

*Building and Measuring Your  
Networks to Increase  
Inter-Sectoral Collaboration  
CPHA Pre Conference 2014*



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*your health promotion specialist  
votre spécialiste en promotion de la santé*



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- A network diagram in the top right corner shows several colored squares (teal, yellow, red) connected by thin lines, representing a cross-sectoral network. A horizontal teal line is positioned above the network diagram.
- ✓ 30 years of experience developing cross-sectoral networks
  - ✓ We actively weave networks
  - ✓ We encourage the development of a 'network mindset'

# Introducing you...

## 8 Provinces & Territories

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### Sectors

- ✓ Hospitals
- ✓ Government
- ✓ Academic/Research
- ✓ NGO
- ✓ Health Units
- ✓ Regional & social planning
- ✓ Community support & service providers

### Roles

- ✓ Epidemiologist
- ✓ Board Member
- ✓ Director
- ✓ Student
- ✓ Public Health Nurse
- ✓ Policy Analyst
- ✓ Planner
- ✓ Data Analyst
- ✓ Community Researchers

# What are networks?

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# Networks are everywhere



facebook



twitter



LinkedIn



# Why networks are so important today

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- ❖ People and organizations are being asked to partner, collaborate and integrate across sectors
- ❖ Complex issues require a different set of working relationships
- ❖ Relationships are the key to the success of your intersectoral work

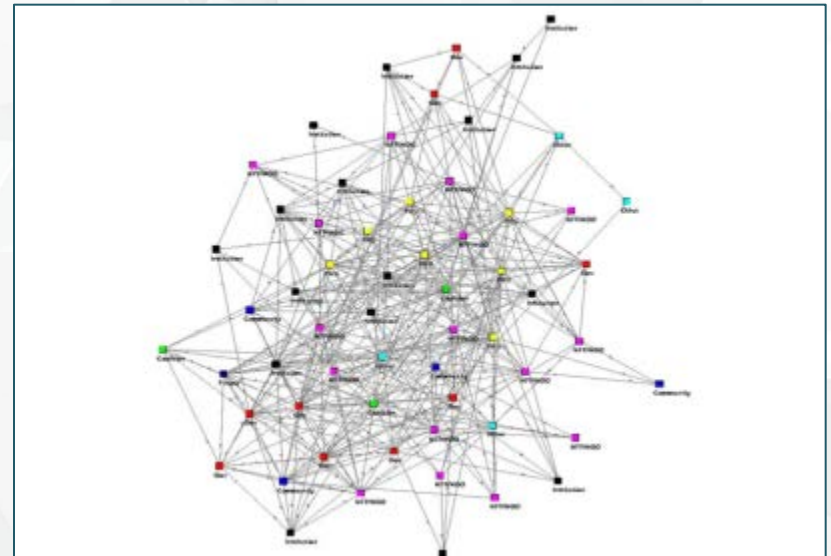
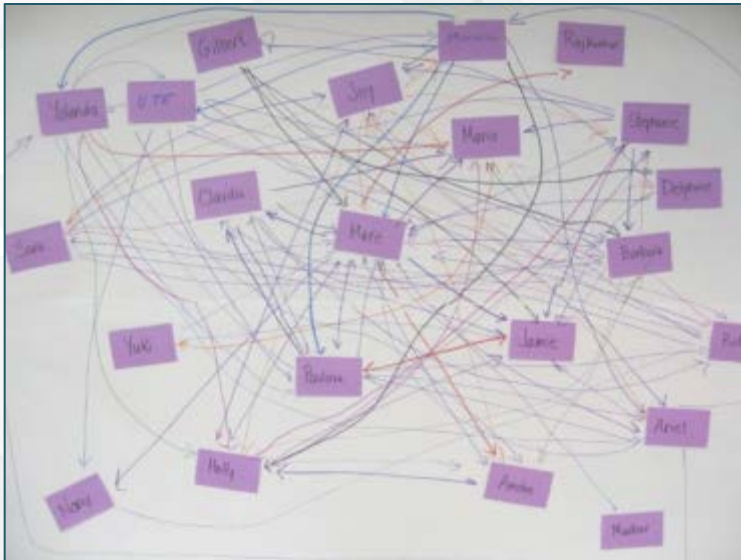
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“(Networks) establish the **infrastructure** of processes, information, people, and relationships needed to create **synergies** across **multiple** organizations, and across **wide geographic** areas.

J. Popp

[http://www.nccmt.ca/pubs/NLS\\_ConensusReport\\_en.pdf](http://www.nccmt.ca/pubs/NLS_ConensusReport_en.pdf)

# We can see what networks look like...





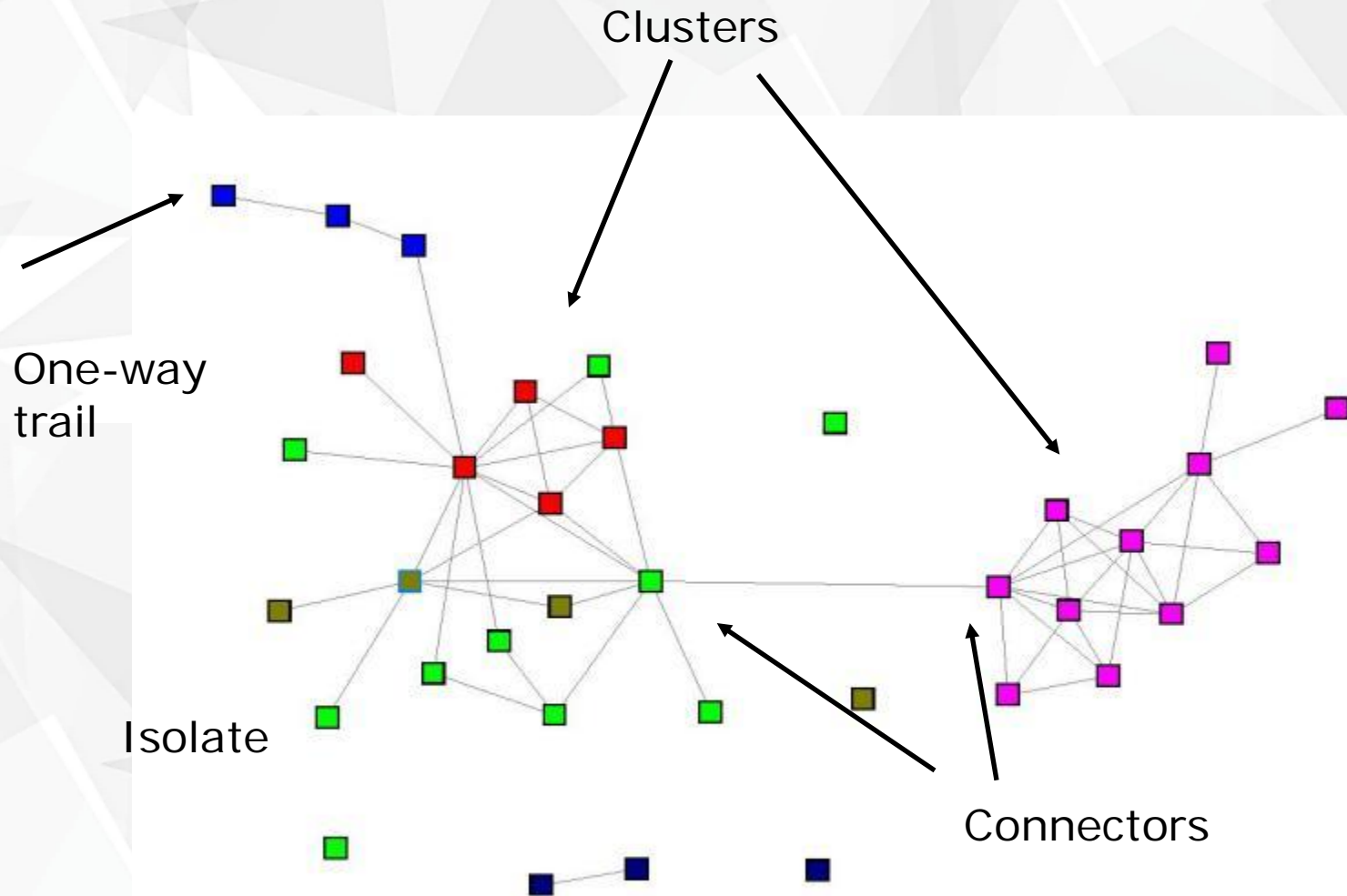
# What is network mapping?

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Network mapping and analysis is an emerging research tool that helps us *visualize* and *explore* relationships within a group at various points in time.

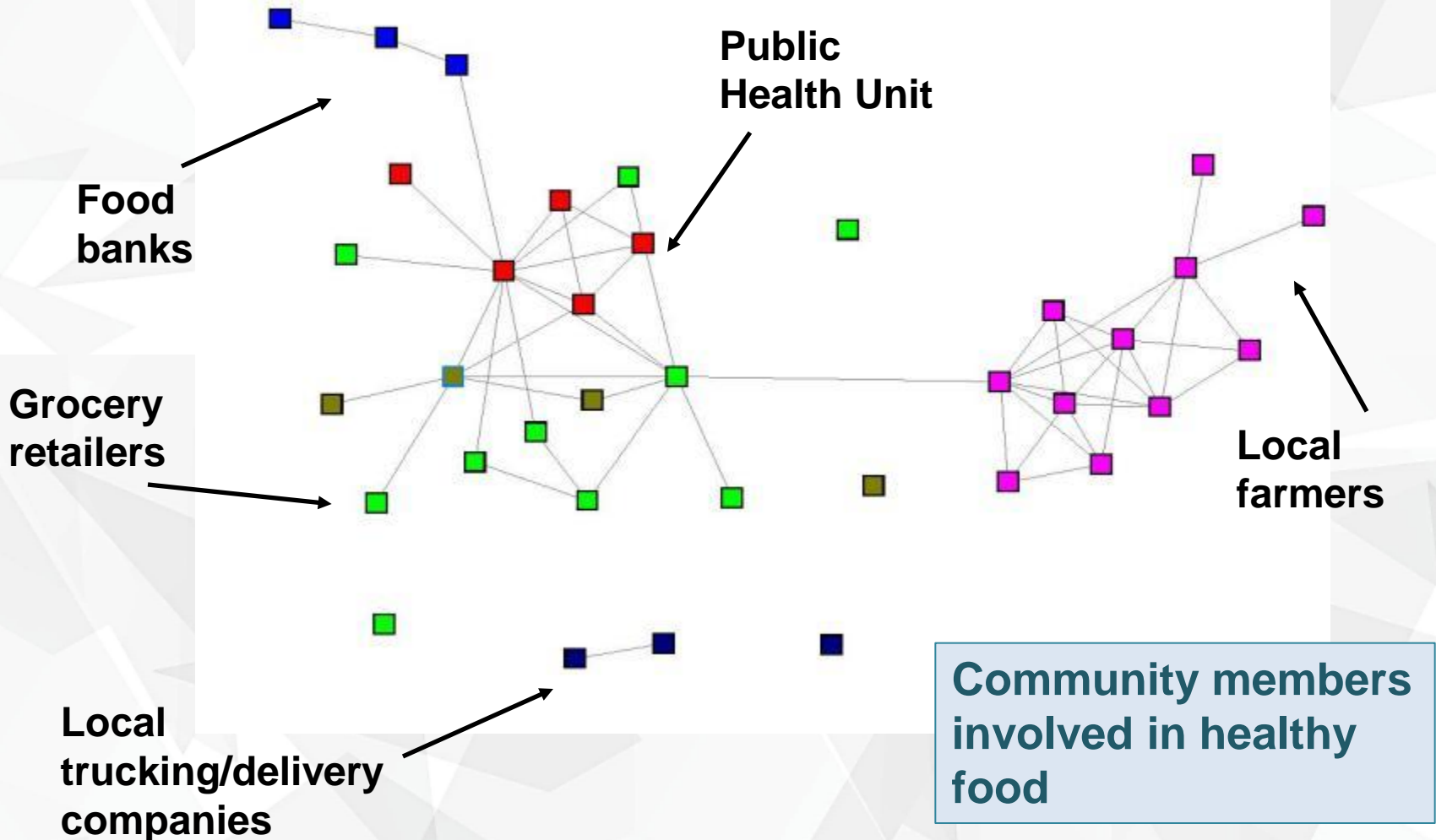
# Looking for patterns

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# Making the abstract visible

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# Some community network examples (by sector)

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Health care

Walk-  
friendly  
coalition

Food  
security

Planning Departments

Transportation

Arts &  
Culture

Mental  
Health

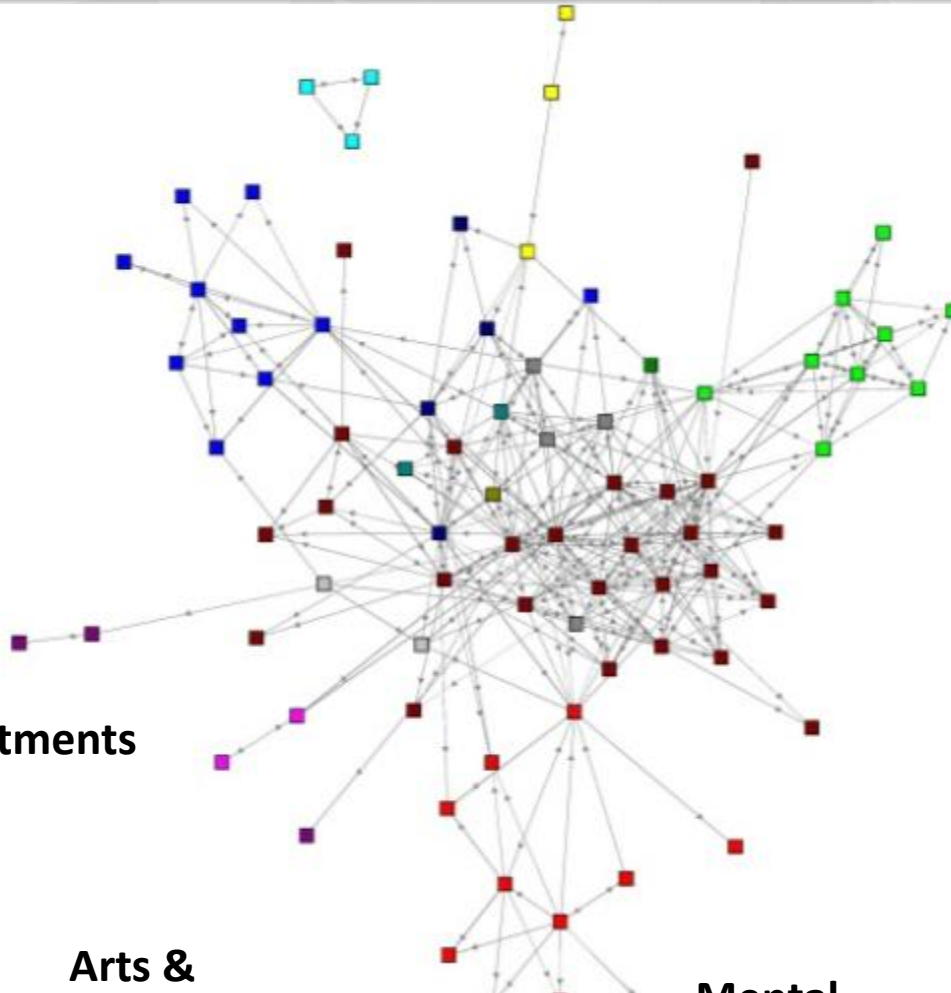
Addiction  
Services

Community  
recreation

Housing

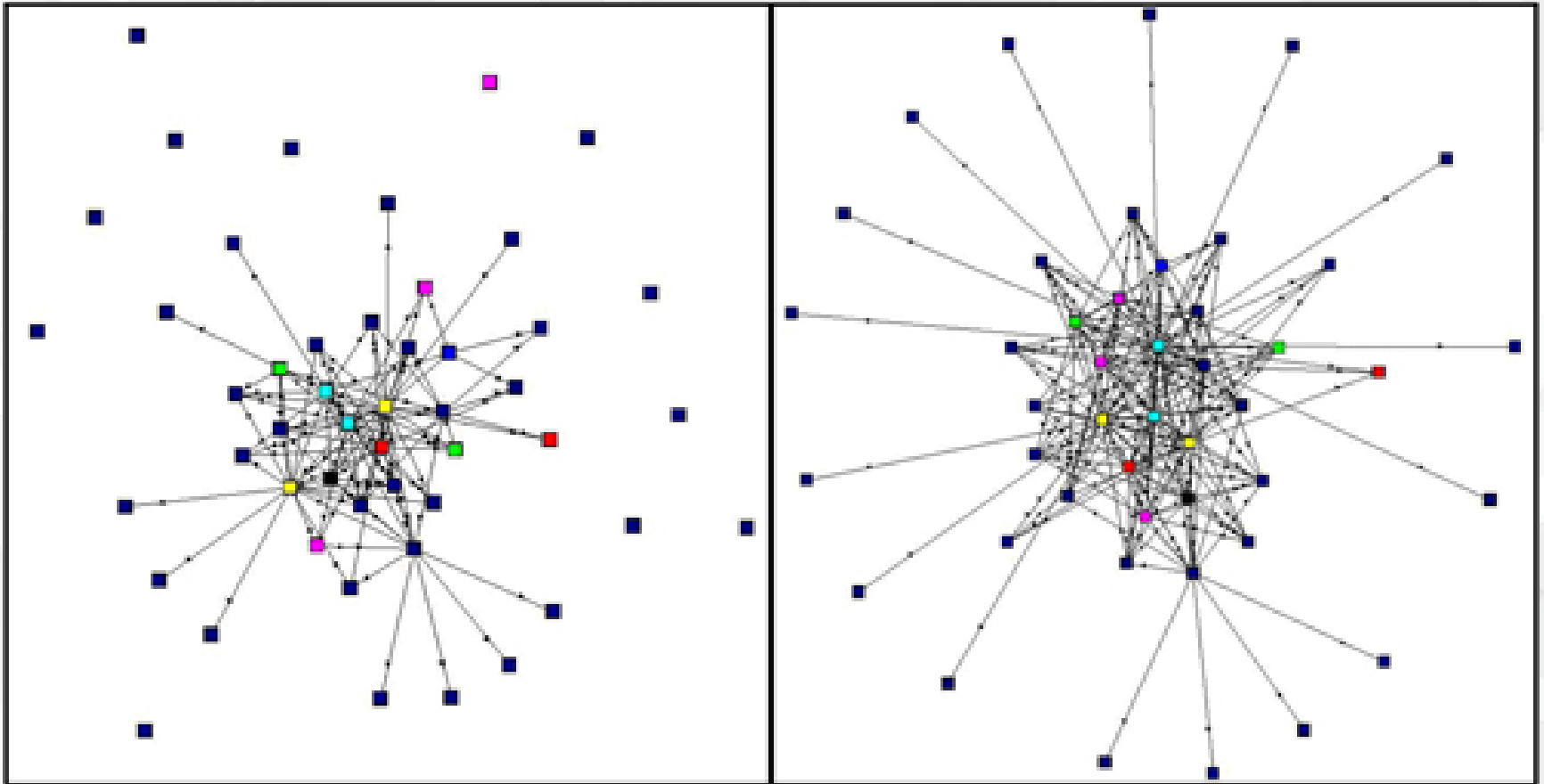
Income  
supports

Post-  
secondary  
education



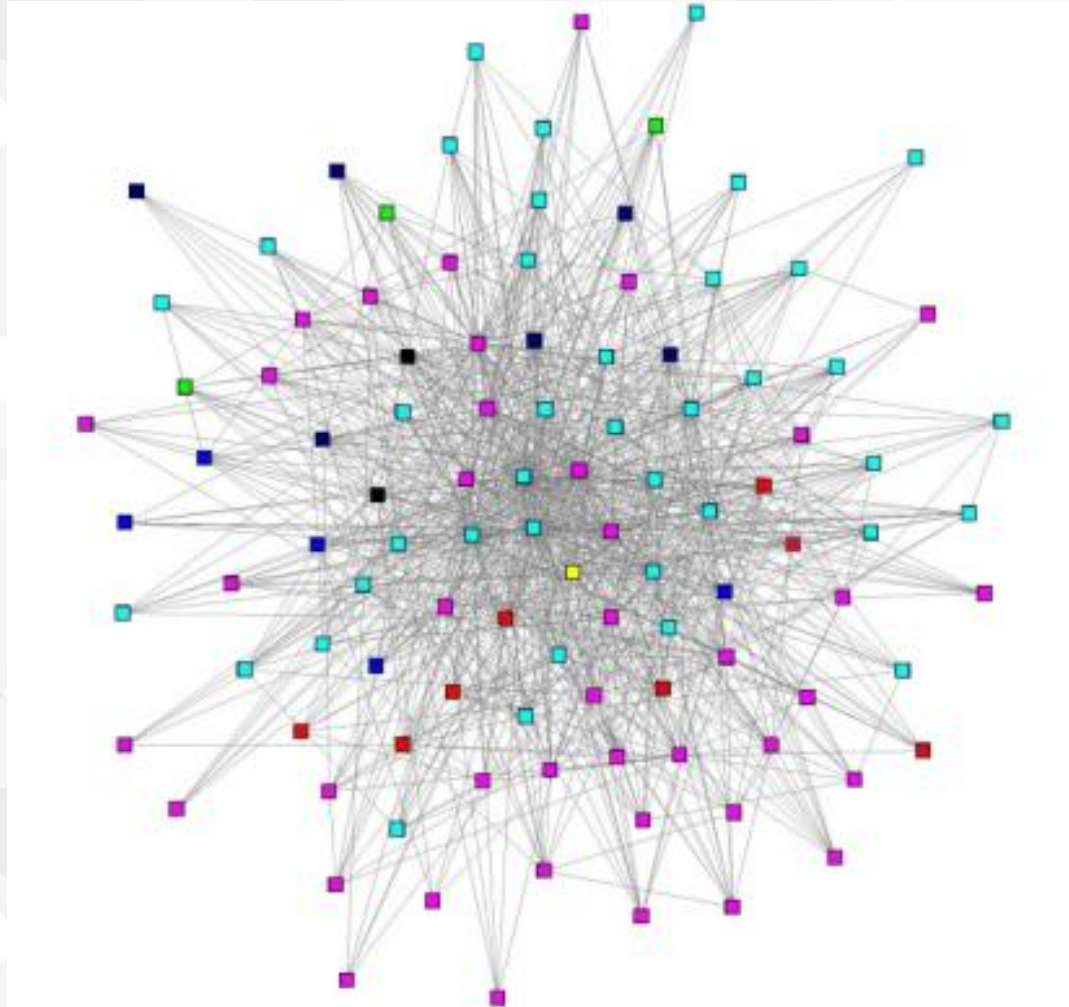
# ...and they can be measured over time

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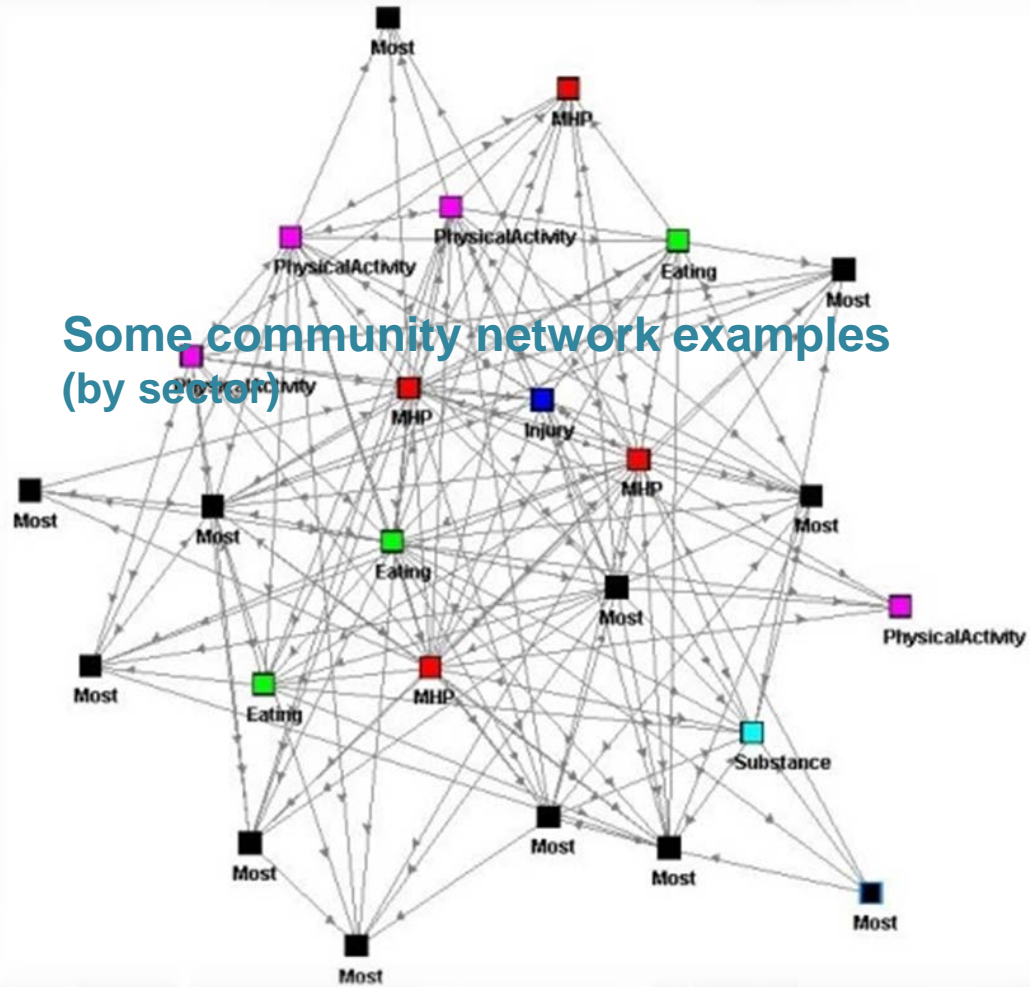
# Network weaving can help networks become more effective

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# BUILD

Some community network examples  
(by sector)



# What's the difference?

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## ***Organizations***

- Hierarchical structure
- Knowledge contained within the organization
- Set outcomes and linear tracking
- Leader designates jobs and roles

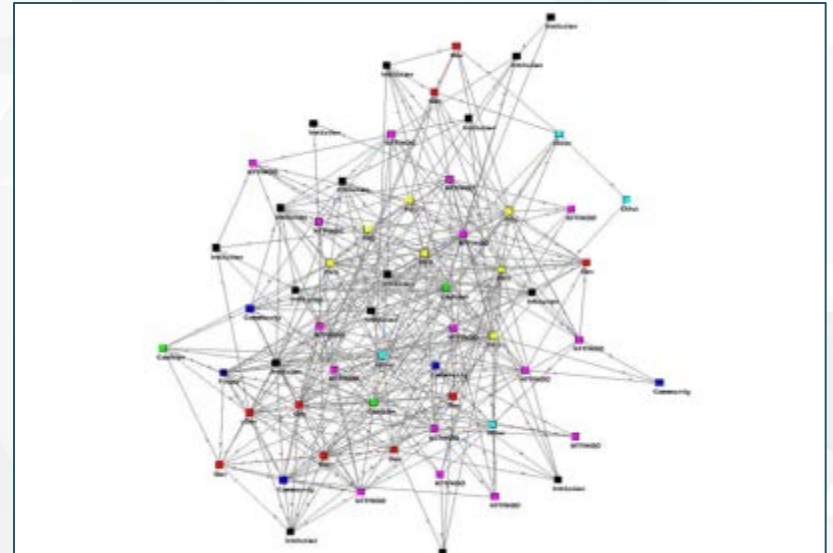
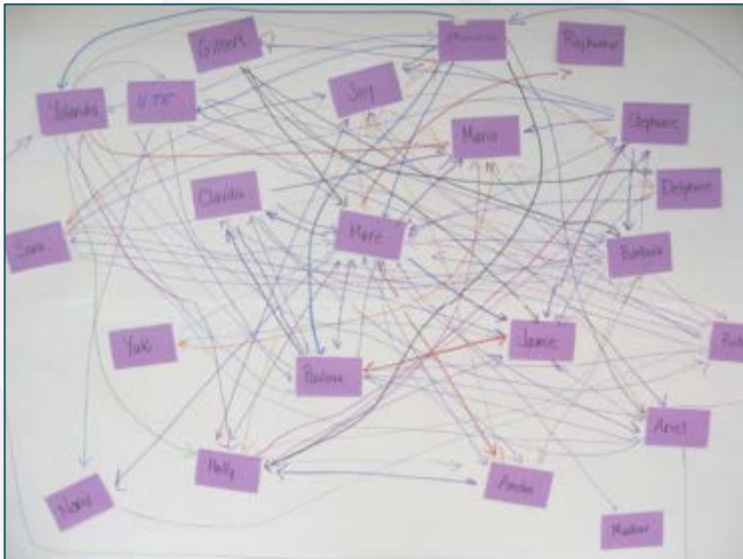
## ***Networks***

- Peer based relationships
- Different perspectives to be sufficiently innovative
- Act on opportunities that arise
- Leader catalyzes, connects & facilitates



# MEASURE

We can see what networks look like



# What are complex problems?

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**SIMPLE**

Following a recipe

**COMPLICATED**

Sending a rocket to the moon

**COMPLEX**

Raising a child

Adapted from F. Westley, B. Zimmerman, M. Patton: Getting to Maybe, 2006

# Complex problem: Keeping Denise healthy



- 57 years old
- Works at a dry cleaner
- Grade 12
- Smokes
- Most jobs at minimum wage
- Rents one bedroom apartment with husband
- On medication for high blood pressure

# Assumption

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Large scale system or behaviour change comes from better cross-sectoral collaborations than from the isolated interventions of individual organizations.



# Denise's lifestyle isn't the whole story



**Low income**

**Limited access to  
recreation**

**Low paying  
job**

**Expensive  
medication-  
not always  
covered**

**High  
school  
education**

**Family  
History of  
heart issues**

**Few  
supports**

**Female**

**Lack of  
affordable  
transport**

**Poor diet/lack of exercise**

# Other tools & processes

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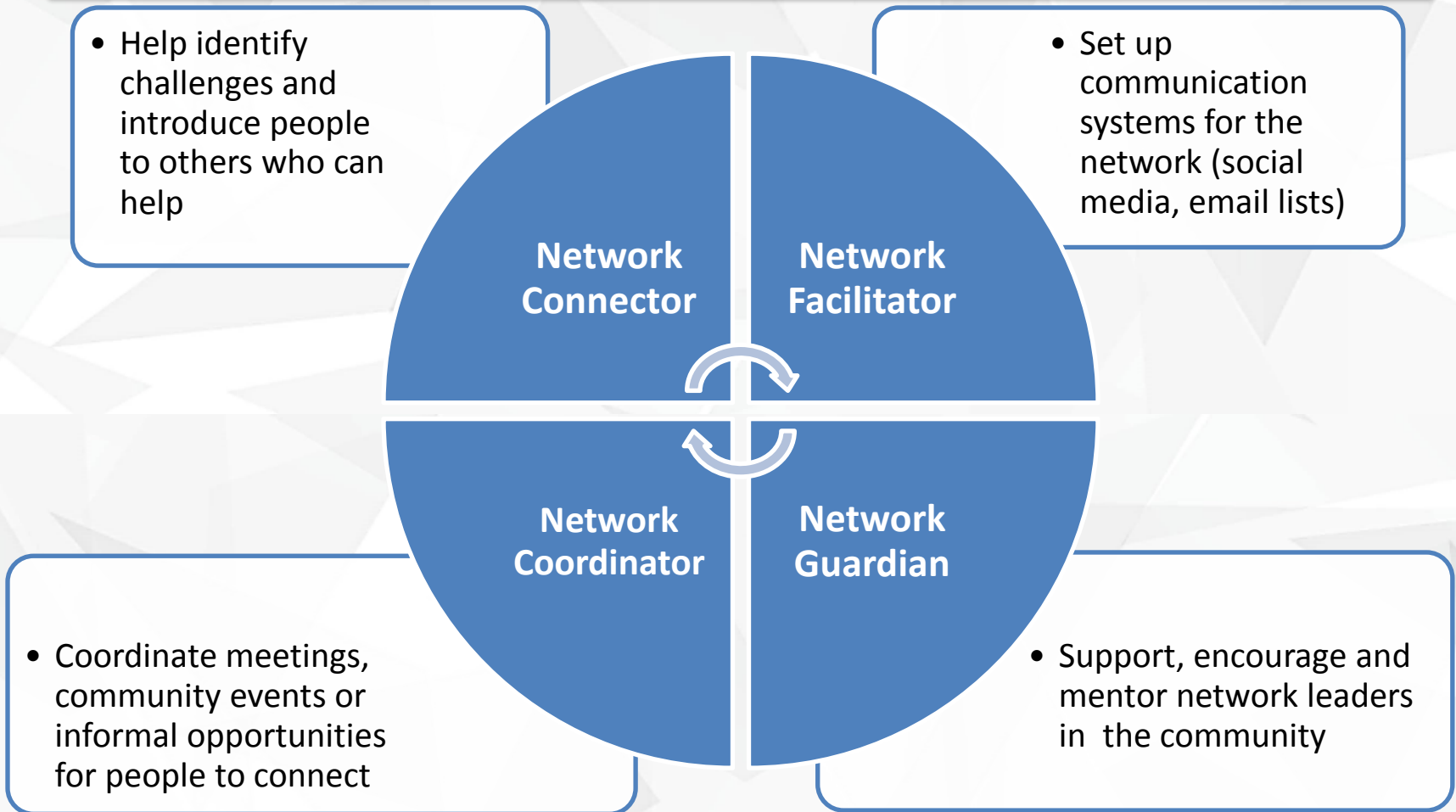
- Participatory research
- Collective impact measures
- Outcome mapping
- Contribution analysis
- Most significant change
- Network mapping and analysis

# Networks can address complex issues such as....

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- ✓ Obesity
- ✓ Falls prevention networks
- ✓ Climate change
- ✓ Economic development
- ✓ Evaluation and collective impact
- ✓ Service integration- Aboriginal health

# We all bring something to the table



*Adapted from Holley, J. , Network Weaver's Handbook, 2012*



# Key network thought leaders

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Brinton Milward, Janice Popp, Danielle Varda,  
Michael McGuire, Siv Vangen, Keith Provan.

## **June Holley**

- Very influential to network thinking
- New primary research being conducted with the Centre for Creative Leadership

**[Reading list available on our website!](#)**

# Coming events...

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## ❖ ***Prevent More to Treat Less | Public Health and Primary Health Care Together***

❖ **June 4 & 5** Association of Local Public Health Agencies (ALPHA), Association of Ontario Health Centres (AOHC) together with; the Ontario Public Health Association, Association of Family Health Teams of Ontario, Registered Nurses' Association of Ontario, Ontario College of Family Physicians, Association of Ontario Midwives and Health Nexus. Toronto

## ❖ ***Tapping the power of networks: Strategies for innovation and renewal***

**September 15-16, Daniels Spectrum, Toronto**

# Stay connected

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Group:  
*Network Weaving*



Group:  
*Network Thinkers*

**Penny Scott: @pennyleescott**

**Suzanne Schwenger: @Naturalweaver**

**@Health Nexus**



Thank you!



**[mapping@healthnexus.ca](mailto:mapping@healthnexus.ca)**

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***Let's talk about your network!***

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