Healthy Monadnock 2020

Network Assessment

Spring 2015

Jim Fauth, PhD and Megan Edwards, PsyD
Center for Research on Psychological Practice
Antioch University New England
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Executive Summary

We Conducted a Network Assessment of Healthy Monadnock 2020

- The purpose was to assess HM2020 network relationships, contributions, and outcomes
- The PARTNER tool, an online survey and integrated analysis tool, was used for the assessment; a total of 37 (59%) of HM2020 network members took the survey

HM2020 Network is relatively Diffuse, Trusting, and Decentralized

- Organizational interactions within HM2020 occur within a loosely organized network, where information sharing, power and influence are shared relatively equally
- Various sectors (e.g. education, business, community organizations) are well represented across the network, with the community sector most central, valued, and trusted by others; the few existing municipal organizations are disconnected and peripheral
- Keene-based organizations are highly central and benefit most; the few organizations from outside Keene are disconnected and peripheral
- HM2020 network interactions tend to be relatively infrequent (monthly/quarterly not daily/weekly), collaboration tends to be relatively shallow
- HM2020 relationships are characterized by a fair amount of trust, with group openness to discussion rated highest, and member reliability lowest

Contributions to HM2020 Vary by Organizational Sector and Type

- Community and health organizations make the most contributions to HM2020, while municipal organizations make the fewest
- Implementation of programs, projects, and policies is considered the most important HM2020 contribution by far

HM2020 Perceived as Successful, with Emphasis on Active Living Outcomes

- Members perceive HM2020 to be moderately successful overall
- Health Behaviors, Active Living are the most highly valued target, goal areas, respectively
- Social determinants of health was a relatively highly valued target area, yet its underlying goals – income/jobs and educational attainment – were not highly valued at all

Recommendations for Network Development

- Consider a more interconnected and structured approach to network organization
- Encourage deeper collaboration to maximally leverage resources
- Better engage municipal and business sectors, as well as organizations outside of Keene
- Build sub-networks of entities with motivation and capacity to take on the social determinants, healthcare, and social connection target areas
**Introduction**

**Healthy Monadnock 2020 is a Healthiest Community Initiative**

Healthy Monadnock 2020 (HM2020) is designed to actively engage the citizens of the Monadnock region in becoming the nation’s healthiest community by 2020. Founded and developed by Cheshire Medical Center/Dartmouth-Hitchcock Keene (CMC/DHK) in 2007, HM2020’s activities are being guided by the Healthiest Community Advisory Board, a group of 30 individuals representing schools, organizations, coalitions and businesses. Community partners, including five coalitions, implement action strategies designed to address five targets and nine goals, to improve quality of life and prevent the leading causes of death.

**HM2020 Evaluators Assessed Network Functioning**

Evaluators from Antioch University New England’s (AUNE) Center for Research on Psychological Practice (CROPP) utilize formative and summative evaluation to assess and offer quality improvement strategies for HM2020 efforts. In order to measure the strengths and weaknesses of HM2020 partnerships and identify strategies to build capacity, AUNE conducted a network assessment. Network assessment can benefit collaboratives by gauging the levels and types of partner engagement, leveraging resources, and strategizing for how to improve the work of the collaborative. Network analysis is also useful in assessing changes in collaboration over time, to help assess how the collaborative is progressing. This network assessment examined: 1) the relationships of HM2020 members, 2) the contributions of the various organizations affiliated with HM2020, and 3) member’s perceptions of HM2020 outcomes to date.
How We Assessed Network Capacity

HM2020 Collaborative Assessed Using Social Network Analysis

Social network analysis (SNA) offers a theoretical framework for understanding the nature of collaborative networks such as HM2020. SNA involves the measuring, mapping, analyzing, and interpreting of social network structures. CROPP chose the PARTNER tool, a publically available, integrated online survey and social network analysis tool, to assess the HM2020 network. PARTNER assesses the amount and nature of relationships, capacities and contributions, and outcomes within networks over time. The tool includes a customizable online survey to collect data, and an Excel-based analysis program.

PARTNER Survey Modified to Meet the Learning Needs of HM2020

We modified the PARTNER survey to meet the learning needs of HM2020 with multiple rounds of input from HM2020 staff. AUNE’s Institutional Review Board approved the network assessment as exempt from review. The final version of the survey contained 20 items designed to assess 1) basic demographic information about HM2020 network membership (e.g., organizational affiliation, length of service), 2) HM2020 relationships (i.e., perceived trust, value, and amount and type of collaboration between members), 3) HM2020 contributions (i.e., the amount and types of contributions by various members to the functioning of HM2020), and 4) HM2020 outcomes (i.e., the success of HM2020 in achieving its preferred goals and outcomes as perceived by its members). See Appendix A for the complete survey.

Thirty-seven (59%) HM2020 Members Completed the Survey

The HM2020 Project Director identified key informants from HM2020 network partners to survey, and provided advanced notice and encouraged participation through email. All other communication about the survey was generated and sent by AUNE via the PARTNER mail tool, which allowed for tracking of response rate at the individual member level over time. Sixty-three HM2020 network partners were invited to participate in June 2014, with an initial PARTNER-generated email and three follow-up email prompts. At the end of that period, 37 HM2020 members had completed at least 50% of the survey, for a response rate of 59%. In their answers to survey questions, respondents were able to describe their interactions with all other network partners, whether or not that organization participated in the survey. Appendix B includes the list of all organizations included in the survey.

HM2020 Organizational Sectors Represented

As displayed in Figure 1, most HM2020 sectors were well represented in the survey, with Community organizations such as the Keene Rotary Club and Monadnock United Way most common, Education (i.e., schools and institutions of higher education) next, and Municipal (e.g., cities, law enforcement) least common. Health (e.g., hospitals), Business (e.g., local industries and
retail establishments), and Coalition (e.g., Monadnock Alcohol and Drug Abuse Coalition, Monadnock Farm and Community Coalition) sectors fell into the middle of the group.

Figure 1. Number of Respondents by Sector

Descriptive Analyses Conducted with PARTNER Tool and Tableau Software

All analyses were descriptive in nature, with findings displayed in tables, charts, and figures. All HM2020 relationship and outcome findings were generated through PARTNER’s built in metrics, data analysis, and visualization templates and tools. Additional analyses and charts were created with Tableau data visualization software.
HM2020 Relationships

Overall HM2020 Network Scores

The PARTNER tool describes key attributes of the HM2020 network as a whole. Table 1 provides HM2020 scores for density and degree centralization, dimensions that describe the overall structure of the network, as well as overall network trust.

Table 1. HM2020 Network Scores

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>15.1%</td>
<td>Percentage of ties present in the network in relation to the total number of possible ties in the entire network</td>
</tr>
<tr>
<td>Degree centralization</td>
<td>36.9%</td>
<td>The lower the centralization score, the more similar the members are in terms of their number of connections to others (e.g., more decentralized)</td>
</tr>
<tr>
<td>Network trust</td>
<td>75.6%</td>
<td>To achieve a 100% overall trust score, each member of the network would have to fully trust every other member with whom they interact</td>
</tr>
</tbody>
</table>

The HM2020 network is diffuse. The density score is an indicator of overall cohesiveness of the collaborative. Density reflects how many ties are present in relation to the total number of possible ties in the network (i.e., if everyone was connected to everyone else). At 15.1%, HM2020 is not very dense. Low density is neither inherently good nor bad; for instance, information flows more efficiently, albeit less readily, openly, and quickly, in low rather than high-density networks.

The HM2020 network is relatively decentralized. Higher centralization scores indicate that activity is centralized around a few members who hold highly central positions; in these cases, positions of brokerage and information sharing are held by small number of members. Lower centralization scores indicate a less centralized collaborative in which connections (and thus influence and control) are more evenly distributed, which in turn may increase member willingness to support a collaborative’s goals. The HM2020 score for degree centralization is relatively low at 36.9%, suggesting that information, power and control are shared relatively equally across the network.

The HM2020 network has a fair amount of trust. Trust – a resource that increases rather than decreases through use, and becomes depleted if not used – is a key characteristic of properly functioning collaboratives. In the PARTNER tool, trust items include openness to discussion, support of mission, and reliability. To achieve a 100% overall trust score, each member of the network would have to fully trust every other member with whom they interact. At 75.6%, HM2020 has a fair amount of overall network trust, with the most room for improvement in the reliability dimension.
Network by Sector Findings

Frequency of contact is primarily quarterly and monthly. The PARTNER tool visually maps the frequency and nature of interaction among network members. In the following graphs, each member is represented by a circle (“node”) and the color of each circle reflects organizational sector. The lines represent ties between members. Figures 3 through 5 detail frequency of contact between network members. The relatively diffuse and decentralized network structure can be seen in these maps; ties are sparse (especially at monthly or weekly levels), and spread out across the network without a highly noticeable hub. There are more contacts on a quarterly and monthly basis within HM2020 than on a weekly basis. Infrequent contact between members is not necessarily negative, assuming network goals can be reached without more regular communication.

Figure 3. Quarterly Contact in HM2020
Figure 4. Monthly Contact in HM2020

Figure 5. Weekly Contact in HM2020

Group Key
- Coalition
- Education
- Municipality
- Community
- Business
- Health
The community sector holds the most central position. Figure 6 reflects which sectors were most central and receiving the most benefit from membership in the network. *Degree centrality* is the number of connections a network member has to other members of the network. Typically, a member with a high number of connections holds a central position by being highly embedded in the network. *Relative connectivity* is an indication of how much each member is benefiting from being a part of the network; a member gets a high relative connectivity score when they have a lot of connections with valuable partners who trust them. As a group, the community and educational sectors are most central/benefitting from the network, with (especially) municipal and then businesses least central/benefitting the least.

*Figure 6. Average Degree Centrality and Relative Connectivity by Sector*
Value and trust vary by organizational sector. Another network characteristic is value, which includes power and influence, level of involvement, and resource contribution. Measuring value is important for an effective network to assess whether members’ value is being leveraged adequately within the collaborative. Members do not supply value in the same way; some use their power and influence, some donate time through their level of involvement, and some are able to contribute specific resources that the collaborative needs to function. We examined value and trust scores to determine whether there were any noticeable differences between sectors, as shown in Figure 7.

Figure 7. Average Value and Trust Scores by Sector

Community organizations emerge as the most highly valued and trusted in the network. This might be expected given that the community sector is also the most connected and imbedded within HM2020. Municipal organizations show low levels of value and trust, in addition to having fewer connections with other members. This may reflect a tendency to assign lower value and trust scores to those with whom a member is least familiar, or could involve other factors. The Health sector had lower average value and (especially) trust scores than one might expect from a community health initiative.
**Network by Geography Findings**

**HM2020 network is Keene-centric.** Figure 8 displays monthly contact within the HM2020 network by geographic location of each member. The vast majority of HM2020 partners and interactions are happening within the Keene area. The few organizations that do exist in other geographic regions tend to be disconnected and peripheral. If we assume that partners are intervening primarily in the areas in which they are located (an assumption that should be tested with HM2020 members), the geographic reach of network activities is likely to be isolated to Keene and the immediate surround.

*Figure 8. Monthly Contact by Geography*
In Figure 9, we also examined the degree centrality and relative connectivity by geographic location. Keene-based organizations are highly central and report the most benefit from HM2020 membership.

**Figure 9. Average Degree Centrality and Relative Connectivity by Geography**

Levels of Collaboration

Collaboration is relatively shallow. PARTNER also measures three possible levels of collaboration: cooperative, coordinated, and integrated, as described in Table 2. The middle column shows the percentage of total interactions that involve each level of collaboration. Almost half of all interactions are at the cooperative level – the simplest form of collaboration.
Table 2. Levels of Collaboration within HM2020

<table>
<thead>
<tr>
<th>Levels</th>
<th>Percentage of Members</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperation</td>
<td>40%</td>
<td>Simple forms of collaboration such as exchanging information, attending meetings together, and offering resources to one another (e.g., a member informing another member about the start of a new program)</td>
</tr>
<tr>
<td>Coordination</td>
<td>28%</td>
<td>More robust forms of collaboration involving intentional efforts to enhance each other’s capacity for mutual benefit (e.g., two members share resources such as office space or administrative support)</td>
</tr>
<tr>
<td>Integration</td>
<td>19%</td>
<td>The highest/deepest form of collaboration, involving leveraging common goals and capacities to develop knowledge and activities for mutual benefit (e.g., members pool funding to collaboratively develop a new project with mutually defined goals)</td>
</tr>
</tbody>
</table>

The map in Figure 10 shows the deepest and most sophisticated level of collaboration – integration – within the HM2020 network; interestingly, the most central sector – community organizations – collaborates at this deepest level relatively infrequently, compared to other sectors such as health and education.

Figure 10. Integration within HM2020
HM2020 Contributions

This section focuses on the contributions made to HM2020 by its organizational members, including expertise, skills, and other resources. Figure 11 shows the percentage of total HM2020 contributions made by each sector.

**Figure 11. Percentage of Total HM2020 Contributions Made by Each Sector**

Community and health sectors are making the most specific contributions to HM2020, while municipal organizations are making the fewest.

**Most Important Contributions to the Network**

Figure 12 reflects the number of endorsements made by respondents when asked to identify their organization’s *most important* contribution to the HM2020 network. The top contribution to the HM2020 collaborative was the implementation of policies, projects, and programs (PPPs) aligned with HM2020, by a wide margin. This was followed by social capital and connections in the community, and then public awareness, communication, and marketing.

**Figure 12. Members’ Most Important Contributions to the Network**
Table 3 details the number and type of contributions of each organization. CMC/DHK is perceived as making the most contributions to the network, befitting its “backbone” status. Social connections and implementation of policies, projects, and programs are most common; paid staff and mobilization of financial resources are least common.

### Table 3. Individual Organizations’ Contributions to HM2020

| Organization Name                                      | Social capital and connections in the community | Implementation of policies, projects, & programs aligned with HM2020 | Public awareness, communication, and marketing | Community based, local expertise | Shared measurements and data resources | Strategic planning, meeting, and event facilitation | Public/Community Health Improvement expertise, technical assistance | In Kind resources | High level leadership and strategic direction | Advocacy with funders and policymakers | Mobilization of funding and fiscal management for implementation of HM related programs, projects, policies | Paid Staff | Mobilization of funding and fiscal management for the overall (HM2020) initiative | Total # of Resources per Org |
|--------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------|---------------------------------|----------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------|-----------------------------------|-------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Advocates for Healthy Youth (ATHY) Coalition           | 1                                               | 1                                                                 | 1                                           | 1                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Cheshire Children's Museum                            | 0                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 1                      |
| Cheshire Coalition for Tobacco Free Communities       | 0                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 1                      |
| Cheshire County Conservation District                  | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 1                             | 1                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Cheshire County HealthAll                               | 1                                               | 1                                                                 | 1                                            | 1                               | 1                                      | 1                                              | 1                                              | 1                             | 1                                 | 1                                  | 0                              | 0                              | 11                                                                                   |                       |
| Cheshire County Sheriff's Office                       | 1                                               | 1                                                                 | 1                                            | 1                               | 1                                      | 1                                              | 1                                              | 1                             | 1                                 | 1                                  | 1                              | 1                              | 13                                                                                   |                       |
| Cheshire Medical Center/Danish Health                   | 1                                               | 1                                                                 | 1                                            | 1                               | 1                                      | 1                                              | 1                                              | 1                             | 1                                 | 1                                  | 1                              | 1                              | 13                                                                                   |                       |
| City of Keene Safe Routes to Schools                   | 0                                               | 1                                                                 | 1                                            | 0                               | 1                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 4                      |
| Clarke Distributions                                    | 0                                               | 0                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 8                      |
| Elms Rotary                                            | 1                                               | 0                                                                 | 1                                            | 1                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Fitch Fitness                                          | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Fuller Elementary School                               | 1                                               | 1                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Greater Keene Chamber of Commerce                      | 1                                               | 0                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Greater Monadnock Medical Reserve Corps                | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Greater Monadnock Public Health Network                | 1                                               | 0                                                                 | 1                                            | 1                               | 0                                      | 1                                              | 1                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Hamshaw Lumber                                         | 1                                               | 1                                                                 | 1                                            | 0                               | 1                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Maine Healthcare Hospice and Community Services        | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Jonathan Daniels School                                 | 1                                               | 0                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 1                      |
| Keene Family YMCA                                      | 1                                               | 1                                                                 | 1                                            | 1                               | 1                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 7                      |
| Keene House                                             | 0                                               | 1                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Keene Lions Club                                       | 0                                               | 0                                                                 | 1                                            | 1                               | 0                                      | 0                                              | 0                                              | 1                             | 1                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Keene State College Outlier Internship                | 0                                               | 0                                                                 | 1                                            | 1                               | 0                                      | 0                                              | 0                                              | 1                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Marinas Point                                         | 0                                               | 0                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 8                      |
| Marlborough School                                     | 1                                               | 1                                                                 | 1                                            | 0                               | 1                                      | 1                                              | 1                                              | 1                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 7                      |
| Monadnock Alcohol & Drug Abuse Coalition (MADAC)       | 0                                               | 0                                                                 | 1                                            | 1                               | 1                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Monadnock Conservancy                                  | 1                                               | 1                                                                 | 1                                            | 1                               | 0                                      | 0                                              | 0                                              | 1                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 6                      |
| Monadnock Coop                                         | 1                                               | 1                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Monadnock Family Services                              | 0                                               | 0                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 4                      |
| Monadnock Farm and Community Coalition                 | 0                                               | 0                                                                 | 0                                            | 0                               | 0                                      | 1                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Monadnock Region Transportation Management Association (MRTMA) | 1                                               | 1                                                                 | 1                                            | 1                               | 1                                      | 1                                              | 1                                              | 1                             | 1                                 | 1                                  | 1                              | 1                              | 13                                                                                   |                       |
| Monadnock Rotary Club                                  | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Monadnock Voices for Prevention                       | 1                                               | 1                                                                 | 0                                            | 1                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 5                      |
| Mt Casy School                                         | 0                                               | 1                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| Saving Bank of Walpole                                 | 1                                               | 1                                                                 | 1                                            | 1                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 9                      |
| Symmes School                                         | 1                                               | 1                                                                 | 0                                            | 1                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 8                      |
| Tefts Shoe and Sport                                   | 1                                               | 0                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 1                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| The Community Kitchen                                 | 0                                               | 0                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 2                      |
| The MacBain Company                                    | 0                                               | 0                                                                 | 1                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Twitch Me Grow Coalition                              | 1                                               | 1                                                                 | 0                                            | 0                               | 1                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |
| Westbrook School                                       | 1                                               | 1                                                                 | 0                                            | 0                               | 0                                      | 0                                              | 0                                              | 0                             | 0                                 | 0                                  | 0                              | 0                              | 0                                                                                   | 3                      |

Total Org that Contribute that Resource: 20, 27, 24, 21, 12, 11, 11, 9, 7, 7, 0, 5, 3, 2, 11.
**HM2020 Outcomes**

HM2020 members were also asked to reflect on HM2020 outcomes, including target areas of interest, goal priorities, and successes to date.

**HM2020 Target Areas and Goals**

HM2020 has identified healthcare access and quality, social capital, social determinants of health, and health behaviors as their primary targets. HM2020's intended goals, which underlie those target areas, include increasing income and jobs, increasing educational attainment, improving healthcare access and quality, increasing social supports, improving conditions and skills that support mental well-being, increasing active living, and increasing healthy eating. The survey explored respondents' prioritization of HM2020's target areas and goals.

*Health behaviors deemed most important target area for HM2020.* In Figure 13, each bar represents the number of endorsements for each target area, when respondents could select “all that applied.” Almost every respondent chose health behaviors as a target area of interest. The network also expressed some interest in addressing social determinants of health, but relatively little interest in social capital and healthcare access and quality.

**Figure 13. HM2020 Target Areas of Interest**

<table>
<thead>
<tr>
<th>Target Area</th>
<th>Endorsements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare</td>
<td>30</td>
</tr>
<tr>
<td>Social Capital</td>
<td>15</td>
</tr>
<tr>
<td>Social Determinants</td>
<td>10</td>
</tr>
<tr>
<td>Health Behaviors</td>
<td>35</td>
</tr>
</tbody>
</table>

Figure 14 shows the number of endorsements for each *goal area*, when respondents were free to choose “all that applied.” Active living and healthy eating received the most endorsements, with improvement of mental well being following close behind. Unsurprisingly, social capital and improved access to and quality of healthcare were endorsed less frequently. The fact that educational attainment, income, and jobs – the goals that underlie the social determinants target area – were selected so infrequently seemingly conflicts with the interest expressed in the social determinants of health.
Active living emerges as most important goal for HM2020 members. Figure 15 shows the number of endorsements when respondents were forced to choose what they perceive to be the single most important HM2020 goal.

When forced to choose, the current HM2020 network believes that active living is the ultimate goal, with all others – especially educational attainment and income and jobs – far less important.
**HM2020 Successes**

Figure 16 depicts members' perceptions of the level of success of HM2020 in achieving its goals to date, with each bar representing the number of respondents endorsing each level of success. HM2020 success is perceived as “somewhat” to “very successful,” with the majority of members endorsing “successful.”

**Figure 16. Perceived HM2020 Success**

Members were also asked to identify the specific aspects of collaboration they perceived as contributing to this success, as shown in Figure 17.

**Figure 17. Aspects of Collaboration Contributing to HM2020 Success**

Bringing together of diverse stakeholders, having a shared mission and goals, and exchanging information and knowledge were endorsed as the three most important contributors of success, with collective decision-making and meeting regularly viewed as least important.
Recommendations

Enhance the interconnectedness and structure of the HM2020 network. The HM2020 network is relatively diffuse, without major hubs or highly central players. A more structured and interconnected network, at least between CMC/DHK as the backbone organization and key players in each of the target areas, squares with how HM2020 staff envisions the network, and would enhance the functioning of the network moving forward. Likewise, more frequent contact between members would likely enhance trust level and overall progress.

Increase depth of collaboration among community partners. Community organizations emerge as relatively highly imbedded, valued and trusted in the HM2020 network and appear to be gaining the most benefit from membership. Given that HM2020 depends to a high degree on community-focused groups to implement programs, projects, and policies, this not only makes intuitive sense, but also reflects that HM2020 is making positive use of this network capacity. At the same time, community organizations are engaging in mostly shallow forms of collaboration with other groups. HM2020 stakeholders could promote more depth (not necessarily frequency) of collaboration among this sector, to better leverage network resources.

Integrate municipal and business sectors more purposefully into the network. Municipal and business organizations are not well represented, and exist on the periphery of the network. Because high-level impact on community health will require interventions – such as policies – with considerable reach, the municipal sector is an especially important resource to tap.

Increase HM2020’s reach outside of the Keene area. Keene-based organizations are overrepresented in the network, and the few partners from other areas tend to be highly disconnected and peripheral. HM2020 should consider significant outreach to other areas in the Monadnock Region, not only to improve the functioning and reach of the network, but to manage the public perception that HM2020 is/will always be Keene-centric, and overlooks the needs of other areas.

Recruit partners interested in targets other than Health Behaviors. The HM2020 network is primarily composed of members that value the Health Behaviors target area and the underlying Active Living goal. When forced to choose, current members view all other goal areas, especially income and jobs and educational attainment, as much less critical. Clearly, cultivation of and outreach to community partners interested in Health Access and Quality, Social Capital, and Socioeconomic and Environmental Conditions would fill important gaps in the HM2020 network.
Appendix A: PARTNER Survey Questions

1. Please select your organization/program/department from the list: [choose from list]
2. What is your role within this organization/entity? [open-ended]
3. How long have you been in this position/role (in months)? [numeric response]
4. Please indicate what your organization/entity contributes to Healthy Monadnock 2020. [choose as many as apply]
   a. High level leadership and strategic direction
   b. Advocacy with funders and policymakers
   c. Paid staff
   d. Public awareness, communication, and marketing
   e. Shared measurement and data resources (e.g., data sets, collection and analysis)
   f. Strategic planning, meeting, and event facilitation
   g. Public/community health improvement expertise, technical assistance
   h. Mobilization of funding and fiscal management for the overall (HM2020) initiative
   i. Community-based, local expertise (e.g., norms, customs, values within the region)
   j. In kind resources (donated & volunteer effort, meeting space, etc.)
   k. Implementation of policies, projects, & programs aligned with HM2020
   l. Social capital and connections in the community
   m. Mobilization of funding and fiscal management for implementation of HM-related programs, projects, policies
5. What is your organization/entity's most important contribution to Healthy Monadnock? [choose one; response options same as #4]
6. The intended outcomes of Healthy Monadnock's work include: [choose all that apply]
   a. Improve healthcare access and quality
   b. Increase healthy eating
   c. Increase active living
   d. Improve conditions and skills that support mental well-being
   e. Increase income and jobs
   f. Increase educational attainment
   g. Increase social supports
7. Which is Healthy Monadnock's most important outcome? [choose one]
8. How successful has Healthy Monadnock been at reaching its goals?
   a. Not successful
   b. Somewhat successful
   c. Successful
   d. Very successful
   e. Completely successful
9. What aspects of collaboration contribute to this success? [Choose all that apply]
   a. Bringing together diverse stakeholders
   b. Meeting regularly
   c. Exchanging info/knowledge
   d. Sharing resources
   e. Informal relationships created
   f. Collective decision-making
   g. Having a shared mission, goals
10. From the list, select organizations/entities with which you have an active working relationship in the context of HM2020. An active working relationship might include meeting regularly to consult or collaborate on HM2020-related activities, sharing information or resources to
advance HM2020 work, etc. In subsequent questions you will be asked about your relationships with these organizations/entities in the context of Healthy Monadnock. [choose from list of all HM2020 organizations included in survey]

11. How frequently does your organization/entity work with this organization/entity on issues related to Healthy Monadnock's goals?
   a. Never/We only interact on issues unrelated to the collaborative
   b. Once a year or less
   c. About once a quarter
   d. About once a month
   e. Every week
   f. Every day

12. What kinds of activities does your relationship with this organization/entity entail [note: the responses increase in level of collaboration]? None
   a. Cooperative Activities: involves exchanging information, attending meetings together, and offering resources to partners (Example: Informs other programs of RFA release)
   b. 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.)
   c. 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. How valuable is this organization/entity's power and influence to achieving the overall mission of HM2020? *Power/Influence: The organization/program/department holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.
   a. Not at all
   b. A small amount
   c. A fair amount
   d. A great deal

14. How valuable is this organization/program/department's level of involvement to achieving the overall mission of HM2020? *Level of Involvement: The organization/program/department is strongly committed and active in the partnership and gets things done.
   a. Not at all
   b. A small amount
   c. A fair amount
   d. A great deal

15. How valuable is this organization/program/department's resource contribution to achieving the overall mission of HM2020? *Contributing Resources: The organization/program/department brings resources to the partnership like funding, information, or other resources.
   a. Not at all
   b. A small amount
   c. A fair amount
   d. A great deal

16. How reliable is the organization/program/department? *Reliable: this organization/program/department is reliable in terms of following through on commitments.
   a. Not at all
   b. A small amount
c. A fair amount  
d. A great deal

17. To what extent does the organization/program/department share a mission with HM2020’s mission and goals? *Mission Congruence: this organization/program/department shares a common vision of the end goal of what working together should accomplish.
   a. Not at all  
   b. A small amount  
   c. A fair amount  
   d. A great deal

18. 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.
   a. Not at all  
   b. A small amount  
   c. A fair amount  
   d. A great deal

19. Please select the Healthy Monadnock target areas of primary interest to your organization/entity. [choose all that apply]
   a. Healthcare Access and Quality  
   b. Health Behaviors  
   c. Socio-economic and Environmental Factors  
   d. Social Capital

20. Do you have any questions or comments? [open ended]
Appendix B: HM2020 Organizations Included in the Network Analysis

Advocates for Healthy Youth (AFHY)
Antioch University New England (AUNE)
C.A.S.T. (Community and Schools Together)
Cheshire Children’s Museum
Cheshire Coalition for Tobacco Free Communities
Cheshire County Conservation District (CCCD)
Cheshire County HEAL
Cheshire County Sheriff’s Office
Cheshire Medical Center Dartmouth
Hitchcock Keene (CMC/DHK)
City of Keene Bicycle Pedestrian Path Advisory Committee (BPPAC)
City of Keene Safe Routes to Schools
Clarke Distributors
Department of Health and Human Services (DHHS)
Elm City Bagels & Deli
Elm City Rotary (Rotary)
Filtrine
Fuller Elementary School
Greater Keene Chamber of Commerce
Greater Monadnock Medical Reserve Corps
Greater Monadnock Public Health Network
Hamshaw Lumber
Hannah Grimes Center
Hoffman Family Foundation
Home Healthcare Hospice and Community Services (HHHCS)
Jonathan Daniels School
Keene Family YMCA
Keene Housing
Keene Kiwanis
Keene Lions Club
Keene State College (KSC)
Keene State College Dietetic Internship
Keene Swamp Bats
Markem-Imaje
Marlborough School
MoCo Arts
Monadnock Alcohol and Drug Abuse Coalition (MADAC)
Monadnock Conservancy
Monadnock Coop
Monadnock Family Services (MFS)
Monadnock Farm and Community Coalition (MFCC)
Monadnock Region Transportation Management Association (MRTMA)
Monadnock Rotary Club
Monadnock United Way
Monadnock Voices for Prevention (MVP)
Mt Caesar School
Pathways for Keene
Phoenix House
SAU #29
Savings Bank of Walpole
Symonds School
Ted’s Shoe and Sport
The Community Kitchen
The Insurance Source
The MacMillin Company
UNH Cooperative Extension
Walpole Consolidated Schools
Watch Me Grow Coalition
Westmoreland School
Winchester School