



Mobilizing for Action through Planning and Partnerships

SUSTAINABILITY PLAN

MAPP of the Southern Kenai Peninsula, Alaska

March 2015

CAPACITY

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- *MAPP Funding Sources*
- *Network Governing Body Contact List*

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- *MAPP Communications Plan*

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- *MAPP Steering Committee Self-Evaluation*
- *External Steering Committee Evaluation*
- *Crosswalk of Evaluations*
- *Collective Impact Criteria*

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- *MAPP Steering Committee Operating Guidelines*

SUSTAINABILITY PLAN

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RELEVANCE

- *MAPP Community Health Improvement Plan (appendix)*

STRATEGIC VISION

- *MAPP 1-Year Timeline*
- *Strategic Planning Results (Jan and Jun 2014)*
- *MAPP Strategy Map*

BRAINSTORM for MAPP of SKP Financial Sustainability

Best Case Scenario	Fair to Middling	\$0
<p>Priorities: 1-8 on MAPP services list Quarterly meetings</p> <ul style="list-style-type: none"> • HRSA Outreach grant – 5% to MAPP • Service area support • Local organizational support • 5% from collaborative grants • In-kind SPH support <p>Collective Impact roles for backbone support: data, facilitator, coordinator</p>	<p>Service area support (\$30,000) Organizational support Other grants (mini-grants, smaller grants) In-kind support</p> <p>Backbone support: coordinator 25 hours/week</p>	<p>Priorities: 1 2/8 6</p> <p>(all services are still priorities, but would be watered down versions – more in-kind support, no snacks, etc.)</p>
<p>Quarterly meetings (2, 8, newsletter, communication, online presence with website) 1 (3 year basis)</p> <p>(all services are still priorities, but would be watered down versions – more in-kind support, no snacks, etc.)</p> <p>If we were in this column, would we consider being a member organization with dues? Contracting? Selling service? Ad space? Can we sell CHNA to other communities? Have organizations pay to use the online portal to put own information and strategies into it.</p>	<p>No grant No service area support In-kind support [mini-grants, minimal \$ from partner agencies]</p> <p>No coordinator Steering committee and partner agencies</p>	<p>Quarterly meetings (2, 8, newsletter, communication, online presence with website) 1 (3 year basis)</p> <p>(all services are still priorities, but would be watered down versions – more in-kind support, no snacks, etc.)</p> <p>If we were in this column, would we consider being a member organization with dues? Contracting? Selling service? Ad space? Can we sell CHNA to other communities? Have organizations pay to use the online portal to put own information and strategies into it.</p>

Strategies:
For HRSA, contact legislators
With service board, contact assembly members
Annually send out reminders to support MAPP

MAPP BACKBONE SERVICES

1. Conduct ongoing Community Health Needs Assessments (CHNAs) to provide information about emerging health issues and opportunities
2. Convene community conversations to discuss the findings of the CHNAs
3. Facilitate community consensus around a shared vision for community well-being
4. Facilitate connection between related organizations and events
5. Engage multiple sectors of the community to identify opportunities for collective action on prioritized well-being issues
6. Mobilize community to take action on projects that improve community well-being
7. Monitor and outreach progress on shared community measures
8. Organize and promote educational opportunities that build community capacity
9. Celebrate collaborative work already underway that is improving community health

Funding Sources**2011-2012 2012-2013 2013-2014 2014-2015**

ORGANIZATIONS	Amount	Amount	Amount	Amount
Service Area Board	\$51,000	\$30,000	\$30,000	\$30,000
KBay Family Planning	\$1,000			
Sprout	\$1,500			
Haven House				\$4,350
HECC	\$885	\$1,885	\$885	
HPP	\$16,500	\$22,000	\$22,000	\$16,250
SVT			\$1,500	
South Peninsula Behavioral Health				
GRANTS				
AK Community Foundation			\$5,000	
HRSA Development Grant			\$85,000	
Rural Health Flex			\$10,000	\$6,400
TOTAL*	\$70,885	\$53,885	\$154,385	\$50,600

STEERING COMMITTEE REPRESENTATION and MEMBERS

	Organization / Representation	Name	Contact
1	City of Homer (Economic Health)	Katie Koester	435-3101 kkoester@ci.homer.ak.us
2	Homer United Methodist Church (Spiritual Health)	Lisa Marie Talbott	242-0679 lisamarietalbott@gmail.com
3	Homer Public Health Center (Physical/Mental Health)	Bonnie Betley Lorne Carroll	235-8857 bonnie.betley@alaska.gov lorne.carroll@alaska.gov
4	Kachemak Bay Campus Kenai Peninsula College (Educational Health)	Carol Swartz	235-1656 incis@kpc.alaska.edu
5	Kachemak Bay Family Planning Clinic (Physical/Mental Health)	Heather O'Connor	235-3436 c:299-7200 heather.kpfpc@ak.net
6	SVT Health & Wellness (Physical/Mental Health)	Ian McGaughey Beckie Noble	435-3266 imcgaughey@svt.org 226-2208 bnoble@svt.org
7	South Peninsula Behavioral Health Services (Mental Health)	Dave Branding	235-9229 c:231.590.9637 dbranding@spbhs.org
8	South Peninsula Haven House (Physical/Mental Health)	Jessica Lawmaster Rachel Romberg	235-7712 x 228 Jessica@havenhousealaska.org
9	South Peninsula Hospital (Physical/Mental Health)	Derotha Ferraro Bob Letson	235-0397 c:399-6212 dbf@sphosp.org 235-0325 rfl@sphosp.org
10	Sustainable Homer (Environmental Health)	Kyra Wagner	235-6953 kyra@sustainablehomer.org
	MAPP coordinator	Megan Murphy	235-0570 c:399-4027 mappofskp@gmail.com
	Cook Inlet Council on Alcohol & Drug Abuse	Jeannette Desimone	283-3658

MAPP COMMUNICATION PLAN

a living document

This plan lays out both general standards for MAPP communication tone/branding and also describes mechanisms used for MAPP outreach. [TALKING POINTS ABOUT FAMILY-BEING &/or any present community issue is not appropriate for this standard communication plan, but should instead be included in specific outreach plans]

Communication Goals:

Engender a proactive and positive environment regarding health improvement

- I. Educate community on initiatives, projects, and successes
 - a. MAPP process [CHNA data collection, prioritization, strategy selection, and CHIP development & implementation]
 - b. Branding / community awareness of MAPP
 - c. Programs being offered or efforts underway by partner orgs/agencies that support the MAPP community campaign / theme
 - d. Updates on shared measures
- II. Engage community in existing efforts
 - a. Engage community members to provide input to and participation in MAPP processes
 - b. Provide framework for participating in community campaigns / themes
 - c. Encourage community members to participate in community campaigns / themes
 - d. Encourage community members to participate in shared measurements

Tone/Branding/Vibe

All communications by MAPP should adhere to the following guidelines regarding tone and branding in order to maintain consistency and effectiveness in messaging. These guidelines should be the lens through which all communication is drafted.

Tone:

The tone of MAPP communication should strive to use positive language whenever possible. Use the positive synonym or assets-based version of words to describe issues/problems.

All communication put out by MAPP should promote engagement and offer an avenue to get people/public/organizations involved with MAPP campaigns/themes.

The tone of MAPP communication should be conversational and engaging.

The tone of communication should strive to convey that MAPP is a coalition as opposed to an organization.

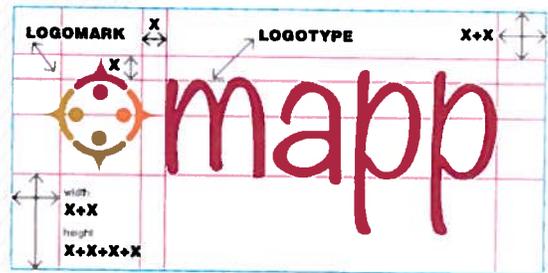
Branding:

The MAPP logo should be used whenever possible. The logo will stand on its own as an image but there will also be room for brief text to be added. For example “Working Together to Improve Community Health” when branding our theme, or “MAPP of the Southern Kenai Peninsula” when communicating to an outside audience.

MAPP will be referred to MAPP of the Southern Kenai Peninsula in official communications with external audiences (letterhead, CHNA, reports, etc), but generally referred to as MAPP in local public outreach.

MAPP Color: The colors for MAPP are Pantones 704C (C24 M95 Y86 K19 or #A2292E), 7413C (C9 M56 Y93 K0 or #e28531), 7761C (C51 M42 Y93 K22 or #757034) and 7767C (C36 M31 Y100 K4 or #a89a33). These will be the default primary colors used in MAPP promotional materials when color is applicable.

Primary Logo



Blue indicates Clear Space. The blue area must be kept free of other elements. Grey padding indicates Safe Zone. Magenta indicates type and element alignment and boundaries.

Design Font: MAPP will use one of the following fonts in online and print communications whenever possible to maintain brand consistency:

Fonts used in logotype: Noteworthy Bold (mapp) and Futura Medium (tagline)

Fonts used in body: choose a san serif font (for most correspondence and online – ie, Calibri

Website: The layout, fonts, colors, and design of the website will be consistent with MAPP branding and tone.

Communication Strategies:

MAPP has the need for both ongoing communication and event/program specific communication. The MAPP Coordinator oversees all ongoing communication efforts. Though he/she may receive assistance from others, it is important that communications maintain a consistent style and adhere to the tone and branding guidelines outlined in this document.

Event/program based communication refers to communication that is specific to advertising a particular event, such as a quarterly meeting, or the roll out of an assessment. Any number, or all, of the strategies listed below can be used for promoting special events or programs. Strategies that are the least resource intensive, such as email, should be considered first and more frequently and expand from there.

Electronic Newsletter:

Time frame: Published monthly (electronically)

Author: MAPP Coordinator with input/assistance from steering committee and/or partners

Content: The newsletter is a chance to update on the activities and successes of community campaigns and themes, promote engagement in the MAPP process and showcase partner efforts that forward MAPP goals. This is not designed to be content-heavy but provide consistent connection with community partners.

Audience: MAPP listserv

For special events or occasions, there may be additional e-news events.

Newspaper Column:

Time frame: Published monthly

Author: MAPP Coordinator. While the coordinator can gather information and data from partners and the steering committee, the coordinator should write the column. It is important that the voice remains consistent and adheres to MAPP tone/branding standards.

Content: This column is the ideal space to showcase efforts by individuals, organizations or MAPP partners that forward the community campaign/theme. It should strive to be conversational, positive and promote engagement.

Audience: Public

Website:

Website Goals:

1. (Primary) Provide an online resource/brochure and information portal
2. (Secondary) Provide and promote time-sensitive information

Time frame: Update/Review Monthly. It is important that the website content be kept relevant.

Author: MAPP Coordinator is responsible for overseeing web content. Members and member organizations can only post information on Pop411 or users of the data portal could update their data / coalition information.

Content: The website should include basic information about MAPP, the steering committee and work groups, and MAPP efforts. The format should be consistent and user-friendly and whenever possible include pictures. Link to recent newsletter.

Audience: Public, steering committee, and collective impact partners. The website should be the go-to for all these groups wanting information about MAPP.

Public Speaking:

Time frame: As requested/scheduled

Speaker: Though the MAPP Coordinator is often utilized for public speaking engagements, every attempt possible should be made to expand the faces and voices within the steering committee or partners to convey the broad nature of MAPP. The coordinator will support the speaker with the preparation of any materials or background information needed. Presentations should be prepared with adherence to time restraints and audience.

Content: Content will be specific to item/event/theme MAPP is trying to promote. It will adhere to the tone/branding guidelines.

Audience: organization/group

Radio:

Time frame: As needed. Consider Coffee Table, Slack Tide and paid advertising spots

Speaker: Though the MAPP Coordinator is often utilized for public speaking engagements, every attempt possible should be made to expand the faces and voices within the steering committee or partners to convey the broad nature of MAPP. The coordinator will support the speaker with the preparation of any materials or background information needed. Presentations should be prepared with adherence to time restraints and audience.

Content: Content will be specific to event or theme MAPP is trying to promote. It will adhere to the tone/branding guidelines.

Audience: Public. See demographics of radio station used.

Press Release:

Time frame: As needed for announcements and at least three weeks in advance for events. A press release should be used to promote an important accomplishment or solicit participation in a major effort (such as an assessment).

Author: MAPP Coordinator. While the coordinator can gather information and data from partners and steering committee, the coordinator should write the column. It is

important the voice remains consistent and adheres to the tone/branding standards of MAPP.

Content: A press release should be used to promote an important accomplishment or solicit participation in a major event or effort (such as an assessment).

Audience: News media; public

Flyers:

Time frame: Design and post at least two weeks in advance to promote important events, such as quarterly meetings

Author: Coordinator with help distributing from steering committee and any applicable partners.

Content: Event specific information. Must include logo, MAPP color if printed in color.

Audience: Public/Organizations

Word of Mouth:

Time frame: Ongoing and event specific, depending on promotion of general principles or soliciting participation in MAPP event.

Author: Coordinator, Steering Committee Members and Partners.

Content: The MAPP Elevator Speech will take on different word selection based on the person who is delivering and the person or group to whom it is being delivered.

However, it is important that the description of MAPP incorporate some or all of the following language:

- MAPP is a coalition that engages community partners in health improvement efforts
- MAPP stands for Mobilizing for Action through Planning and Partnerships
- The MAPP coalition defines health broadly – including cultural, economic, educational, environmental, mental, physical, and spiritual health
- Relies on a broad range of health data to strategically address and improve community health
- Serves as a backbone for collective action

When describing specific MAPP or community events/efforts, the content will reflect the specific event/effort talking points.

Audience: Individual's networks. (Can't emphasize enough the importance of word of mouth communication. This is often what gets people engaged. They feel like someone cares about what they have to say, they listen, etc.)

Surveys/Key pad polling:

Time frame: As needed.

Author: Coordinator with input from steering committee

Content: A survey can be an important tool not only to get information but also convey information in how questions are worded. Surveys should adhere to tone/branding guidelines. Prioritize keypad polling when possible as an engagement tool and data collection tool.

Audience: Specific to event - could be attendees at a quarterly meeting, MAPP listserv or general public.

Social Media: Presently do not have the capacity to maintain, but will revisit this when website completed and regular newsletter delivery (this would increase content for facebook or other social media outlet).

Time frame: Even more than a website, a facebook (or social media) page needs to be updated frequently to maintain relevance (suggestion of 3 x / week)

Content: MAPP moments, pictures, information both promoting events/programs and informing about what has happened should be posted on the facebook page. A schedule should be set up to refresh content regularly. This could coincide with the website. (there is a way to link facebook and website so things update automatically and you are not posting on both. Ask your web designer)

Author: MAPP Coordinator, Steering Members, other Partners?

Audience: Facebook friends/public. Cultivating a following on facebook is important for Facebook posts to get to their audience. Steering committee members will need to make an effort to promote MAPP Facebook to their networks.

Evaluation of Communication:

These data shall be compiled on quarterly basis and shared with the MAPP Steering Committee (alongside quarterly budget reviews).

- I. Track website use (Google analytics)
- II. Track participation in quarterly meetings (attendance & representation)
- III. Track organization participation over time (quarterly meetings)
- IV. Track news media coverage (#, type)
- V. Track Mailchimp / newsletter deliveries & openings (open rate)
- VI. Obtain feedback during quarterly meetings (capture consistent questions here - especially how people heard about the meeting)

the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (13.5% of the population).

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.1. Health

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.2. Housing

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.3. Transport

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.4. Leisure

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.5. Summary

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.6. Conclusion

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.7. References

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.8. Appendix

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.9. Index

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.10. Glossary

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

2.11. Acknowledgements

There is a growing awareness of the need to address the needs of the ageing population, and the following sections describe the current research agenda.

MAPP of the Southern Kenai Peninsula Evaluation Plan

	Evaluation	Goals	Methodology	Timeframe	Conducted
1	Steering Committee questions at end of steering meetings	<ul style="list-style-type: none"> Allow venue for bringing issues to the entire steering committee Practice terms of engagement 	<ul style="list-style-type: none"> Informally asked in round robin style: <ol style="list-style-type: none"> Did we follow our Rules of Engagement? Any last words? Keypad polling Narrative to capture reasons for responses (Identify key pieces of evidence for response #) Maintain the automated xl file average 	In the remaining 5-10 minutes of every steering meeting, 2x/month	
2	Steering Committee Self Evaluation (adapted from ACF Capacity Eval)	<ul style="list-style-type: none"> Provide ongoing opportunity for capturing lessons-learned, celebrating successes, addressing unmet roles/services 	<ul style="list-style-type: none"> Keypad polling Narrative to capture reasons for responses (Identify key pieces of evidence for response #) Maintain the automated xl file average 	Annual (October)	October 2013
3	Coordinator evaluation	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	Annual	
4	CI process & outcome measures	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Include community mtg eval ?s? 	Annual key indicators, 3yr review	
5	Subgroup / workgroup evaluation	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		
6	Steering Committee Interviews	<ul style="list-style-type: none"> Give input to the processes Harvest lessons learned to apply and build on processes Identify and address SC challenges Ensure alignment of MAPP goals among Steering Committee members. Monitoring SC progress in understanding and implementing CI model. 	<ul style="list-style-type: none"> Externally conducted when funds available Local non-steering member to conduct interviews on volunteer basis? 	Every three years (as part of the CHNA / CHIP cycle)	May 2012 (scheduled for Sept 2014)
7	Steering Committee Exit Interviews	<ul style="list-style-type: none"> Capture lessons-learned and help transition new member that fulfills specific health role 	<ul style="list-style-type: none"> Externally conducted when funds available Optional written evaluation 	When steering committee member leaves the steering committee	

MAPP Coordinator Evaluation 2014
Summary of Steering Committee Feedback
Presented by the Sustainability Subgroup
Jessica Lawmaster, Lisa Talbott, Linda Lekness, Dave Branding

Question 1: To what degree does the coordinator facilitate the development of the Community Health Needs Assessment?

1. 90% of the respondents said that the coordinator achieves or exceeds expectations.
2. Megan “assumes leadership of this process,” “is a driving force behind this development,” and “communicates CHNA needs well.”

Question 2: To what degree does the coordinator facilitate the process for developing the Community Health Improvement Plan.

1. 70% of the respondents said the coordinator achieves or exceeds expectations.
2. A number of steering committee members did not feel informed enough about the CHIP process to comment on this because they have not been involved in this step of the process during their tenure.
3. As an area of improvement, the sustainability subgroup would like the coordinator to more clearly articulate the connections between the subgroup and work group activities and the development and implementation of the CHIP and use the language of CHIP when working with steering committee and community members.

Question 3: To what degree does the coordinator create and implement the process for developing strategic and sustainability plans?

1. 100% of the respondents said the coordinator achieves or exceeds expectations.
2. “She works collaboratively alongside the Sustainability Committee to keep things on track and inform the committee’s process.”

Question 4: To what degree does the coordinator facilitate the steering committee and subgroup meetings (including all pre and post coordination and correspondence)?

1. 90% of the respondents said the coordinator achieves or exceeds expectations.
2. Megan is “always prepared,” “nimble,” and “has excellent time management skill.”
3. As an area of improvement, the sustainability group recommends the coordinator works with the steering committee to explore ways in which the steering committee meetings can be more efficient. For example, are there ways in which subgroups and work groups can report out ahead of the meeting so that the time can be spent on decision-making.

Question 5: To what degree does the coordinator develop and maintain relationships, meet accountabilities, and report to funding sources?

1. 90% of the respondents said the coordinator achieves or exceeds expectations.
2. The steering committee comments varied widely because of the ways in which members interpreted the question. One respondent said, “She ... consistently uses the HRSA requirements to maintain and complete tasks.”

Question 6: To what degree does the coordinator seek new MAPP community partners?

1. 90% of the respondents said the coordinator achieves or exceeds expectations.

2. Megan is a “wonderful connector, recruiter, and networker.” “She is very open to new partnerships and enthusiastic.” “She does an exceptional job of seeking new partners and applies a high level of understanding and awareness of our community resources.”
3. As an area of growth, the sustainability subgroup would like the coordinator to communicate new partnerships or community connections to the steering committee.

Question 7: To what degree does the coordinator provide innovative thinking and demonstrate understanding of MAPP community health goals?

1. 90% of the respondents said the coordinator achieves or exceeds expectations.
2. “The coordinator helps keep the concept of health broadly defined while still maintaining a focus on the specific issue we are addressing.” “She exceeds expectations as an innovative thinker.” “She is committed to researching and exploring best practices that exist throughout the state and the country.”

Question 8: To what degree does the coordinator contribute to consistent communication to MAPP community partners regarding MAPP activities, progress, and updates?

1. 70% of the respondents said the coordinator achieves or exceeds expectations.
2. Respondents reported that they receive many emails and that the community seems to be increasingly aware of MAPP.
3. As an area of improvement, the sustainability subgroup would like the coordinator to work with the Communications subgroup to continue the monthly newspaper article and to increase communication to the community through a routine newsletter and through social media.

Other Comments and Feedback:

Multiple steering committee members commented that they feel fortunate to have Megan in this leadership role. Two steering committee members stated that Megan did a good job “navigating” relationships and transitions.

One steering committee expressed discomfort with the coordinator and subgroups making decisions without greater input. We recommend this concern is addressed by the steering committee and articulated in the operating guidelines.

As an area of improvement, the sustainability group would like the coordinator to more clearly and consistently report on the budget. This may require additional conversation with the fiscal agent(s) of grants.

The sustainability group recommends that the fiscal agent conduct an evaluation with Megan as a contractor. The Sustainability Committee would like to seek assistance in learning how to balance the different relationships that exist within the SC, especially as we hope to diversify funding, which could lead to multiple fiscal agents. For example, how do we ensure all contract deliverables are met, prioritized, and tracked for different projects and grants?

Ten respondents completed the Coordinator Evaluation and the results were overwhelmingly positive. Numerous comments and suggestions were provided that we believe will improve our operations and communications. We appreciate everything Megan has done and continues to do for MAPP and look forward to working together to set goals for the next year. The Sustainability Workgroup thanks SC members for participating in the process, and Megan for contributing feedback, as well.

**Steering Committee Evaluation Narrative
December 3, 2014**

The narrative is more important than the number.
Do we pick number according to majority or consensus?
Should the focus be on the indicators or on the comments?

Question 1

Consensus: 3

Comments: Mission may be clear, but we may not be referencing it as often as we could or should be. There may be a disparity between newer vs. longer serving members and their perceptions of this. Need to do a better job referencing our mission.

Question 2

Consensus: 3

Comments: $\frac{3}{4}$ comments stated that the coordinator needed more clear direction from the steering committee. We do make decisions by consensus. Deeper issues coming up – trust, needing more direction.

Question 3

Consensus: 3

Comments: Supermajority. Comment about health data/epidemiology – could play into something that we do. We need to value comments. Could look at this comment as a future recommendation. High agreement and positive feedback with useful feedback for further improvement.

Question 4

Consensus: 2

Comments: Tool ranks highest when actively, constantly recruiting which is not done with a full board. Broad range of comments with mentoring/coaching. Broad spectrum of ranking maybe based on whether or not we were actively recruiting. Could change tool to say “active recruitment when needed.” Some peer to peer coaching takes place but it’s sporadic.

Question 5

Consensus: 2

Comments: We will get to focus on this more now that we have a common agenda. Connections seem to be task oriented. As we continue to learn what it means to be a backbone organization, we will be able to find more, multiple points of entry for community involvement with MAPP.

Question 6

Consensus: 3

Comments: Second comment about “does not ground itself” may mean that the group has not had a strategic plan that has guided the steering committee. Maybe have that in place now that we have operating guidelines. We are referring to that more. People might have different ideas about what the strategic plan is.

Question 7

Consensus: 2

Comments: This has not yet happened. On sustainability group's list. Been on parking lot since day 1. Connected to next question. It's been peripheral to discussions but has not been a main topic.

Question 8

Consensus: 2

Comments: Connected to question 7. It's in the works.

Question 9

Consensus: 2

Comments: We do so many different things. Marketing materials are targeted to a specific audience that would bring about a loose collection.

Question 10

Consensus: 2

Comments: Did we have a clear strategy at the time of this assessment? We know what we would like to have a clear strategy, but we're not there yet. Don't have a shared measure. Need to continue to clarify strategy. Need to focus on clear strategies and shared measurements.

Question 11

Consensus: 3

Comments: In a time of transition. This is a laborious process right now since we're still trying to figure out how we're evaluating ourselves. We do have evaluations in place. We are starting to note things from them. This is one of the most dynamic boards – changed actions, readjusted. As far as methodology, we have changed. Lots of flow. Not always captured in a survey.

Question 12

Consensus: 2

Comments: This score went down from last year. What comprises a reporting system? Website, pop411, communications plan, budget? What all is this? Is this essential for moving forward with the CHIP. The work groups were present last year giving reports. This is inherently something that we will be moving forward on with the CHIP.

Question 13

Consensus: 2

Comments: We have done the CHNA. Have not done the action phase for collecting data on shared measurement.

Question 14

Consensus: 3

Comments: The idea of organization seems to be built into the indicators. Alliance is ok, but if we had no partnerships, we'd have no MAPP. We're not looking to partner, we're looking to include. Could change indicator 1 to something like "No effort to expand partnerships or seek further partnerships or alliances." If there are no partnerships, there's no steering committee. IS

this question focused on the idea of broadly defined? This might be a differing definition of partnership. It's about continually inviting and embracing people/groups/entities to participate with MAPP goals and strategies. Inclusion. Everybody on the bandwagon. Everybody singing the MAPP song. Engagement. Don't use partnership, use partners. **WORK ON WORDING OF QUESTION.**

Question 15

Consensus: 3

Comments: MAPP is a resource that is neutral, more recognition of it being a venue for coordination and coalition work. We fulfill all of the 2 indicator pieces. Members of community don't actively engage. This year at our community meetings, there was greater participation. The discussion led us to believe that there is work to be done. We are firmly in the 2, maybe in the 3, but the majority voted for 3.

Question 16

Consensus: 2

Comments: This question seems to be personally telling because it seems to be based on where each of us is individually.

Question 17

Consensus: 3

Comments: The information is not systematically collected at this point, or we can improve in the future. We are incorporating data and using it throughout our process.

ONLY FIVE PEOPLE ANSWERED THESE BECAUSE THEY WERE ADDED AFTERWARDS:

Question 18

Consensus: 3

Comments: Added after survey money was sent out, so not all members answered them. Only half did.

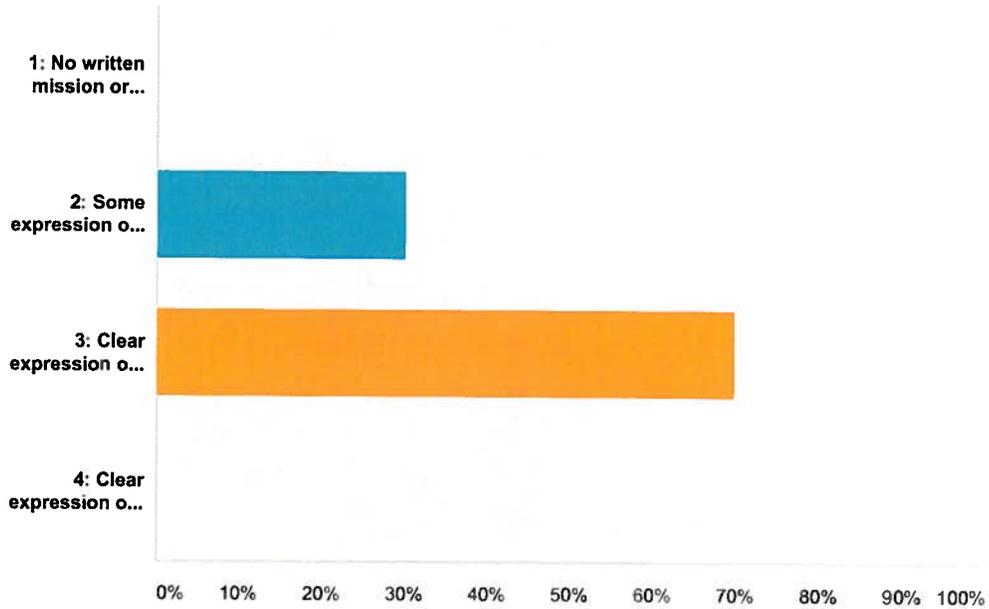
Question 19

Consensus:

Comments:

Q1 Please rank the Steering Committee Mission

Answered: 10 Skipped: 0

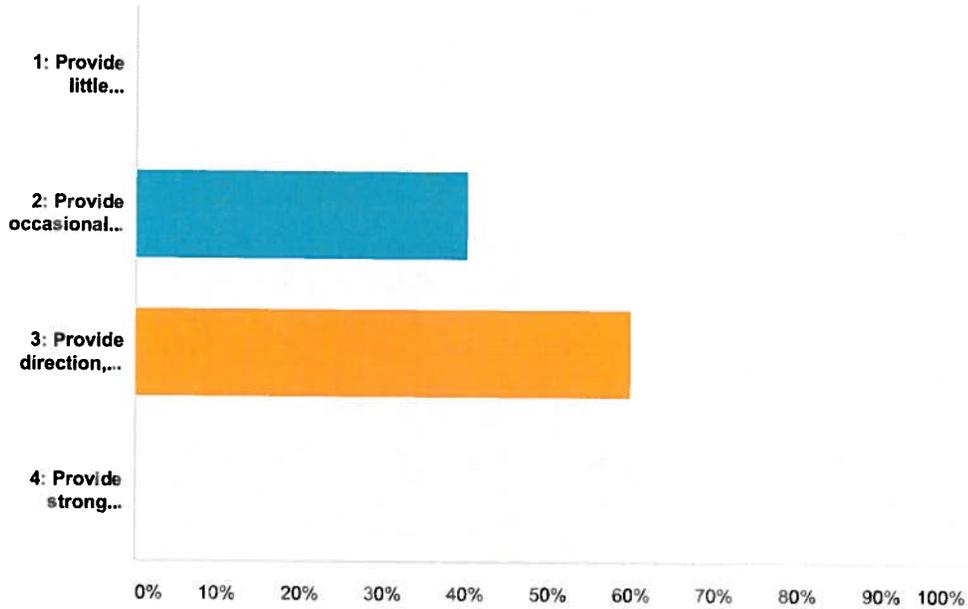


Answer Choices	Responses
1: No written mission or limited expression of the steering committee's reason for existence (lacks clarity or specificity); either held by very few in coalition or rarely referenced	0.00% 0
2: Some expression of steering committee reason for existence that reflects its values and purpose, but may lack clarity; held by some within coalition and occasionally referenced	30.00% 3
3: Clear expression of steering committee's reason for existence which reflects its values and purpose; held by many within coalition and often referenced	70.00% 7
4: Clear expression of steering committee's reason for existence which describes an enduring reality that reflects its values and purpose; universally held within coalition and frequently referenced	0.00% 0
Total	10

#	Reason for your selection	Date
1	We have done a great job articulating this lately but should be referenced more	11/5/2014 1:48 PM
2	I don't feel as though we often reference our written mission.	10/27/2014 10:40 AM
3	feels clear	10/16/2014 3:52 PM

Q2 Please rank the Steering Committee Involvement and Support

Answered: 10 Skipped: 0

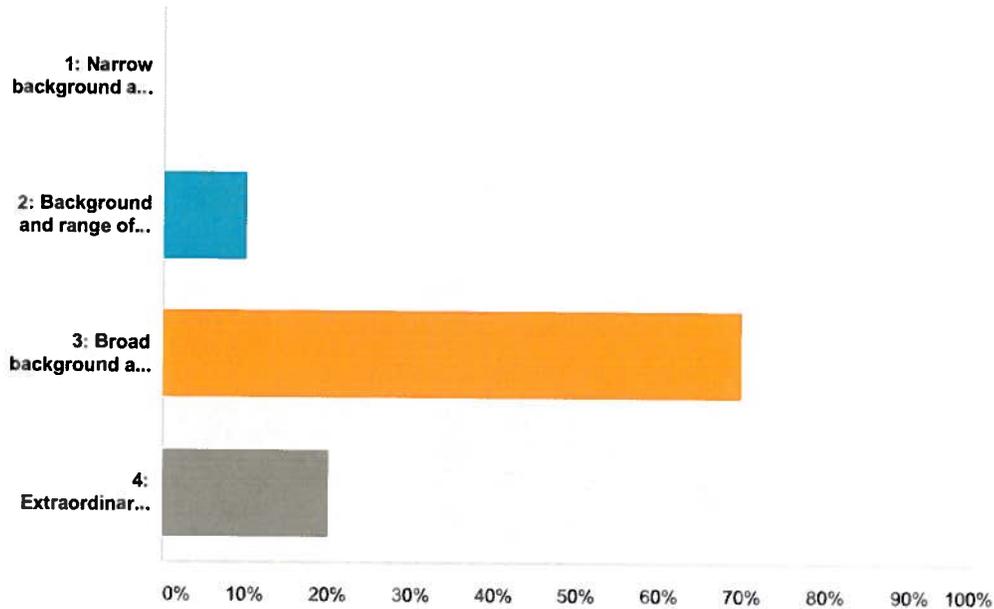


Answer Choices	Responses
1: Provide little direction, support, and accountability to the coordinator; not fully informed about material and other major matters; largely "feel-good" support	0.00% 0
2: Provide occasional direction, support, and accountability to the coordinator; generally informed about all matters in a timely manner; input and responses often solicited	40.00% 4
3: Provide direction, support, and accountability to the coordinator; fully informed about all matters; input and responses actively sought and valued; full participant in decisions, which are made by consensus	60.00% 6
4: Provide strong direction, support, and accountability to the coordinator and engaged as a strategic resource; communication among Steering Committee members reflects mutual respect, appreciation for roles and responsibilities, shared commitment, and valuing of collective wisdom	0.00% 0
Total	10

#	Reason for your selection	Date
1	We get into the weeds plenty and provide more that "feel-good" support, but other things we don't give her direction on, or worse, mixed messages	11/5/2014 1:48 PM
2	3 best describes our involvement. I believe that our accountability system for the coordinator could be more developed.	10/27/2014 10:40 AM
3	The committee generally seems supportive of coordinator, but there is a sense of either lack of trust from some to let her do her job.	10/16/2014 9:09 PM
4	coordinator often needs follow up meetings to get direction	10/16/2014 3:52 PM

Q3 Please rank the Coordinator Experience & Standing

Answered: 10 Skipped: 0

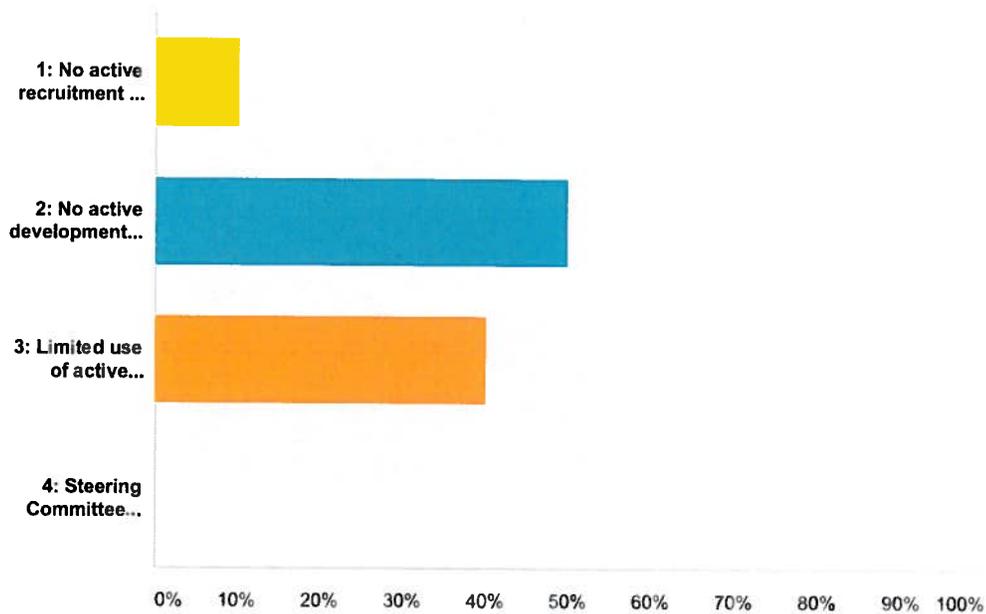


Answer Choices	Responses
1: Narrow background and range of experiences; little evidence of innovative thinking; limited recognition among peer coalitions and coalitions	0.00% 0
2: Background and range of experiences reflects some depth; some evidence of innovative thinking and understanding of the sector; occasional recognition among peer coalitions	10.00% 1
3: Broad background and range of experiences; clear evidence of innovative thinking; solid understanding of the sector; some recognition as a leader/shaper among peer coalitions and coalitions	70.00% 7
4: Extraordinarily diverse background and experiences; exceptional evidence of innovative thinking and approaches; comprehensive and deep understanding of the sector; regularly recognized as a leader/shaper among peer coalitions	20.00% 2
Total	10

#	Reason for your selection	Date
1	Megan is well regarded in the community	11/5/2014 1:48 PM
2	3 is a very fitting explanation of the Coordinator.	10/27/2014 10:40 AM
3	Megan keeps things moving and forwards MAPP's progress consistently. She is incredibly invested. The research, networking, and connections she has made has brought MAPP to a new innovative place.	10/16/2014 9:09 PM
4	would be most helpful to have more experience with health data/epidemiology	10/16/2014 3:52 PM

Q4 Please rank the Recruitment, Development, & Retention of Steering Members

Answered: 10 Skipped: 0

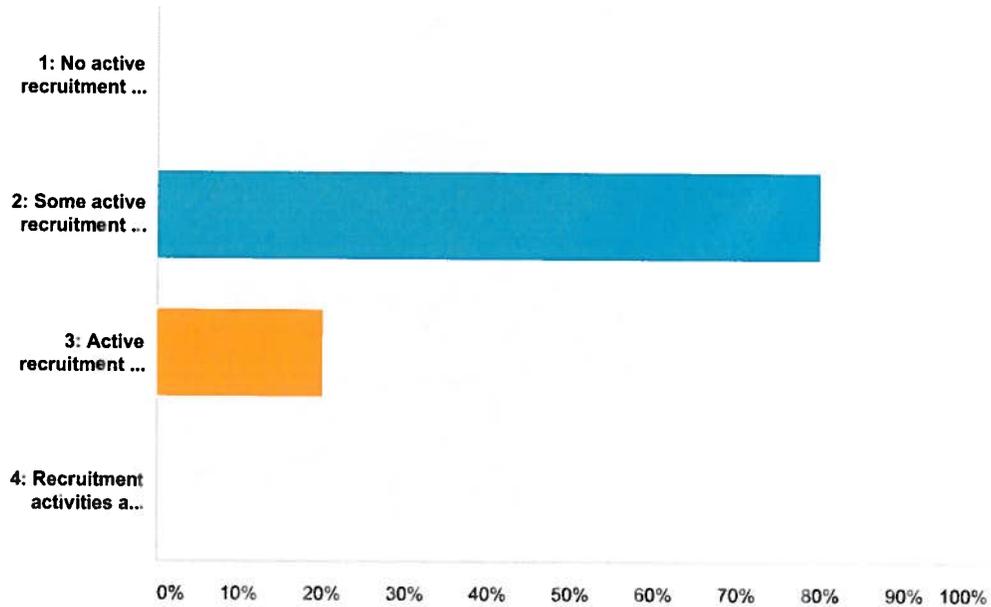


Answer Choices	Responses
1: No active recruitment of Steering members; limited training, peer to peer coaching and reflection; no regular member and coalition evaluations; no initiatives to identify promising new Steering members	10.00% 1
2: No active development tools/programs; reflection and peer to peer coaching occur sporadically; members and coalition evaluated occasionally; sporadic initiatives to identify promising new Steering members	50.00% 5
3: Limited use of active development tools/programs; frequent formal and informal peer to peer coaching and reflection; members and coalition regularly evaluated and discussed; as-needed concerted initiatives to identify promising Steering members; attention paid to the recruitment of members that reflect the diversity of the community and constituents	40.00% 4
4: Steering Committee members are actively interested in continuing development; thoughtful and targeted development plans; frequent, relevant training, peer to peer coaching, reflection, and consistent self and coalition evaluations; continuous, proactive initiatives to identify promising new Steering members; recruitment methods ensure that members reflect the diversity of the community	0.00% 0
Total	10

#	Reason for your selection	Date
1	We are spending a lot of effort on this right now. I think recruitment of new members is good. Though there is no expressed mentorship, older members are always more than willing to help coach newer members (from experience)	11/5/2014 1:48 PM
2	Peer to Peer Coaching occurs sporadically and isn't a current goal within the Steering Committee.	10/27/2014 10:40 AM
3	Hopefully this is improving now that the sustainability committee is working hard to address these gaps.	10/16/2014 9:09 PM
4	we seem to only recruit when in need, and don't have systems in place for that or mentoring	10/16/2014 3:52 PM

Q5 Please rank the Steering Committee Community Partner Engagement

Answered: 10 Skipped: 0

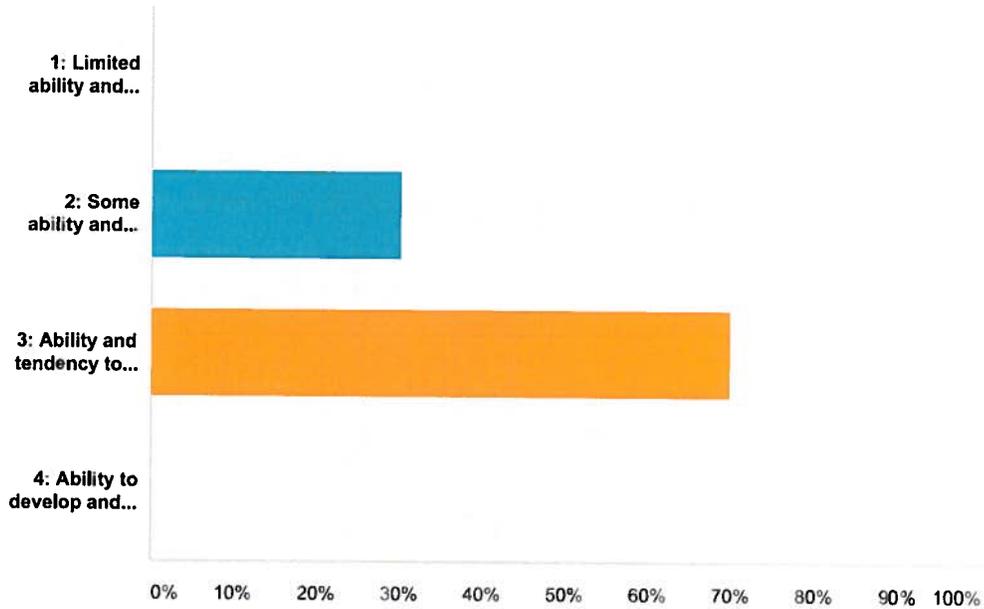


Answer Choices	Responses
1: No active recruitment of community partners; no defined roles for partners to fill; few systems in place to engage with partners	0.00% 0
2: Some active recruitment of community partners; partner roles involve a range of time commitments and skill levels; partner work is mostly task-oriented; basic training to partners	80.00% 8
3: Active recruitment of partners on a regular basis; wide range of partner roles available; partner work is collaborative; some systems exist to track and support partners; partner orientations take place as needed	20.00% 2
4: Recruitment activities are ongoing and strategic; wide array of roles are available; robust community partner engagement activities in place; community meetings take place on a regular basis	0.00% 0
Total	10

#	Reason for your selection	Date
1	I think this is the reason MAPP exists and it (we!) do a great job - but there is always room for improvement, more roles for people of different participation levels and a way to track and support partners that is transparent.	11/5/2014 1:48 PM
2	I believe that our engagement efforts are largely task-oriented.	10/27/2014 10:40 AM
3	The SC seems to leave that to the coordinator	10/16/2014 3:52 PM

Q6 Please rank the Steering Committee Strategic Planning

Answered: 10 Skipped: 0

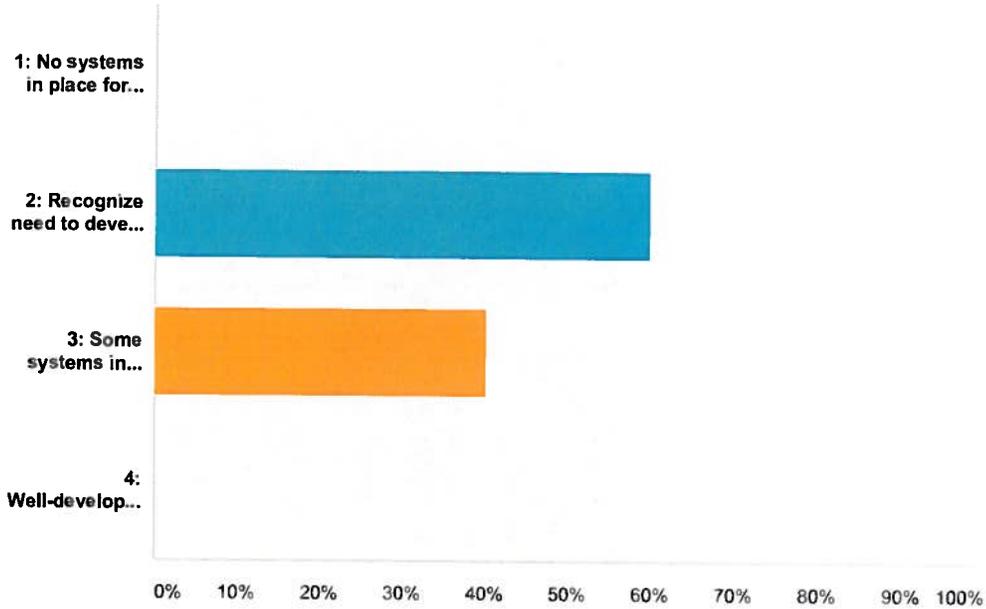


Answer Choices	Responses
1: Limited ability and tendency to develop strategic plan, either internally or via external assistance; if strategic plan exists, it is rarely or never referenced	0.00% 0
2: Some ability and tendency to develop high-level strategic plan either internally or via external assistance; strategic plan sometimes directs Steering Committee decisions	30.00% 3
3: Ability and tendency to develop and refine concrete, realistic strategic plan; some internal expertise in strategic planning or access to relevant external assistance; strategic planning carried out on a near-regular basis; strategic plan used to guide Steering decisions	70.00% 7
4: Ability to develop and refine concrete, realistic, and detailed strategic plan; critical mass of internal expertise in strategic planning, or efficient use of external, sustainable, highly qualified resources; strategic planning exercise carried out regularly; strategic plan used extensively to guide Steering decisions	0.00% 0
Total	10

#	Reason for your selection	Date
1	lots of focus recently on this	11/5/2014 1:50 PM
2	Although we recently are giving greater attention to checking, historically the group does not ground itself	10/16/2014 3:55 PM

Q7 Please rank the Steering Committee Fund Development Planning

Answered: 10 Skipped: 0

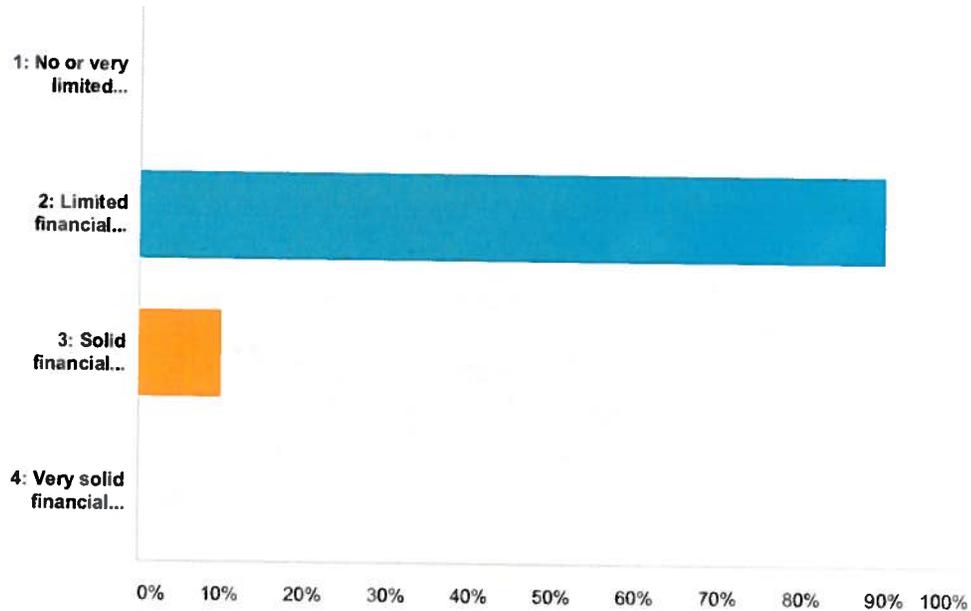


Answer Choices	Responses
1: No systems in place for long-term planning, diversifying revenue streams, or outlining and managing to target goals; fundraising is reactive; fund development strategy not well-articulated	0.00% 0
2: Recognize need to develop systems for long-term planning, revenue diversification, and outlining and managing to target goals; fund development includes several activities, but is not connected to Steering Committee's long-term strategic plan and budget projections	60.00% 6
3: Some systems in place for long-term planning, revenue diversification, and outlining and managing to target goals; fund development strategy includes multiple activities and is loosely connected to Steering Committee long-term strategic plan and budget projections	40.00% 4
4: Well-developed systems for long-term planning, revenue diversification, and outlining and managing to target goals; multi-pronged fund development strategy is proactive and integrated into Steering Committee's long-term strategic plan and budget projections	0.00% 0
Total	10

#	Reason for your selection	Date
1	A little grant to grant and leaning on SPH	11/5/2014 1:50 PM
2	Need more of this, need to diversify	10/16/2014 9:11 PM
3	we've been meeting for years but still have no concrete steps in place for long term funding	10/16/2014 3:55 PM

Q8 Please rank the Steering Committee Financial Planning / Budgeting

Answered: 10 Skipped: 0

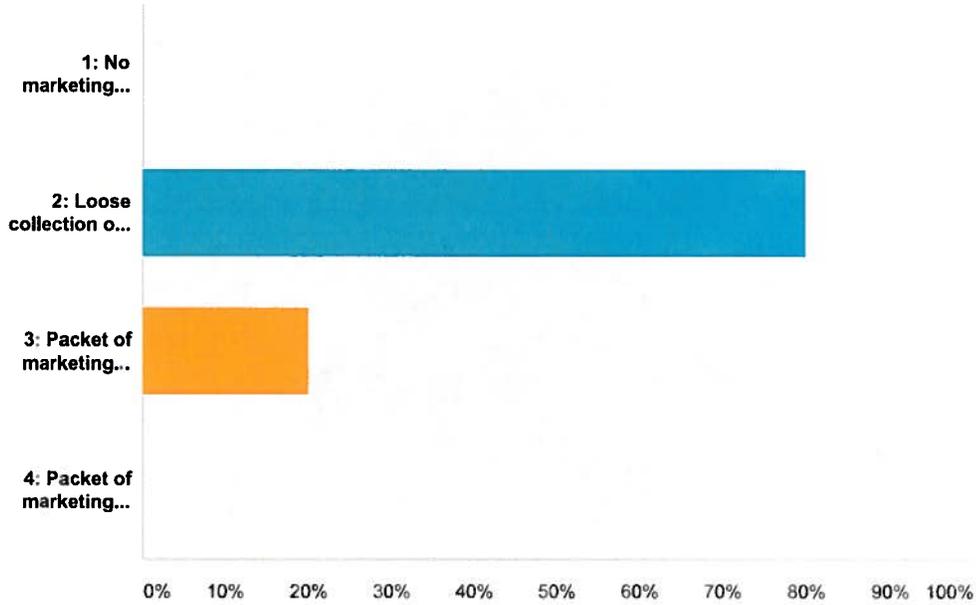


Answer Choices	Responses
1: No or very limited financial planning; general budget developed; performance-to-budget loosely or not monitored	0.00% 0
2: Limited financial plans, updated on an ad hoc basis; budget utilized as operational tool; used to guide/assess financial activities; performance-to-budget monitored periodically	90.00% 9
3: Solid financial plans, updated regularly; budget integrated into most operations; reflects Steering Committee needs; performance-to-budget monitored regularly	10.00% 1
4: Very solid financial plans, continuously updated; budget integrated into all operations; used as strategic tool; budget developed from process that incorporates and reflects Steering Committee needs and objectives; performance-to-budget closely and regularly monitored	0.00% 0
Total	10

#	Reason for your selection	Date
1	I feel like the steering committee does not have much of a role in this, for the organization it may be fine	11/5/2014 1:50 PM
2	so much is grant driven	10/16/2014 3:55 PM

Q9 Please rank the Steering Committee Communications & Outreach

Answered: 10 Skipped: 0

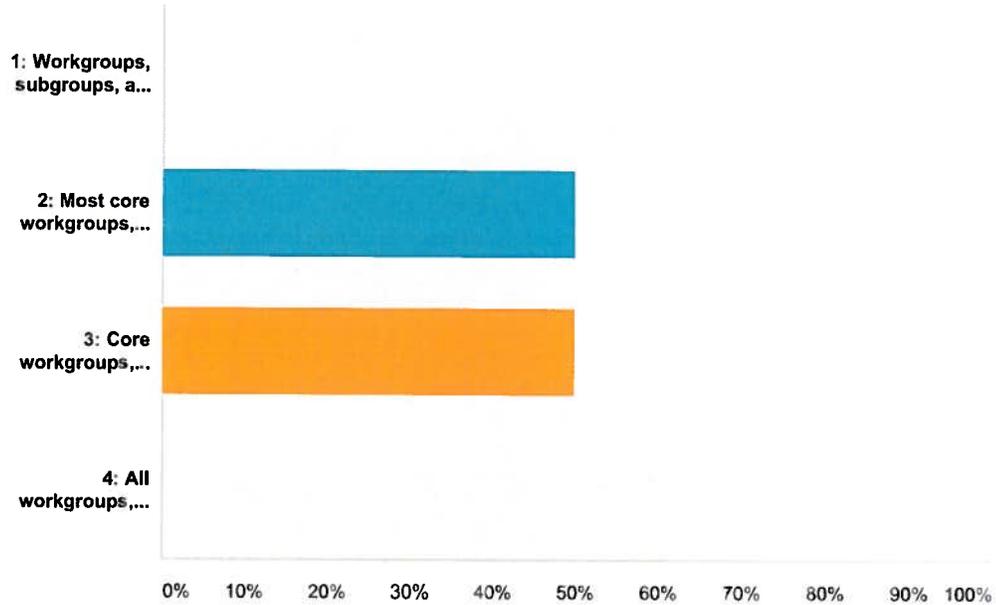


Answer Choices	Responses
1: No marketing materials, or outdated materials; strictly internally-focused and little to no outreach to stakeholders; any materials that exist are unprofessional in presentation	0.00% 0
2: Loose collection of materials used for marketing; generic documents and not always updated to reflect current programs, activities, and outcomes; materials have a minimal degree of professionalism or consistent look and feel	80.00% 8
3: Packet of marketing materials used on a consistent basis; information contained in the materials is up to date and reflects current programs, activities, and outcomes; materials reasonably professional in presentation and aligned with established standards for font, color, logo placement, etc.	20.00% 2
4: Packet of marketing materials used consistently and easily updated on a regular basis; materials extremely professional in appearance and appeal to a variety of stakeholders; all materials consistently adhere to established standards for font, color, logo placement, etc.	0.00% 0
Total	10

#	Reason for your selection	Date
1	We are working on this and it will be better soon!	11/5/2014 1:50 PM
2	Our website contains numerous out-of-date bits of information.	10/27/2014 10:46 AM
3	Recent addition of articles will help, I think we could develop more marketing tools	10/16/2014 9:11 PM
4	we wrote a communication plan and for many years have wanted a good website, enewsletter, and marketing materials but it just doesn't happen - we know what we want, we just don't do it	10/16/2014 3:55 PM

Q10 Please rank the MAPP Workgroup/ Subgroup Relevance and Integration

Answered: 10 Skipped: 0

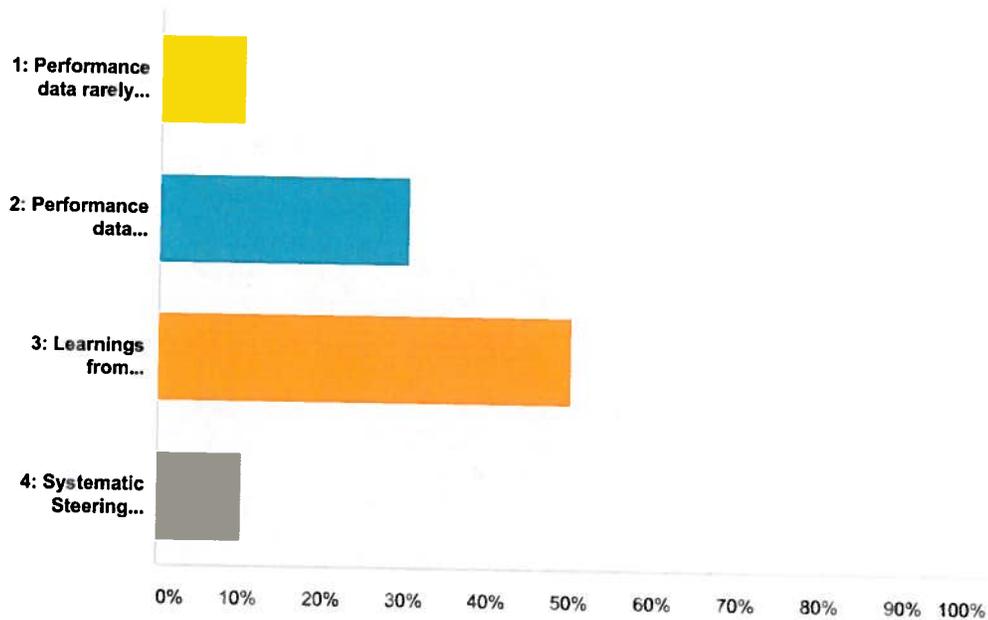


Answer Choices	Responses
1: Workgroups, subgroups, and partners are vaguely defined and lack clear alignment with mission and overarching goals; workgroups, subgroups, and partners seem scattered and largely unrelated to each other	0.00% 0
2: Most core workgroups, subgroups, and partners are well defined and solidly linked with mission and overarching goals; offerings may be somewhat scattered and not fully integrated into clear strategy	50.00% 5
3: Core workgroups, subgroups, and partners well-defined and aligned with mission and overarching goals; offerings fit together well as part of clear strategy	50.00% 5
4: All workgroups, subgroups, and partners well-defined and fully aligned with mission, overarching goals and constituency; offerings are clearly linked to one another and to overall strategy; synergies across programs are captured	0.00% 0
Total	10

#	Reason for your selection	Date
1	I lack much knowledge of workgroups - but know they are doing great things. It is the overarching strategy I still question...	11/5/2014 2:06 PM
2	I think overall we demonstrate the capacity to integrate our efforts fully.	10/27/2014 10:50 AM
3	I cannot say well defined because there are some things that MAPP claims but players within those have don't think they are part of mapp	10/16/2014 3:57 PM

Q11 Please rank the MAPP Evaluation & Coalition Learning

Answered: 10 Skipped: 0

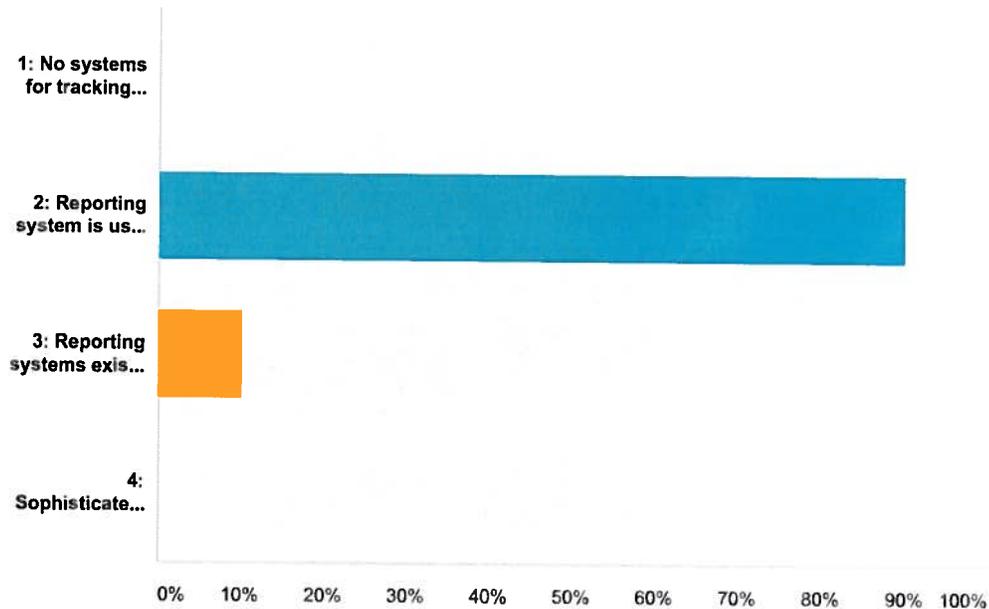


Answer Choices	Responses
1: Performance data rarely used to improve Steering Committee efforts; little experience with evaluation beyond capturing information to report to stakeholders; information systems not in place	10.00% 1
2: Performance data occasionally used; some time devoted to evaluation efforts; evaluation is not seen as integral to Steering Committee's work; info and communication systems not in place	30.00% 3
3: Learnings from performance data distributed throughout Steering Committee, and often used to make adjustments and improvements; some time devoted to documenting committee's and/or coalition's work; some info and communication systems in place to support on-going evaluation	50.00% 5
4: Systematic Steering Committee practices of making adjustments and improvements on basis of evaluation data; resources are devoted to thoroughly documenting coalition's work and capturing the complete story of its impact; evaluation processes fully integrated into information system	10.00% 1
Total	10

#	Reason for your selection	Date
1	I am not really sure here...we have lots of data but is it evaluating or just reproting?	11/5/2014 2:06 PM
2	Our own self eval from last year - it was driven by grant, so when we look at the results we say they don't matter cause the way the question was asked;	10/16/2014 3:57 PM

Q12 Please rank the MAPP Reporting Systems

Answered: 10 Skipped: 0

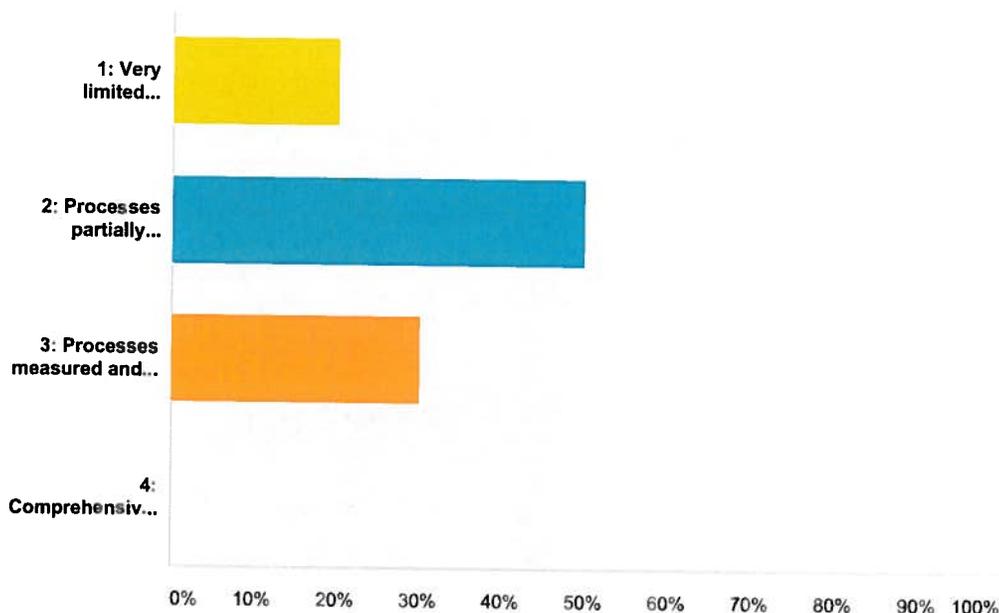


Answer Choices	Responses
1: No systems for tracking partners, volunteers, programs, and financial information	0.00% 0
2: Reporting system is used in only few areas; systems perform only basic features, are awkward to use, or are used only occasionally	90.00% 9
3: Reporting systems exist in most areas for tracking partners, volunteers, programs, and financial information; commonly used and help increase info sharing and efficiency	10.00% 1
4: Sophisticated, comprehensive reporting system exists for tracking clients, volunteers, programs, and financial information, widely used and essential in increasing info sharing and efficiency	0.00% 0
Total	10

#	Reason for your selection	Date
1	I think we are currently working on all of these elements.	11/5/2014 2:06 PM
2	I don't feel as though we have a sophisticated and comprehensive reporting system.	10/27/2014 10:50 AM

Q13 Please rank the MAPP Evaluation / Performance Measures

Answered: 10 Skipped: 0

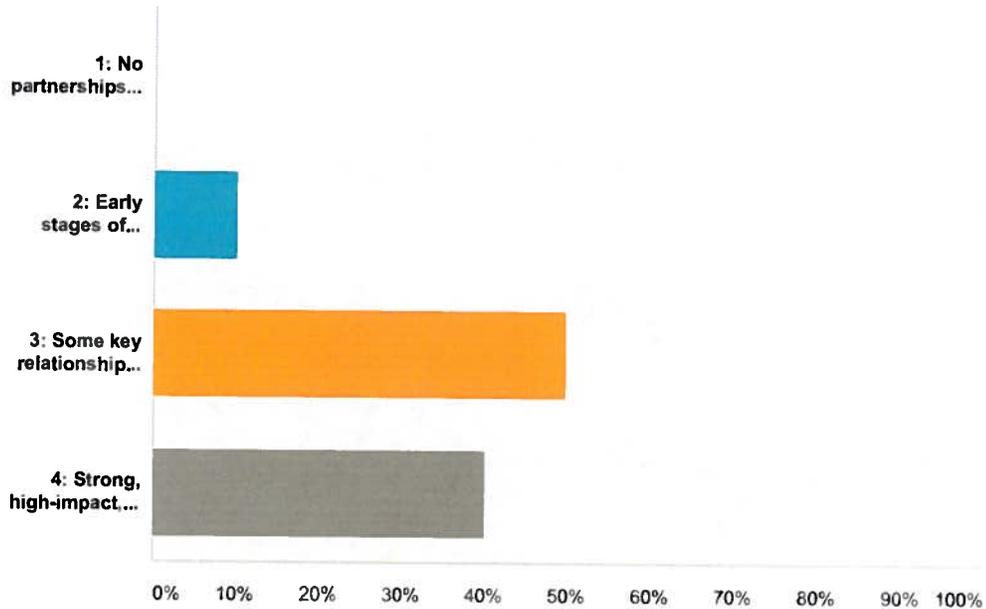


Answer Choices	Responses
1: Very limited measurement and tracking of progress or processes; all or most evaluation based on anecdotal evidence; no external comparisons made; coalition collects some data on coalition activities and initiatives (i.e. number of children served), but does not collect data on shared measurements (i.e.: the extent to which the dropout rate has been lowered)	20.00% 2
2: Processes partially measured and progress partially tracked; some external comparisons made; coalition regularly collects solid data on coalition activities and initiatives, and has begun to collect data on shared measurements	50.00% 5
3: Processes measured and progress tracked in multiple ways on a regular basis; effective internal and external benchmarking occurs but may be confined to select areas; multiple indicators used in evaluation, with primary focus on shared measures; some attention paid to cultural appropriateness of evaluation process/methods; social impact measured, but longitudinal (long-term) or independent nature of evaluation is missing	30.00% 3
4: Comprehensive, integrated system (i.e.: balanced scorecard) used for measuring coalition's processes and progress on continual basis; internal and external benchmarking part of the coalition's culture and used by the Steering Committee and Coordinator in target-setting and daily operations; clear and meaningful shared measures exist in all areas; careful attention paid to cultural appropriateness of evaluation process/methods; measurement of social impact based on longitudinal studies with independent evaluation	0.00% 0
Total	10

#	Reason for your selection	Date
1	Are we doing benchmarking yet?	11/5/2014 2:06 PM

Q14 Please rank the MAPP Partnerships & Alliances

Answered: 10 Skipped: 0

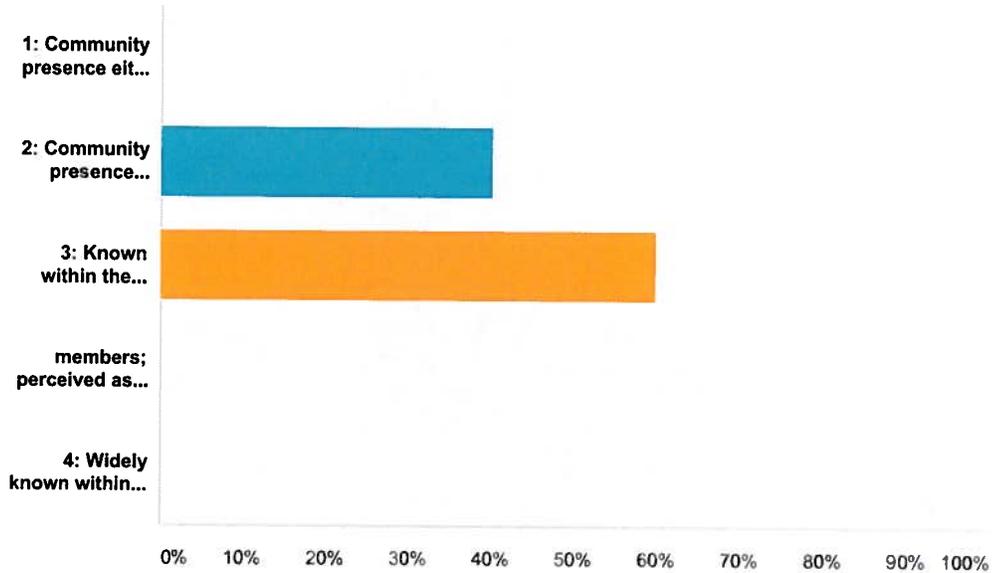


Answer Choices	Responses
1: No partnerships or alliances	0.00% 0
2: Early stages of building relationships and collaborating with other for-profit, nonprofit, public sector, or community groups or individuals, etc.; if relations do exist, some may be precarious or not fully "win-win"	10.00% 1
3: Some key relationships with a few types of relevant entities have been built and leveraged; action around common goals is generally short term	50.00% 5
4: Strong, high-impact, relationships with variety of relevant entities have been built, leveraged, and maintained; relationships anchored in stable, long-term, mutually beneficial collaboration	40.00% 4
Total	10

#	Reason for your selection	Date
1	We have great partners! That is all MAPP is - partners	11/5/2014 2:08 PM
2	I would have chosen 3.5 if that were an option.	10/27/2014 11:56 AM
3	While I think we have very strong partnerships, I feel we need to better engage and communicate with partners on a more consistent basis	10/16/2014 9:14 PM
4	I have no reason for MAPP to have local partnerships - we ARE a partnership, a network. I would not want to see a number 4 here - we are not an organization	10/16/2014 4:00 PM

Q15 Please rank the MAPP Community Presence & Standing

Answered: 10 Skipped: 0

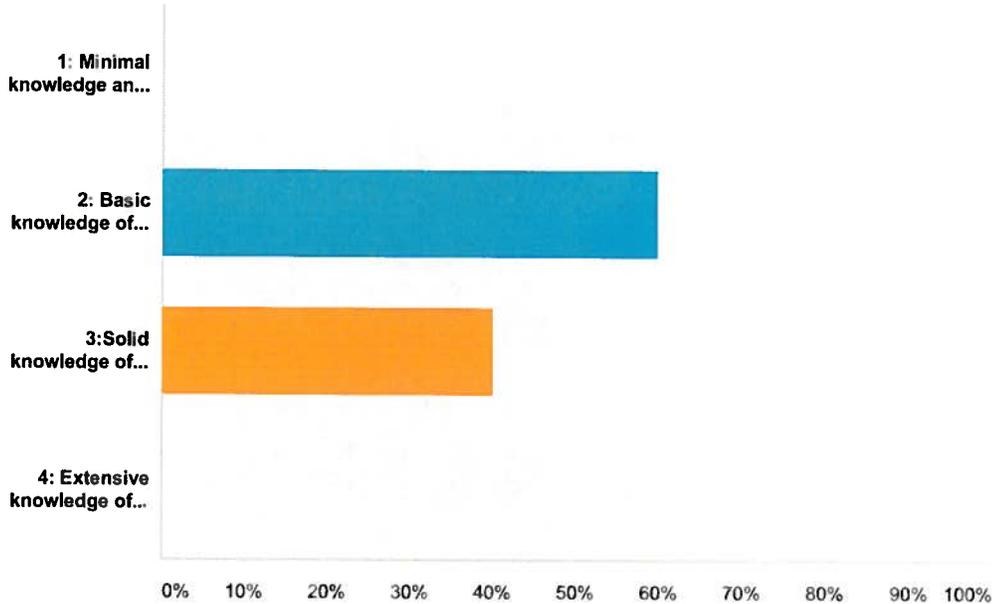


Answer Choices	Responses
1: Community presence either not recognized or coalition is generally not regarded as a player in the community; few members of the community engage with coalition; coalition is rarely called on for its input on issues important to the community	0.00% 0
2: Community presence somewhat recognized, and coalition is generally regarded as a player in the community; some members of the community actively engage with coalition; coalition is occasionally called on for its input on issues important to the community	40.00% 4
3: Known within the community beyond just constituents/members; perceived as open and responsive to community needs; members of larger community actively engage with coalition; coalition is often called on for its input on issues important to the community	60.00% 6
members; perceived as open and responsive to community needs; members of larger community actively engage with coalition; coalition is often called on for its input on issues important to the community	0.00% 0
4: Widely known within the community, and perceived as actively engaged with and extremely responsive to it; many members of the larger community actively engage with coalition; coalition is always called on for its input on issues important to the community	0.00% 0
Total	10

#	Reason for your selection	Date
1	MAPP is pretty well known by now, which is good to see	11/5/2014 2:08 PM
2	Most people know "MAPP," but many still don't understand it	10/16/2014 9:14 PM

Q16 Please rank the Steering Committee Monitoring of Collective Impact process

Answered: 10 Skipped: 0

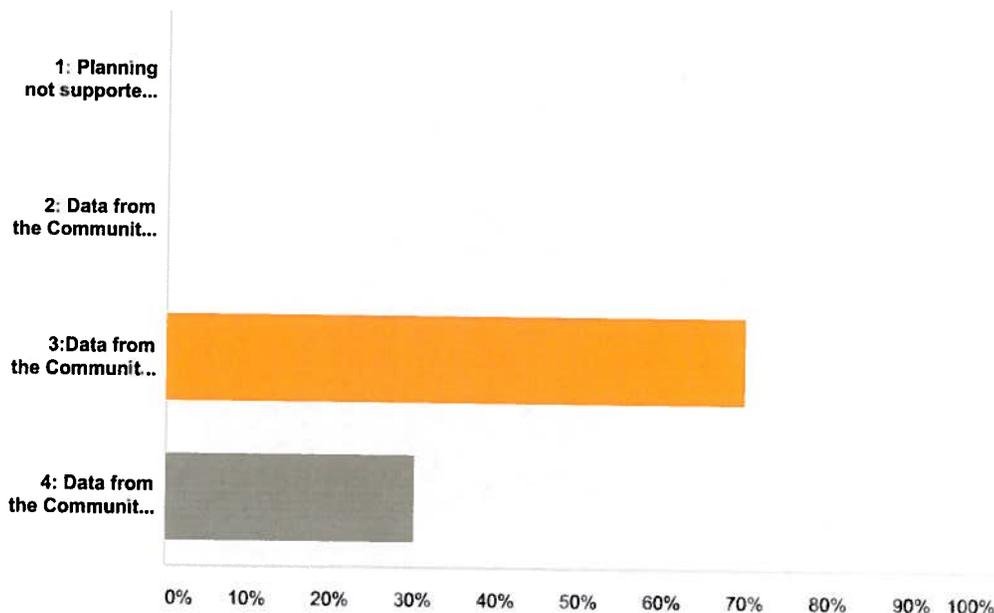


Answer Choices	Responses
1: Minimal knowledge and understanding of the Collective Impact process and other groups employing the model	0.00% 0
2: Basic knowledge of the Collective Impact process, but limited ability to adapt behavior based on acquired understanding	60.00% 6
3: Solid knowledge of the Collective Impact process; good ability to adapt behavior based on acquired understanding and cultural appropriateness, but only carried out on occasion	40.00% 4
4: Extensive knowledge of the Collective Impact model; refined ability and systematic tendency to adapt behavior based on acquired understanding and cultural appropriateness	0.00% 0
Total	10

#	Reason for your selection	Date
1	Again, we are working on this one	11/5/2014 2:08 PM
2	really is a 3, but have not yet carried out	10/16/2014 4:00 PM

Q17 Please rank the Steering Committee Community Health Needs Assessment

Answered: 10 Skipped: 0

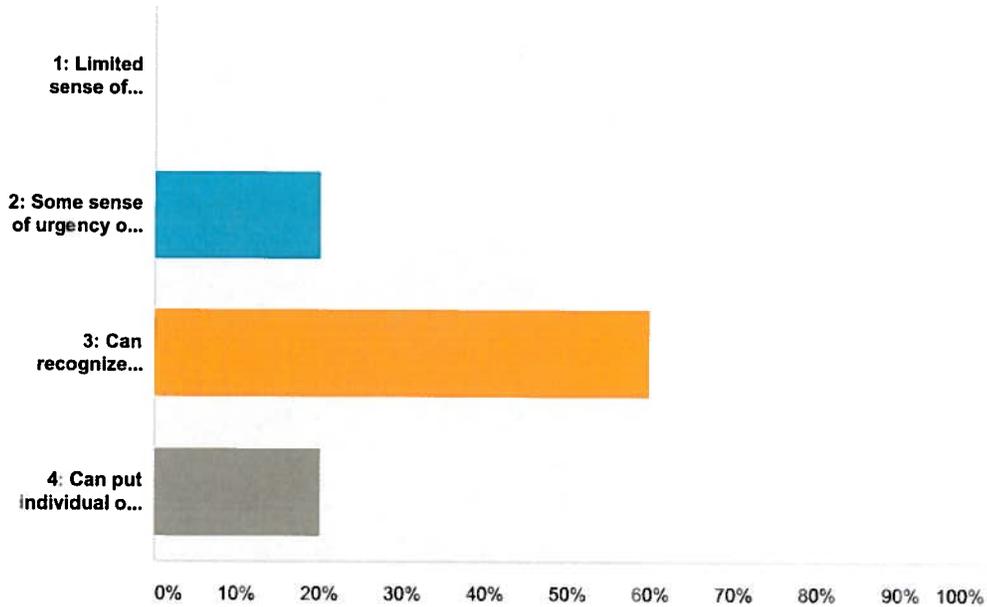


Answer Choices	Responses
1: Planning not supported by the Community Health Needs Assessment; Steering Committee has very few connections to community members that can provide information about evolving community needs	0.00% 0
2: Data from the Community Health Needs Assessment is used to inform planning, although collection is haphazard; Steering Committee has a few connections to community members that can provide information about evolving community needs	0.00% 0
3: Data from the Community Health Needs Assessment is used to inform planning; Steering Committee has many connections to community members with whom they communicate about evolving community needs	70.00% 7
4: Data from the Community Health Needs Assessment is regularly used; information systematically collected and used to support and improve planning efforts; Steering Committee has numerous connections to community members with whom they regularly communicate about evolving community needs	30.00% 3
Total	10

#	Reason for your selection	Date
1	MAPP really strives to adhere to this, other community organizations do too	11/5/2014 2:08 PM
2	I am meaning the data committee here , not full SC	10/16/2014 4:00 PM

Q18 What is your sense of urgency around addressing the Family Well-being community priority?

Answered: 5 Skipped: 5

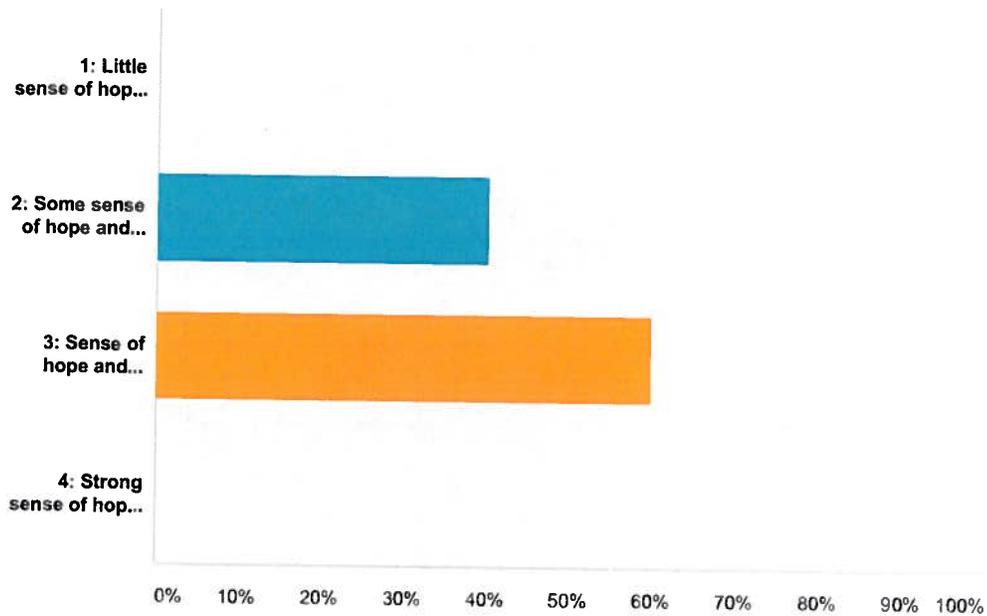


Answer Choices	Responses
1: Limited sense of urgency or buy-in to addressing Family Well-being community priority	0.00% 0
2: Some sense of urgency or buy-in to addressing Family Well-being community priority	20.00% 1
3: Can recognize urgency to addressing Family Well-being even if not fully aligned as an individual or organization	60.00% 3
4: Can put individual or organizational agenda aside and wholly support addressing Family Well-being community priority	20.00% 1
Total	5

#	Reason for your selection	Date
1	On an individual professional level	11/5/2014 2:09 PM

Q19 In regards to the community priority of Family Well-being, please rank your sense of hope and motivation that progress can be made to Increase Family Well-being in a reasonable timeframe:

Answered: 5 Skipped: 5



Answer Choices	Responses
1: Little sense of hope and motivation that progress can be made on increasing family well-being in a reasonable timeframe	0.00% 0
2: Some sense of hope and motivation that progress can be made on increasing family well-being in a reasonable timeframe	40.00% 2
3: Sense of hope and motivation that progress can be made on increasing family well-being in a reasonable timeframe	60.00% 3
4: Strong sense of hope and motivation that progress can be made on increasing family well-being in a reasonable timeframe	0.00% 0
Total	5

#	Reason for your selection	Date
1	Lots of things left to define on this one.	11/5/2014 2:09 PM

2014 MAPP Steering Committee Interviews

Final Report

January 15, 2015

Presented To:

MAPP Steering Committee
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Discussion

The Steering Committee members interviewed are clearly dedicated to the MAPP process as well as its outcomes, including the health needs assessment and the community health improvement plan. All of the members are excited about the collaboration opportunities presented by MAPP and most are also excited about the opportunity to develop shared measures to document the impact of MAPP in a clear and concise manner.

There seems to be more than one way of looking at the goals of MAPP. On the one hand, there are those who focus primarily on MAPP's goals as related to the products or outcomes of its work -- conducting a community health needs assessment and developing a community health improvement plan. These members are those who see Steering Committee members rolling up their sleeves and doing the work of MAPP, like collecting and analyzing data. These members also express sometimes being frustrated by the relative slowness of the committee discussion process, but recognize the importance of consensus-building in that space. On the other hand, there are those who focus primarily on MAPP's goals related to collaboration, and the benefits of collaboration to community health and their agency's mission. These members focus on the Steering Committee as a collaborative space where consensus-building can be practiced. Committee collaboration potentially serves as an interactional model for those organizations and individuals participating in MAPP. Viewing the Steering Committee's role from this perspective frames the committee's role as more advisory.

Respondents recognize the importance to MAPP of balancing process with action, but the two different views described above emerged from respondent data in terms of how they view the Steering Committee's role in supporting those MAPP goals. Respondents' differing viewpoints emerge throughout the interviews, from the Steering Committee members' perception of the MAPP goals to the tangible benefits Steering Committee members reap from their participation in MAPP and the Steering Committee. The tension between the two viewpoints is important because it ultimately underscores the value of the defined goals for MAPP. If MAPP's goals are framed primarily as conducting a community health needs assessment and developing a community health improvement plan, then the Steering Committee members might move towards having a more hands-on role in collecting, analyzing, and sharing the results. If, however, the goal of MAPP is ultimately to collaborate on solving community health issues, the role of the Steering Committee might be more advisory, with a focus on consensus-building.

Appendix A: Interview Questions

1. Why did you originally agree to serve on the Steering Committee? (EI)
2. What does the Steering Committee do as part of the MAPP process?
3. What is your personal role on the Steering Committee?
4. Was your understanding about the requirements of serving consistent with your actual experience? (EI)
5. What do you feel has been your most significant contribution to date? (EI)
6. What perspective of community health do you represent and how did you represent this constituency/perspective on the steering committee?
7. How did you represent the MAPP perspective back to your constituency? (EI)
8. What did you like best about your experience on the Steering Committee? (EI)
9. What advice would you offer for incoming steering committee members? (EI)
10. What are the Steering Committees' challenges?
11. What are the Steering Committee's strengths?
12. What are your personal challenges with Steering Committee participation?
13. Do you have any suggestions to improve the steering committee? (EI)
14. What are MAPP's biggest opportunities
15. Describe MAPP's major accomplishments
16. Where would you like MAPP to be in three years
17. What are the main goals of MAPP
18. Please describe the Collective Impact Model?
19. How confident are you in your understanding of the Collective Impact Model?
20. How has the Collective Impact Model been implemented to date?
21. Describe MAPP's lessons learned?
22. What are barriers MAPP faces in achieving its current goals
23. What strategies are being employed to overcome those barriers?
24. Describe specific impacts of MAPP on the constituency you serve.

EI=Exit Interview Questions. These were asked of all respondents whether or not they were leaving the Steering Committee.

GOALS FOR TODAY

Define/List Priorities to Work on, Identify which Mary Kay could help with Important Themes from each individual evaluation, note if there was overlapping themes

EXTERNAL EVALUATION: GOLDSTREAM GROUP

Blue= theme also showed up in Steering Committee Self-Evaluation

1) Clarify the goal of MAPP, and how to communicate it to the community

- 1) Do a CHNA and a CHIP and/or
- 2) Foster collaboration

2) Clarify the role of the Steering Committee:

- what it means to “guide” and “direct,”
- What does “collaborative leadership” look like in practice?
- —> brings up Operating Guidelines: do we need to clarify them, implement them, or some combination thereof?
- action vs. process
- define what does action for the steering committee look like?
- define and documenting consensus when it is arrived at
- —> Kyra’s Decision- Document?
- Prioritize Steering committee tasks
- Role of subgroups and their authority to make decisions that will affect the whole SC

3) Clarify the role of the Coordinator:

Return to Operating Guidelines but then clarify:

In practice what does collaborative leadership look like?

How to navigate the fact that the coordinator’s role changes depending on what task is at hand.

- AGREED UPON
 - does the legwork and research
 - keeps people motivated and connected
- QUESTIONS
 - a facilitator? one that helps to bring about an outcome
 - a coordinator? someone whose job it is to organize the various parts of an activity and keep the people working together
 - what kind of the authority does the coordinator have?
 - how much autonomy does the coordinator have?
 - who makes decisions?
 - what types of questions get asked in what venue?
 - what decisions need to be made by whom
 - who supervises the coordinator?
 - steering committee responsibility vs. coordinator responsibility
 - role of the Community Advisory Panel?
 - what is the relationship between the steering committee and the coordinator?
 - coordinator carries out what the steering committee decides or
 - steering committee is an advisory group to the coordinator

4) Clarify Collective Impact so Steering Committee understands and can describe it

- how to define it and what it looks like in practice

5) Become fiscally and organizationally sound in 3 years

6) Clearer process for CHNA and CHIP

7) Clarify the structure of MAPP

- what is a coalition
- what is the role of the workgroups
- what does it mean to be backbone support?
- action vs. process?
- what does MAPP action look like?

8) Time commitment of Steering Committee members

- huge commitment of time, too much time
- growing list of things to do
- prioritize how time is spent, who from an agency is on the Steering Committee vs. workgroups
- connects to: defining role of steering committee and role of coordinator and decision making

9) New Steering Committee member processes

- Orientation?
- Peer coaching?

OTHER ITEMS

- Update Steering Committee Evaluation Tools: Will be updated in sustainability plan
- Expand representation of who is on the Steering Committee: revisit Operating Guidelines and take action —> Needs to be addressed but not a surfacing theme
- balance between getting things done vs. decision making by consensus

* Use the External Evaluation in the future when working to address these issues

DEROTHA'S THOUGHTS

- no clarity in evaluation on how the individual is answering the question: as a steering committee member, as a workgroup member or as the overarching MAPP role in the community

LISA'S THOUGHTS

- never ending parking lot, when do they come into discussion, put an expiration date on them

COLLECTIVE IMPACT CONDITIONS:

1. Common Agenda
2. Backbone Infrastructure
3. Mutually Reinforcing Activities
4. Shared Measurement
5. Continuous Communication

COMMON AGENDA AREA of MEASUREMENT

1. To what extent do Collective Impact partners have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions?

OUTCOMES & INDICATORS

- The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors
 - The initiative's Steering Committee includes voices from all relevant sectors and constituencies
 - Members of the focus population help shape the common agenda
 - Community members are aware of the CI initiative's goals & activities
- Partners have achieved a common understanding of the problem
 - The group's understanding of the problem is informed by data
 - Partners and the broader community understand and can articulate the issues around family well-being
- Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change
 - Partners accurately describe the goals of the initiative
 - Geographical boundaries and population targets are clear for all partners
- Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions
 - Partners use data (qualitative & quantitative) to inform selection of strategies and action
 - Partners show commitment to the elements of the common agenda
 - Partners demonstrate flexibility and willingness to adapt strategies and tactics in the face of new information, successes, or challenges

COLLECTIVE IMPACT CONDITIONS:

1. Common Agenda
2. **Backbone Infrastructure**
3. Mutually Reinforcing Activities
4. Shared Measurement
5. Continuous Communication

BACKBONE INFRASTRUCTURE AREAS of MEASUREMENT

1. Has the Collective Impact initiative established an effective backbone infrastructure and governance structure?
2. To what extent and in what ways does the backbone infrastructure provide the leadership, support, and guidance partners need to do their work as planned?
3. To what extent does the backbone Infrastructure engage community members to ensure broad-based support?

OUTCOMES & INDICATORS

- The initiative's SC has been established and an effective backbone function has been identified or established
 - **SC includes a diverse set of voices and perspectives from multiple relevant sectors and constituencies**
 - Backbone staff effectively manage complex relationships
 - Backbone staff demonstrate commitment to the CI's vision
 - Backbone staff are both neutral and inclusive
 - **Backbone staff are respected by important partners and external stakeholders**
- The backbone infrastructure effectively guides the CI initiative's vision and strategy
 - BBI effectively engages SC members in issues of strategic importance
 - BBI and SC build a common understanding of the problem that needs to be addressed
 - The SC makes clear and timely decisions on matters of strategic importance
 - BBI & SC serve as thought leaders/standard bearers for the initiative
 - **BBI builds and maintains hope & motivation to achieve the initiative's goals**
 - BBI celebrates & disseminates achievements of CI partners internally & externally
 - **Partners look to the BBI & SC for initiative support, strategic guidance, & leadership**
- The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities towards the initiatives goal

- BBI provides project management support, including monitoring progress toward goals & connecting partners to discuss opportunities, challenges, gaps, and overlaps
 - BBI convenes partners and key external stakeholders to ensure alignment of activities and pursue new opportunities
 - BBI creates paths for and recruits new partners so they become involved
 - BBI seeks out opportunities for alignment with other efforts
- The backbone infrastructure supports the collection and use of data to promote accountability, learning, and improvement
 - SC regularly review data from the shared measurement system on progress towards goals and uses it to inform strategic decision making
 - BBI aggregates shared measurement system data across the CI initiative and shares progress reports, lessons, and trends with partners and relevant external stakeholders
 - BBI visibly and vocally communicates the importance of the shared measurement system for the CI
- When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them
 - BBI has developed a policy/advocacy agenda in collaboration with CI partners
 - BBI equips partners for effective advocacy (ie, providing talking points, identifying windows of opportunity)
 - BBI reaches out to policymakers and builds relationships
- The backbone infrastructure is helping to align sufficient funding to support the CI initiative's goals
 - New resources from public and private sources are contributed to the CI initiative
- The backbone infrastructure has built public will, consensus, and commitment to the goals of the CI initiative
 - There is a perceived sense of urgency and a call to action among targeted audiences
 - Community members are engaged in CI-related activities
 - A variety of communications are used to increase awareness and garner support for the CI initiative

COLLECTIVE IMPACT CONDITIONS:

1. Common Agenda
2. Backbone Infrastructure
- 3. Mutually Reinforcing Activities**
4. Shared Measurement
5. Continuous Communication

MUTUALLY REINFORCING ACTIVITIES AREAS of MEASUREMENT

To what extent and in what ways are partners' activities differentiated, while still coordinate through a mutually reinforcing plan of action?

OUTCOMES & INDICATORS

- Partners have developed and are using a collective plan of action
 - An action plan clearly specifies the activities that different partners have committed to implementing
 - The plan evolves over time in response to learning about the CI's successes, challenges, and opportunities
- Partners are coordinating their activities to align with the plan of action
 - **Working groups (or other collaborative structures) are established to coordinate activities in alignment with the plan of action**
 - **Partners have clear approaches/goals for their own contribution to their working group**
 - Partners understand each other's work and how it supports the common agenda
 - **Partners understand the roles of other working groups and how these support the common agenda**
 - Partners collaborate within and across working groups
 - Partners hold each other accountable for implementing activities as planned
- Partners have filled gaps and reduced duplication of efforts
 - Partners identify and implement new strategies or activities to address gaps or duplication
- Partners have (re)allocated resources to their highest and best use in support of the CI initiative
 - **Partners' individual activities are changing to better align with the plan of action**
 - Funders of partner organizations align their resources to support plan of action

COLLECTIVE IMPACT CONDITIONS:

1. Common Agenda
2. Backbone Infrastructure
3. Mutually Reinforcing Activities
4. **Shared Measurement**
5. Continuous Communication

SHARED MEASUREMENT AREAS of MEASUREMENT

1. To what extent and in what ways are partners engaged in using the shared measurement system?
2. To what extent and in what ways does the shared measurement system's design and implementation support learning?
3. To what extent does the shared measurement system have the resources and capacity needed to operate as planned?

OUTCOMES & INDICATORS

- Partners understand the value of the shared measurement system
 - **Partners understand the value of the shared measurement system**
 - **Partners understand how they will participate in the shared measurement system**
 - Partners feel a collective accountability for results
- The process of designing and managing the shared measurement system is participatory and transparent
 - A participatory process is used to determine a common set of indicators and data collection methods
 - Partners continually re-assess indicators, data collection methods, and approaches to sharing findings as needed
 - Partners agree to a data sharing agreement that supports ongoing collaboration
- The shared measurement system has been designed to track progress towards the CI's outcomes
 - **The system includes a common set of indicators and data collections methods that can provide timely evidence of progress towards the CI initiative's outcomes**
 - The system provides a sufficient range of useful and timely reports
- The shared measurement system is well-designed and user friendly
 - Partners find the system's interface to be intuitive and user-friendly
 - The system allows users to customize fields as appropriate
 - The system can adapt to changes in measurement priorities and approaches as the initiative evolves
- Quality data on a set of meaningful indicators is available to partners in a timely manner
 - Partners commit to collecting the data as defined in the data plan

- Partners have the capacity to collect and input quality data
- Partners know how to use the shared measurement system
- Partners contribute quality data on a common set of indicators in a timely and consistent manner
- **Partners use data from the shared measurement system to make decisions**
 - Partners have confidence in the quality of the data
 - Partners regularly analyze and interpret data, synthesize findings, and refine plans as a collective
 - Partners use data to guide their own organizations' decision-making processes
 - Partners share lessons-learned and how these lessons inform their practice
- **Sufficient funding and resources are available to support the technology platform, training, and technical support**
 - The shared measurement system platform functions reliably
 - The shared measurement platform ensures appropriate confidentiality
 - Partners know how to use the shared measurement system
 - High-quality technical support is provided to users when they need it

COLLECTIVE IMPACT CONDITIONS:

1. Common Agenda
2. Backbone Infrastructure
3. Mutually Reinforcing Activities
4. Shared Measurement
5. **Continuous Communication**

CONTINUOUS COMMUNICATION AREAS of MEASUREMENT

1. To what extent and in what ways does cross-initiative communication help to build trust, assure mutual objectives, and create common motivation?

OUTCOMES & INDICATORS

- Structures and processes are in place to engage CI partners, keeping them informed and inspired
 - **Working groups (or other collaborative structures) hold regular meetings**
 - **Members of working groups attend and actively participate in meetings**
 - **Partners communicate and coordinate efforts regularly (with & independently of backbone staff)**
 - Partners regularly seek feedback and advice from one another
 - Timely and appropriate information flows throughout the cascading levels of linked collaboration
 - Partners publicly discuss and advocate for the goals of the initiative
- Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired
 - **The CI initiative engages external stakeholders in regular meetings and integrates their feedback into the overall strategy**
 - The CI initiative regularly communicates key activities and progress with external stakeholders

the 1990s, the number of people in the world who are under 15 years of age has increased from 1.1 billion to 1.3 billion. The number of people aged 15 years and over has increased from 3.5 billion to 4.5 billion. The total population of the world has increased from 4.6 billion to 5.8 billion.

The population of the world is expected to increase to 7.5 billion by the year 2025. The population of the world is expected to increase to 9.5 billion by the year 2050. The population of the world is expected to increase to 11.5 billion by the year 2100. The population of the world is expected to increase to 13.5 billion by the year 2200.

The population of the world is expected to increase to 15.5 billion by the year 2300. The population of the world is expected to increase to 17.5 billion by the year 2400. The population of the world is expected to increase to 19.5 billion by the year 2500. The population of the world is expected to increase to 21.5 billion by the year 2600.

The population of the world is expected to increase to 23.5 billion by the year 2700. The population of the world is expected to increase to 25.5 billion by the year 2800. The population of the world is expected to increase to 27.5 billion by the year 2900. The population of the world is expected to increase to 29.5 billion by the year 3000.

The population of the world is expected to increase to 31.5 billion by the year 3100. The population of the world is expected to increase to 33.5 billion by the year 3200. The population of the world is expected to increase to 35.5 billion by the year 3300. The population of the world is expected to increase to 37.5 billion by the year 3400.

The population of the world is expected to increase to 39.5 billion by the year 3500. The population of the world is expected to increase to 41.5 billion by the year 3600. The population of the world is expected to increase to 43.5 billion by the year 3700. The population of the world is expected to increase to 45.5 billion by the year 3800.

The population of the world is expected to increase to 47.5 billion by the year 3900. The population of the world is expected to increase to 49.5 billion by the year 4000. The population of the world is expected to increase to 51.5 billion by the year 4100. The population of the world is expected to increase to 53.5 billion by the year 4200.

The population of the world is expected to increase to 55.5 billion by the year 4300. The population of the world is expected to increase to 57.5 billion by the year 4400. The population of the world is expected to increase to 59.5 billion by the year 4500. The population of the world is expected to increase to 61.5 billion by the year 4600.

The population of the world is expected to increase to 63.5 billion by the year 4700. The population of the world is expected to increase to 65.5 billion by the year 4800. The population of the world is expected to increase to 67.5 billion by the year 4900. The population of the world is expected to increase to 69.5 billion by the year 5000.

MAPP of the Southern Kenai Peninsula - Steering Committee Operating Guidelines

Overview of MAPP

MAPP (Mobilizing for Action through Planning and Partnerships) of the Southern Kenai Peninsula is a collaboration of over 50 partners working to conduct regular Community Health Needs Assessments (CHNA) and developing and implementing Community Health Improvement Plans (CHIP) based on the assessment and continued input from the community. MAPP defines community health broadly, including but not limited to behavioral, cultural, economic, educational, environmental, physical, spiritual, etc.

All partners and community members are invited to meet quarterly to connect, network, and provide updates on MAPP goals and objectives. Individual project workgroups may be utilized to address CHIP priorities. These workgroups represent a constituency or have a broad base of community support and interest, provide updates to the MAPP coalition, maintain a contact person for the group, set goals and timelines, and share data and/or shared measures with MAPP.

MAPP Steering Committee Vision Statement

The MAPP Steering Committee acts as a framework to initiate and sustain collective action by those with a shared vision for a healthy community.

Purpose

The Steering Committee members are advocates for community health. The primary purpose of the Steering Committee is to provide leadership for ongoing Community Health Needs Assessments (CHNA) and Community Health Improvement Plans (CHIP). It connects resources and people in support of the plan based on data gathered in the CHNA. The Steering Committee is a vehicle to serve as the backbone support for a collective impact initiative. It nurtures collaboration by connecting resources and people. The Steering Committee defines and approves strategic initiatives and commissions subgroups as necessary. The Steering Committee communicates MAPP goals and actively solicits input from the community to support the process of the Community Health Improvement Plan. The Committee conducts recruitment to ensure broad and diverse representation of community health as defined by MAPP. It provides leadership and direction to the MAPP Project Coordinator and approves the annual MAPP budget.

Members

Membership on the Steering Committee will include stakeholders from the community who represent diverse health interests. The total number of individuals on the Steering Committee will not exceed 15. In the event multiple representatives of a single organization/group participate, they may only be entitled to one vote/voice representing that organization. The committee may appoint new members based on need by consensus of all active members. The Steering Committee will strive to represent the diverse health interests of the Southern Kenai Peninsula. Steering Committee members should be passionate about improving the health of the community, be knowledgeable about specific community sub-populations, have a history of working well in collaborative settings, and have leadership roles within the community.

An *active member* is one that has a representative who attends most regularly scheduled meetings and contributes to the project outside of committee meetings. An *inactive member* is one who has provided advance notification of extended non-participation in the project but is not removed from the committee.

When a vacancy occurs on the Steering Committee, the Committee shall assess what aspect(s) of community health are under- or unrepresented and solicit from the Steering Committee names of individuals, groups, or organizations as possible candidates. The Steering Committee may ask the

community for input on filling vacant Steering Committee positions focusing on particular aspects of community health. Candidates will be selected by consensus of the Steering Committee then invited to participate by the coordinator and/or a representative of the Steering Committee who will delineate the expectations of Steering Committee members and explain the overarching MAPP framework. Ideally, potential candidates are invited to engage as a MAPP steering committee member for at least 3 years.

When Steering Committee members leave the Committee, they are encouraged to submit a written report to the Steering Committee or have an exit interview with the coordinator stating lessons learned, potential future areas of improvement, ongoing tasks or projects, and a statement of their vision of community health for the constituents they represented. All reports or interviews will focus on specific information that may be useful to an incoming Steering Committee member representing a similar constituency.

Steering Committee Member Expectations:

- Attend two steering committee meetings per month,
- Commit an average of 6-8 hours per month, including meetings, preparation, subgroup work, etc.,
- Facilitate subgroup meetings and MAPP community meetings,
- Participate in defining and approving strategic initiatives and commissioning subgroups as necessary,
- Assist in seeking grants and funding opportunities,
- Provide data,
- Provide financial and/or in-kind support,
- Actively engage in the development, review, and finalization of the CHNA and CHIP,
- Connect MAPP activities, outputs, and outcomes with individuals', groups', or organizations' goals, missions, and interests,
- Support the Collective Impact model as adapted to this community, and
- Represent the MAPP framework to the community.

Meetings

The Committee will meet bimonthly, and more frequently as needed. These meetings should be prioritized. Punctuality is expected so meetings can start and end on time. Active members are to notify the Project Coordinator at least 2 days in advance (when possible) of an absence. Repeated absences without notification may result in removal from the Committee. Meetings are open to the public.

Quorum: A quorum is 51% of seated active members.

Decision Making: Decisions will be made by consensus of all members present (when a quorum exists).

Terms of Engagement:

- **Decisions will be made by consensus:** 100% of members present can live with it. If this is a critical decision, it may be helpful to ask for a response from each individual directly to avoid misunderstandings.
- **Be honest:** When you disagree with something, propose another approach or another resource to assist. Be forthcoming, truthful, factual and genuine. Resist withholding opinions. Set context.
- **Hear, engage, and represent the community:** Be clear that you are not leaving anyone out of critical conversations. See input. Represent MAPP in the community and seek input.
- **Be fully present:** Avoid emailing/texting during meetings. Make whatever announcements needed that allow you to be present. Encourage others to do the same, check-in with one another.

- **Rely on data:** Recognize that we each have perceptions and data helps us define conversations and potential actions.
- **Be willing to listen deeply:** Listen to understand. Pose questions for deeper understanding of the perspective.
- **Put all agendas on the table:** Talk about yours and ask (appropriately) about others if you have questions. Be aware and announce the hat (organizational requirement, professional opinion, mental model, preference, etc.) you may be wearing as we represent multiple perspectives. Invite questions, and
- **Be nimble:** Compromise. Be flexible & adaptive. Be able to take risks & learn from failure.

Subgroups and Workgroups: Members of the Steering Committee will participate in one or more Steering Committee subgroups or MAPP workgroups including but not limited to: MAPP Communication, MAPP Data, MAPP Sustainability, MAPP Coordinator Advisory Panel, Addressing Substance Abuse and Domestic Violence, Healthy Lifestyle Choices, Connecting Community Resources, Best Beginnings Homer, Green Dot, Bunnell Neighborhood Association, ReCreate REC, Homer Prevention Project, etc.

MAPP Coordinator

It is at the discretion of the Committee to employ a paid MAPP Coordinator, subject to need and available funds. If financially feasible, the Coordinator position shall be a full-time position, but shall at a minimum be a 25 hour per week paid position. The Coordinator may retain or hire interns or paid assistants as directed by the Steering Committee. The Coordinator shall foster collaborative leadership¹, oversee MAPP coalition operations, and act as an agent and facilitator (but not member) of the Steering Committee.

Coordinator Expectations:

1. Facilitates the development of the Community Health Needs Assessment and the Community Health Improvement Plan,
2. In conjunction with the Steering Committee, creates and implements the strategic and sustainability plans for MAPP,
3. Coordinates and facilitates (with the Steering Committee) quarterly community meetings, and other Steering Committee efforts as needed,
4. Facilitates Steering Committee meetings,
5. Provides administrative support such as sets meeting times, defines the agendas with input from the Steering Committee, conducts correspondence, collects, stores, and disseminates the minutes, etc.
6. Communicates with and provides resources for subgroups, workgroups and the Steering Committee,
7. Seeks new MAPP community partners,
8. Manages intern(s),

¹ Definition: MAPP defines **collaborative leadership as the leadership of a collaborative effort**. This definition refers to the Coordinator taking a leadership role in the MAPP coalition where every Steering Committee member is on an equal footing and working together. The Coordinator is not in control of the Steering Committee, but has responsibility for guiding and coordinating the process by which the Steering Committee decides upon and carries out actions to accomplish its goals. This definition is adapted from the University of Kansas Community Toolbox [<http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main>].

9. Develops annual MAPP budget for Steering Committee approval and provides quarterly updates,
10. Monitors, expends and receives funds in accordance to the approved MAPP budget and adheres to fiscal agent/ grantor guidelines,
11. Identifies and pursues funding opportunities to support the MAPP infrastructure,
12. Maintains relationships and accountabilities with funding sources and creates timely reports (HRSA, etc.),
13. Consistently communicates with the community, utilizing the adopted communication plan, to initiate and sustain community engagement and involvement in MAPP efforts,
14. Facilitates regular evaluation of strategic planning performance measures,
15. Monitors initiatives connected with the implementation of the Community Health Improvement Plan,
16. Consults with other communities and shares MAPP values and processes,
17. Invites participation of the local communities and villages in the MAPP processes,
18. Maintains the CHIP dashboard, and
19. Submits monthly report to South Peninsula Hospital and to the Steering Committee members.

M.A.P.P. of the Southern Kenai Peninsula - Coordinator Job Description

Revised: 3/2/12

Position: MAPP Coordinator

Location : Homer

This position is the lead position for a broad-based community coalition to manage an ongoing health needs assessment and community health improvement plan. This position will take advisement from a network of community leaders collaborating for the improvement of the greater community, and work closely with staff of the Homer Prevention Project in meeting shared health improvement goals. This position will promote collaborative, community-wide problem-solving and a broad definition of health and the local public health system, demonstrating a leadership style that role models collaboration in the community, and supports a consensus style of decision making.

JOB QUALIFICATIONS:

1. Bachelor's degree or equivalent experience (Master's degree desirable)
2. Experience in planning and conducting group presentations
3. Excellent computer skills (list serve and web-based technologies helpful)
4. Understanding of community health, community planning or strategic planning framework
5. Outgoing person who can communicate effectively via numerous modalities and between diverse partners
6. Ability to collect information and present in an organized and useful manner

JOB DUTIES

1. Provide project coordination for an ongoing community health needs assessment and Community Health Improvement Plan (CHIP) utilizing the MAPP framework (Mobilizing for Action through Planning and Partnership)
2. Initiate community engagement and involvement in MAPP programs and projects.
3. Serve as the point person for the steering committee of the MAPP of the southern kenai peninsula, and provide administrative support for the steering committee and their priorities (set meetings, agendas, correspondence, minutes, and other administrative support).
4. Provide leadership for the MAPP Steering Committee by making recommendations on action, representing the group's mission and implementing decisions of the group
5. Serve as a communication link and network contact between the MAPP steering committee, the Prevention Project advisory committee, MAPP workgroup members, and the prevention project staff.
6. Assist in building and monitoring the work of individual work groups within MAPP.
7. Represent the CHIP and related projects within the community and at state and regional groups of interest. Assist in building community support.
8. Advance the CHIP by forwarding project funding opportunities which support the plan's goals
9. Prepare and submit a monthly report to hospital administration on the broad scope of the MAPP activities
10. Arrange and conduct presentations on the projects to community groups of interest
11. Serve as the spokesperson for the projects in the community to seek new partners, maintain and enhance a broad base of support, and ensure community ownership of the project and its ultimate goal for both MAPP in general and its related projects.
12. Utilize many methods including direct outreach, networking, traditional media, web, and social media as a way to engage the community on these projects.
13. Enlist the smaller communities and villages' participation in the MAPP project to the extent that they choose to participate, and seek out new expertise as MAPP's needs evolve.
14. Serve as lead in the broad community assessment updates and as support in the specific assessment for the prevention project including data collection
15. Other duties as assigned

**PARTIES**

This Memorandum of Understanding (MOU) constitutes an agreement on general responsibilities between the MAPP Steering Committee members, as noted by the undersigned representatives.

NOW THEREFORE, in consideration of mutual promises and responsibilities contained herein, the parties hereby agree as follows:

NAME

The name of the coalition shall be MAPP of the Southern Kenai Peninsula.

PURPOSE

The purpose of the MOU is to demonstrate the Steering Committee's commitment to actively pursue the mission of MAPP of the Southern Kenai Peninsula: to conduct health needs assessments, to gather and share local data to develop a community health improvement plan, and to move the identified needs forward through collective impact toward overall behavioral, cultural, economic, educational, environmental, physical, and spiritual health improvement.

RESPONSIBILITIES OF THE PARTIES

Each individual or organization that signs onto the memorandum agrees to follow the Steering Committee member expectations and terms of engagement as articulated in the Steering Committee operating guidelines.

MODIFICATION OF AGREEMENT

Modification of this agreement shall be made only by consensus of the Steering Committee. Modifications shall be made with the same formalities as were followed in this agreement and shall include a written document setting forth the modifications, signed by all the consenting parties.

OTHER INTERAGENCY AGREEMENTS

All parties to this agreement acknowledge that this agreement does not preclude or preempt each of the agencies individually entering into an agreement with one or more parties to this agreement. Such agreements shall not nullify the force and effect of this agreement.

SIGNATURES OF PARTIES TO THIS AGREEMENT

Upon signing this agreement, an original agreement and signatures will remain on file with the signer from each organization.

ADDITION OF NEW COLLABORATIVE MEMBERS

The parties not only welcome but agree to solicit and support the addition of new Steering Committee members who support the common goals of MAPP of the Southern Kenai Peninsula. New steering members can become collaborative participants in this MOU agreeing to the terms and adding their signature to the document.



TERMS OF AGREEMENT

The initial term of this agreement shall be effective immediately upon the date of the last signing party. This agreement shall be renewed automatically on an annual basis for successive one-year terms.

TERMINATION

Any party that has signed this MOU shall have the right to terminate its part in this agreement by notifying the other signatories in writing of such termination. The organization's part in this Understanding shall be terminated effective upon receipt of such notification by the other signatories. Any member that is a signatory to this agreement and has not participated for 6 months or notified the Steering Committee of their desire to remain on the committee in inactive status shall be terminated by consensus of the other participating members.

List of signature, organization, and date:

Carol Swartz Kachemak Bay Campus - KPC 4/1/15

Kyra Wagner Sustainable Homer 4/1/15

Ken [Signature] SVT Health + Wellness / Seldovia Village Tribe 4/1/15

[Signature] South Peninsula Behavioral Health Services 4.1.15

Lisa M. Jallott Homer United Methodist Church 4/1/15

[Signature] Homer Public Health Center 04/01/15

[Signature] South Peninsula Hospital 4/1/2015



12-Month MAPP Timeline

2014
Oct

- SC self eval
- Coord eval
- External eval
- HRSA strategy selection

2014
Nov

- 14 HRSA due
- Approve budget
- VISTA begins
- Logo

2014
Dec

- Review evals
- Finalize Sustainability Plan
- Launch MAPP website

2015
Jan

- Finalize Comm. Plan
- Finalize CHIP components
- Budget review

2015
Feb

- Finalize CHIP
-

2015
Mar

- Update Op Guidelines
- Community Mtg March 27th
- Submit

2015
Apr

- Budget review
- Communication measures report

2015
May

- Review strategic plan & timeline
- May 15 Strategic Planning

2015
Jun

- HPP ends
- MAPP budget yr end
- Community engagement

2015
Jul

- Community engagement

2015
Aug

- Budget review
- Community engagement
-

2015
Sep

- Start planning for CHNA
- Community meeting
-

Prepared for Megan Murphy
From: Mary Kay Chess, PhD
Results and Recommendations from MAPP Strategic Offsite
Jan. 24, 2014

1. Vision

VISION OF THE MAPP SKP STEERING COMMITTEE

*Framework to initiate and sustain
collective action by those with a
shared vision for a healthy community.*

2. Working Relationships

TERMS of ENGAGEMENT (Recommend: hang and make visible at each meeting)

- Consensus (100% present can live with it)
- Honesty
- Hear, Engage and Represent the Community
- Be fully present
- Rely on data
- Willing to listen deeply
- Agendas on the table (tell them, ask about them)
- Nimble

3. Road Map & Major Milestones: Note – some of this information can also be used in the Sustainability Plan highlighting what has been accomplished.

A. What has been accomplished?

1. Creating a vehicle for strategic collaboration.
2. Becoming a neutral force for positive community outcomes.
3. Early successes in grant acquisition and shifting the culture of how we work together.
4. Helped us identify a shared collaborative vision and let to new projects (HPP).
5. We are all in the same room.
6. We are supporting an expansive and expanding definition of health.
7. We are engaging community leaders.
8. We identify community priorities.
9. Avenue for meaningful networking .
10. Awareness of healthy foods at public events.
11. Increasing the value and importance of data for decision making.
12. Developing new partnerships.
13. Bringing in new grant dollars into the community (x5) – Garden Grant, HPP Grant, SPFGIG Grant.
14. Shared awareness of organizational issues.
15. Expectation of responsibility and of true and honest intent to improve the health of the community.
16. The Community Health Needs Assessment looked in-depth at community health. Lots of information. (3x)
17. Brought groups and agencies together.
18. Valued everyone’s input on vision for our community and business partners.
19. Promoted broad, non-traditional partnerships.
20. Building a network of agencies and people.
21. More defined processes for those with shared missions – increased collaboration therefore.
22. Schools to improve nutrition.
23. Identified and collected local data to inform our needs and create action.
24. Attracted me to Homer.
25. Engagement of the community (x5).
26. Staff.

B. Milestones and Process Moving Forward:

Jan/Feb, 2014

1. Identify Needs Assessment strategic issues and framework and vet with the Steering Committee (Data team of 3/Coordinator)
2. Create a Communication Plan for MAPP and the Needs Assessment roll-out (Work group)
3. Test the Software (Work group members/organizations)
4. Review Coordinator and Steering Committee roles and responsibilities & inventory all workgroups/look for new efficiencies. (Coordinator and Steering Committee)
5. Review Strategic Plan (Coordinator/Work Group – 2nd meeting of the month/working meeting)
6. Upload strategy maps and shared measurements (Coordinator)

March/April, 2014

1. Plan for the Community roll out of the Needs Assessments – issues, location, invitees, agenda, capacity for the community to add new workgroups. (Steering Committee Workgroup)
2. Create a Steering Committee capacity assessment for each of the strategic issues. (Steering Committee Work group)
3. Roll-out the Communication Plan (Work group)
4. Finalize the roles for the Coordinator and Steering Committee (Steering Committee)
5. Identify Work Groups/preliminary: CHIP, CHNA
6. Vet the Strategic Plan with Organizations (Steering Committee)
7. Finalize the Strategic Plan (Coordinator/Work Group)
8. Develop the MAPP Sustainability Plan (Work Group)
9. Identify additional Funding Sources (Work Group)

May/June, 2014

1. Hold the community input on the Strategic Issues from the Needs Assessment. (Coordinator/Work group)
2. Establish actions for the selected strategic issues and identify Collective Impact issue(s) (Work group/test rubric)
3. Identify Work groups needed for the selected strategic issues and current workload and vet with Steering Committee (Coordinator)
4. Create a communication plan for the actions and quarterly meetings (Work Group)
5. Vet the Sustainability Plan with the Steering Committee (Coordinator/Work Group)
6. HRSA reports due – evaluate performance measures (Coordinator)
7. Identify additional funding sources (Work Group)
8. Training on measuring and software (Work Group)
9. Review the Terms of Engagement and the Steering Committee efficiency – make any necessary changes (Steering Committee)

July/August, 2014

1. Identify and Rollout the actions for the strategic issue(s) and/or Collective Impact initiative. (Work group)
2. Identify reduction in hours of Coordinator (Coordinator/Work Group)
3. Update MOU – identify new members (Coordinator)
4. Create and submit final HRSA report (Coordinator)

Sept/Oct, 2014

1. Create and roll-out a communication plan/consider a newsletter (Work Group)
2. Evaluate the process of the actions tied to the strategic issues (Work Group)
3. Evaluate the efficiency of all roles (Steering Committee)
4. Discuss expansion of strategic issue/actions to another community (Coordinator)

Nov/Dec. 2014

1. Consider additional funding sources (Work Group)
2. Next round of assessments planned (Coordinator)
3. Share outcome of the Collective Impact and MAPP processes (Coordinator)

Jan/Feb, 2015

1. Roll-out Communication

March/April, 2015

4. Decision Making Process: Data, and Identification of Strategic Issues & Goals and Strategies

(Note, there may be additional actions by community groups that are not formally supported with time and support from the Steering Committee. These groups would however report out at the regular community meetings.)

A. **Needs Assessment** conducted on a regular basis

B. **Process to Identify Strategic Issues:**

1. Team of 4 create a framework and a straw model of the Issues (mid -Feb.)
2. Framework and straw model of Issues vetted with the Steering Committee (Feb. meeting)
3. Steering Committee members vet the framework and the straw model with their constituents/organizations. (Feb with a March report out.)
4. Steering Committee has a capacity discussion on each of the proposed strategic issues (March)
5. Vet with community (and use available dollars to bring in people from outside Homer for the conversation) – Overview the data collection process/participation levels; the strategic issues from the data; ask if there is any other strategic issues they believe should be highlighted; communicate the 2-3 that the Steering Committee prioritizes (knowledge, work in process, capacity and fit with the other work of the Steering Committee); Seek input on which one and what example of goals/actions they might see (more if you have capacity); if there are other areas members of the community want to take on, they can do so on their own and report out the regular quarterly meeting. (April/May)
6. There could be additional virtual community communication and input through surveys, coffee/tea chats or virtual approaches.
7. Determine Goals and Strategies (May/June/July)
8. Steering Committee members communicate progress to organizations

C. **Rubric to formulate Goals and Strategies** (decide - 100% yes to all these elements below before accepting an opportunity? Also, items 5-8 could be generalized and simply be criteria in this rubric)

1. Must reflect the assessment and data (a given, just double check)
2. Meets and reflects a strategic issue (a given, just double check)
3. Clear community capacity (could this be a workgroup? Inventory organizations with resources in this area)
4. Clear Steering Committee capacity and the action added to the planning timeline.
5. The Steering Committee has some depth of knowledge on the subject.
6. If a tentative Collective Impact Initiative: Does the Steering Committee have passion and interest around this inquiry?
7. If a tentative Collective Impact Initiative: Is there a sense of urgency around this issue?
8. If a tentative Collective Impact Initiative: Does the Steering Committee have the capacity for a multi-year project?
9. If a tentative Collective Impact Initiative: Is it clear what we are measuring and how?

5. Steering Committee Roles: These have been outlined in the manual

Action: Review and update at the next Steering Committee Meeting (there is the commitment document we didn't get to at the session)

A. Steering Committee: Here are some roles

- Vehicle to serve as the backbone organization for a Collective Impact Initiative (The Steering Committee would have to determine if there was the appropriate skill and knowledge).
- Nurtures Collaboration
- Supports the use of data to make decisions
- Provides Leadership on the Assessment and the Plan
- Provides and leads on-going communication
- Provides data
- Provides financial and in-kind support
- Searches for and applies for grants
- Edit reports

B. Executive Committee: Potential to assist with organizing work/flow

- Data committee (4 members) could plan out the next 6 months of work and test this concept for 6 months
- Could take turns leading the meeting for 3 months at a time
- Could provide feedback to Coordinator
- NOTE: Action required to create this function and to appoint members/determine length of service

C. Steering Committee Members:

- Commit time and attend meetings,
- Lead meetings,
- Lead workgroups,
- Participate in communication and in community input;
- Update and communicate to their organizations on a regular basis.
- Learn more about Collective Impact and what it means to this distinct community.
- Seek funding and grants for sustainability

D. Coordinator

- Creates the strategic plan for the steering committee
- Monitors budget
- Hosts quarterly community meetings
- Facilitates the Steering Committee Meetings (recommendation at the meeting)
- Seeks new partners
- Manages Intern
- Maintains relationships with funding sources and creates timely reports (HRSA, etc)
- Community presentations
- Leads and monitors initiatives connected with Collective Impact.
- Consults with other communities and shares MAPP values
- Create and manage the CHIP dashboard
- Streamline monthly report

6. Tangible and Intangible Elements for the Sustainability Plan:

1. Steering Committee: Balance scope, apply the reasonable factor to all proposed work.
2. Requirements for SKP MAPP Steering Committee: IRS, CHIP, Public Health demands/requirements; thoughtful, regular and rigorous data collection for different agencies to request grants.
3. Collective Impact approach: Learning, testing and applying this new approach; able to share promising practices in this area with other Communities.
4. Grants, funds, donations and additional revenue streams. HRSA planning grant ends this year.

7. Parking Lot: Questions and options surfaced at the meeting and to be considered over time.

1. How does turnover impact the Steering Committee?
2. How does community turnover impact the initiatives and the assessments led by the Steering Committee?
3. Are there other approaches to directly serving other communities?
4. How can you create more workgroups and divide out the work of the Steering Committee?
5. Could you use the second meeting of the month as a dedicated working meeting to address some of the details demanded in the milestones?
6. Begin to scan for grants and additional funding sources.
7. Can we create a core communication plan (monthly) that can be edited by all of us (theme – increased communication and efficiency)
8. Potential Framework for Strategic Issues: Building Adult Capability & Improving Child Outcome (BMI would fit underneath this).
9. Update MOUs
10. MAPP serves the SKP. Consider membership/participation in MAPP from those areas. Participating MAPP organizations already serve these areas.

8. Recommendations to consider:

1. **Selected strategic issues** and associated goals/actions – keep these within the capacity of a part-time Coordinator and a volunteer Steering Committee. Watch for scope creep and allow yourselves a success pilot.
2. **Community Impact:** select one issue/goals and action *if* it meets the criteria and is modest to start. This will be a 3-5 year investment.
3. **Steering Committee:** examine roles and levels of commitment after reviewing the milestones. Determine any adjustments. By June, 2014.
4. **Coordinator:** leveraging work groups and using the second meeting of the month as a working session will be critical for this workload. The recommendation for the Coordinator to facilitate meetings is very sound and provides continuity.
5. **Executive Committee:** The data group has been an excellent pilot. In March, consider creating a formal proposal for a smaller working group to support the Coordinator. Each member could be the connection to designated Work Groups. A Steering Committee over 7 is very complex to lead and often has a difficult time moving to action.

**MAPP of the southern Kenai Peninsula: Working together to Improve Community Health
Strategic Planning Sessions: June 26th and 27th: Summary Notes
Working Draft 1: Mary Kay Chess**

Present: [June 26th] Katie, Jessica, Beau, Lisa, Kyra, Derotha, Carol, Megan, Heather, Sharon, & Mary Kay
[June 27th] Katie, Jessica, Beau, Lisa, Jeanette, Kyra, Derotha, Carol, Beckie, Megan, Heather, Sharon, & Mary K

A. MAPP Steering Committee Vision Statement: (Previously confirmed)

The MAPP Steering Committee acts as a framework to initiate and sustain collective action by those with a shared vision for a healthy community.

B. Terms of Engagement: (Agreed to in January, 2014)

Descriptions of the Terms (Discussed at the meeting/2 days): It was noted that all of these accepted terms allow for and support failures, learning and pilots to enable this group to take risks together on behalf of innovation.

- **Decisions will be made by consensus:** 100% of members present can live with an action, outcome or decision. If this is a critical decision, you may want to ask for a response from each individual directly to avoid misunderstandings.
- **Be honest:** When you disagree with something, propose another approach or another resource to assist. Be forthcoming, truthful, factual and genuine. Resist withholding opinions. Set context.
- **Hear, engage, and represent the community:** Be clear that you are not leaving anyone out of critical conversations. Seek input. Represent MAPP in the community and seek input.
- **Be fully present:** Avoid emails. Make whatever announcements allowing you to be present. Encourage others to do the same, check-in with one another.
- **Rely on data:** Recognize that we each have perceptions and data helps us define conversations and potential actions.
- **Be willing to listen deeply:** Listen to understand. Pose questions for deeper understanding of the perspective.
- **Put all agendas on the table:** Talk about yours and ask (appropriately) about others if you have questions. Be aware and announce the hat (organizational requirement, professional opinion, mental model, preference, etc.) you may be wearing as we represent multiple perspectives. Invite questions, and
- **Be nimble:** Compromise. Be flexible & adaptive.

ACTION: Review every 6 months to determine if these terms continue to support the members of MAPP.

C. Key Considerations for the Strategic Plan: 2014 – 2017 (Discussed)

1. Hospital Needs Assessment

- Due to Hospital: 2/1/17
- Due to MAPP Steering Committee: July, 2016
- Start planning 3rd CHNA/LPHA: Nov. 2015

2. Obligation to the Community: CHIP Implementation

- Due: Implementation begins August, 2014

3. HRSA

- Operating Guidelines: August, 2014
- Sustainability Plan: August, 2014
- Strategic Plan/High Level: August, 2014

4. Steering Committee

- Terms of Agreement (completed)
- Role of Steering Committee (completed)
- Role of Steering Committee Members (completed)
- Role of Coordinator (completed)
- Role of Subgroups & Workgroups (partially completed)

5. Alignment: Use something like the STAR Model (recommend – yearly)

- http://www.jaygalbraith.com/index.php?option=com_content&view=article&id=11&Itemid=123
- **Structure:** budget, quarterly finance reports
- **Process:** Evaluations of Steering Committee and Coordinator
- **Rewards:** Conversations with other community leaders, making a (significant) difference in the community.
- **People:** significant involvement of members in subgroups and workgroups
- **Strategy:** Needs Assessment, HRSA Report, CHIP

D. Framework (pending discussion): summary of the discussion/action pending

1. The draft framework currently under discussion is a hub and spoke model. The presented models were not accepted for a number of reasons (complexity, being considered by a Subgroup, geared toward trauma reduction, difficult for community to understand)
2. The spokes are mostly undefined at this point and this may be viewed as an iterative process and the spokes will emerge over time.
3. One potential spoke is SADV and they have accepted collective impact and are considering a framework adapted from a child abuse/trauma model. This is pending work.
4. It may be possible for MAPP to support this process and learn from the SADV work including tracking of the measure they select.
5. There is currently no agreement on the naming of the emergent framework – families seen as non-inclusive. ‘Resilient’ does not necessarily include communities or families. There was some movement around: Supporting Lifetime resiliency (Thriving Families)
6. The Data Subgroup discussed a measurement (2+ adults you feel comfortable confiding in) that could be adopted, rolled out and tracked by many agencies over a year. The baseline for young adults validating this is low and this engagement could be easily understood and tracked by the community/organizations.

E. Timeline of Strategic Actions (preliminary discussion – alignment & calibration required)

1. July – Dec, 2014

Month	Sustainability Subgroup	Data Subgroup	Adm. & Finance	Communication Subgroup
2014				
July	Review & Finalize Sustainability Plan	Finalize the draft framework from the Strategic Planning Session	MAPP Reports	Monthly report to Hospital Board & Steering Committee
			Provide quarterly Budget Updates	Obtain and Review the current Communication Plan
	Finalize draft of strategic plan	Identify all emergent shared measurements	Steering Com – 2x/month	
	Create the MAPP Budget			
	Draft the Steering Committee Evaluation			
August	Sustainability Plan Due	Identify lessons learned	MAPP Reports	Monthly report to Hospital Board & Steering Committee
	Create master calendar & timeline.	Define or select shared measurements	Steering Com. – 2x/month	
	Finalize Strategic Plan			
	Conduct the annual Steering Committee Evaluation			
	Approve the MAPP Budget			
Sept	Design the evaluation for Collective Impact	Present lessons learned to the Steering Committee	MAPP Reports	Monthly report to Hospital Board & Steering Committee
		Identify collective issues	Steering Com. 2x/month	Communication plan updated and shared at MAPP Steering Committee
			Quarterly Finance Report	
Oct	Annual evaluation of Collective Impact Process	Determine role/what is status of existing workgroups moving forward.	MAPP Reports	Monthly report to Hospital Board & Steering Committee
	Create the	Communicate and	Steering Com.	Update community

	baseline measurement of collective impact process.	promote shared measurement	2x/month	on progress and MAPP actions
	Create evaluation approaches & questions for the Steering Committee and Coordinator evaluations		Check MAPP alignment (STAR model)	Communication email to key stakeholders (quarterly)
Nov	Conduct the Annual Steering Committee evaluation & Coordinator Evaluation		MAPP Reports	Monthly report to Hospital Board & Steering Committee
			Steering Com. 2x/month	
Dec	Review Operating Guidelines – do they still serve the intent of MAPP?	Finalize the CHIP Write-up	MAPP Reports	Monthly report to Hospital Board & Steering Committee
			Steering Com. 2x/month	Sketch out template for a newsletter
			Quarterly Finance Report	
2015				
Quarter	Sustainability Subgroup	Data Subgroup	Adm. & Finance	Communication Subgroup
Jan - March		Identify members & expertise needed for the Assessment	Steering Com. 2x/month	Monthly report to Hospital Board & Steering Committee
			MAPP reports monthly	Communication email to key stakeholders (quarterly)
			Quarterly Finance Report	
April - June	Review & Update the Sustainability Plan	Conduct a capacity assessment – survey the Steering Committee to determine who has capacity for what work (Assessment about to take off).	Steering Com. 2x/month	Monthly report to Hospital Board & Steering Committee
			MAPP reports monthly	Communication email to key

				stakeholders
			Quarterly Finance Report	
July – Sept.	Evaluate the Collective Impact Plan	Recruit for the Assessment	Steering Com. 2x/month	Monthly report to Hospital Board & Steering Committee
	Draft the Annual Budget		MAPP reports monthly	Communication email to key stakeholders
	Review Operating Guidelines – Do they still serve MAPP?		Quarterly Finance Report	
Oct. – Dec.	Annual Steering Committee & Coordinator Evaluation	Create Guidelines or Expectations for next CHNA. (Due: Nov. 15 th). Note: Clearly written, any and all Steering Committee members.	Steering Com. 2x/month	Monthly report to Hospital Board & Steering Committee
			Check MAPP alignment (STAR Model)	Communication update to key stakeholders
	Review & Update the Sustainability Plan	Begin LPHA (Nov. 2015)	MAPP reports monthly	
	Approve the Annual Budget	Begin next Needs Assessment (Nov. 2015)	Quarterly Finance Report	
2016				
Quarter	Sustainability Subcommittee	Data Subcommittee	Adm. & Finance	Communication Subcommittee
Jan. - March			Steering Committee – 2x/month	Communication email to key stakeholders
			MAPP reports monthly	
			Quarterly Finance Report	
April - June	Review & Update the Sustainability Plan		Steering Committee – 2x/month	Communication email to key stakeholders
			MAPP reports monthly	
			Quarterly Finance Report	
July –	Evaluate the		Steering	Communication

Sept.	Collective Impact Plan		Committee – 2x/month	email to key stakeholders
	Review Operating Guidelines – Do they still serve MAPP?		MAPP reports monthly	
			Quarterly Finance Report	
Oct. – Dec.	Approve the Annual Budget		Steering Committee – 2x/month	Communication email to key stakeholders
	Review & Update the Sustainability Plan		MAPP reports monthly	
			Check MAPP alignment – STAR model	
	Annual Steering Committee & Coordinator Evaluation		Quarterly Finance Report	
2017				
Quarter	Sustainability Subcommittee	Data Subcommittee	Adm. & Finance	Communication Subcommittee
Jan. - March			Needs Assessment to Hospital (Feb.)	Monthly reports to Hospital & Steering Committee
			Steering Committee – 2x/month	Communication email to key stakeholders.
			MAPP reports monthly	
			Quarterly Finance Report	
April - June	Review Operating Guidelines. Do they still serve MAPP?		Steering Committee – 2x/month	Monthly reports to Hospital & Steering Committee
	Review & Update the Sustainability Plan		MAPP reports monthly	Communication email to key stakeholders
			Quarterly Finance Report	
July – Sept.	Evaluate the Collective Impact Plan		Steering Committee – 2x/month	Monthly reports to Hospital & Steering Committee
			MAPP reports Monthly	Communication email to key stakeholders

			Quarterly Finance Report	
Oct. – Dec.	Approve the Annual Budget		Steering Committee – 2x/month	Monthly reports to Hospital & Steering Committee
	Review & Update the Sustainability Plan		MAPP reports monthly	Communication email to key stakeholders
	Annual Steering Committee & Coordinator Evaluation		Quarterly Finance Report	
			Check MAPP alignment – STAR Model	

F. Additional Communication Subgroup Considerations:

1. Products: Project oriented communication plan, on-going communication plan
2. On-going:
 - Regular updates on progress of MAPP based on strategic plan
 - Quarterly email updates to key stakeholders
 - Celebrate benchmarks of shared measurement
 - Include updates on workgroup progress
3. Mechanisms:
 - Elevator speech
 - Public presentations
 - News stories
 - Expand multi-media
 - FB/Twitter
 - Newsletters
 - Items in paper

G. Parking Lot – Issues & Questions to be considered (most moved over from the draft guidelines document):

- 1 Agenda & Minutes Template: add space for decisions; items to be communication (give to Subgroup) and follow-up items with dates. Consider consensus agenda (supports approval of minutes).
- 2 Questions between meetings: If decisions are required, what process should be used? Email is discouraged.
- 3 Exit interviews – create a process for conducting exit interviews
- 4 Create a process for escalation of issues (possible solution discussed: Steering Committee sets strategy and requests participation on workgroups/subgroups. Coordinator facilitates process. Request to Coordinator first, if not resolved to the Steering Committee).

MAPP Strategy Map

