, etc.). We monitor the reach and scope, effectiveness, level of adoption, quality of implementation, maintenance, and synergy of each PPP (and each PPP portfolio) with the RE-AIM tool, which we developed specifically for this purpose.

**Goals and Targets**
Strategic pathways and their associated PPPs are directed at specific high leverage goals and targets. The seven goals and four targets of HM2020 (healthcare access and quality, health behaviors, socio-economic and environmental factors, and social capital) were also identified and prioritized through a data-informed, community-driven process, as contributing prominently to individual and community health status in the Monadnock region, and for being at least potentially modifiable given local resources. For instance, the food system strategic pathway is directed at improving healthy eating, which is one of the goals in the healthy behaviors target area, which ultimately drives health status. Progress on goals and target areas is monitored through publically available health indicator data (e.g., BRFSS, YRBS, Census, etc.), as well as the Community Survey (a bi-annual, random-digit health survey commissioned by HM2020).

**Impacts**
All of the strategic pathways are ultimately directed toward achieving the primary intended outcome – or impact – of becoming the healthiest community in the nation by 2020. Progress on this front is being monitored through health status indicators (e.g., Type II diabetes rate, suicide death rate, overall perceptions of health) from publically available datasets as well as the Community Survey.