

**HRSA Network Planning Grant – FY 2021**

Network Organizational Assessment: **OVERVIEW**

Purpose Process

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| * To provide a point-in-time assessment of your rural health Network’s capacity to address adaptive challenges and execute on high-leverage, short-term strategies. * This is a development tool – intended to help your Network identify areas of strength *and* areas for improvement. * Results from this Network Organizational Assessment can be used to identify and prioritize strategies as part of a broader strategic planning process to better position your Network for sustainability and maximum impact. * To develop a habit of practice that reinforces the Sustainable Network Model. | 1. Have at least ***three of your Network partners*** complete the assessment (pages 3-5) individually. The instructions for each individual are as follows:    * Read each statement and determine ***one*** ranking per statement that is appropriate for the current state of your Network - consider the perspectives of other board members and stakeholders when reviewing each statement.    * If you are having a difficult time deciding between two categories for an item, pick the lower of the two.    * Identify at least one example of evidence that justifies your ranking and write an explanation of each example.    * Complete the Network Organizational Assessment by the deadline established and be prepared to discuss your rankings and evidence with others. 2. Convene ***the members (from the above exercise) that completed the Network Organizational Assessment*** to gain consensus on the rankings.    * Have each member share his/her ranking and the evidence for the ranking of each item.    * By consensus, choose a ranking for each statement that best represents the state of the Network.    * List at least two (2) examples of evidence for your Network’s ranking in a new template. 3. Convene ***your Network partners*** (as available) to discuss the implications of the Network Organizational Assessment. (Use the Conversation *Guide provided on page 2.)*  Plan for a 1-2-hour discussion.    * Share the compiled document with your Network partners and ask for (1) verification of the rankings and (2) additional evidence to include in the assessment.    * Agree on a final version of the Network Organizational Assessment.    * Discuss what your findings mean for your network using the What, So What and Now What questions in the Conversation Guide. Summarize these insights.    * Discuss how this assessment informs your Network’s strategic plan. 4. Write a summary of your Network Organizational Assessment process and outcomes using the template on   page 5. This summary will be included as part of your Strategic Plan.   1. Submit the compiled version of pages 3-5 as your FORHP deliverable for the Network Organizational Assessment. 2. Repeat the process annually to track the growth and sustainability of your Network. |

Network Organizational Assessment: **Conversation Questions & Guide**

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| **Discussion Questions**   * **WHAT do people think?**  *-* *Where do we agree? Disagree?*   *- What is our consensus?  - What is the BIG picture? What are the headlines that might describe our combined assessment?*   * **SO WHAT do the findings mean for our Network?**   *Why might there be differences in perspective? For those statements with higher rankings, what is contributing to our success in this area? How might these strengths play out over time?*  *For those statements with lower rankings, why is this an area of need? What difference will it make over time if left unaddressed?*   * **NOW WHAT are we going to do?**   *What insights emerge about how to use these findings to inform our strategic plan? Which insights seem to have most value?*  *How will we share and discuss the Network Organizational Assessment findings and our strategic plan insights with the other members of our Network?*  **Action Steps**   * Finalize the assessment and identify the themes and insights from this discussion. * Identify goals and/or priorities that emerged from this discussion * Write a summary, using the template provided on page 5. |

*Interpreting & Using Network Organizational Assessment Data – A Suggested Conversation Guide | \*“What? So What? Now What?” Framework adapted from Eoyang, Human Systems Dynamics and Adaptive Action*

Network Organizational Assessment

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| --- | --- |
| Network Name | Grantee Organization |
| Month(s) & Year of Completion | City, State |

|  |  |  |  |
| --- | --- | --- | --- |
|  | Emerging  Evidence that our network is aware of the importance of the item and beginning to address | Proficient  Evidence that our network can perform the item with guidance and support | Excelling  Evidence that our network currently excels at this item and has built adaptive capacity |
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|  | | ***Be specific; enter examples/information in appropriate column*** | | |
| 1. Our Network members have a *shared* vision and mission that clearly define our reason for existence and reflect our values; all *members can articulate* what value we seek to create, why and how. | |  |  |  |
| 2. Our Network’s intent is to respond to both the *immediate and emerging* needs of our community; our purpose extends beyond the mere implementation of projects. | |  |  |  |
| 3. Our current and planned strategies are in *alignment* with our Network’s mission and goals. | |  |  |  |
| 4. Our Network benefits from the *diverse* perspectives*,* and meaningful *engagement* of our members, front-line staff, community partners and those we seek to serve. | |  |  |  |
| 5. Our Network members have the *authority to make decisions* on behalf of their individual organizations and constituencies. | |  |  |  |
| 6. Our Network structure and processes ensure that everyone feels accountable and *shares responsibility* for the organization’s success. | |  |  |  |
| 7. Our network infrastructure and programming are supported by a diverse financial portfolio, including member investments. | |  |  |  |
| **Network Organizational  Assessment**, *continued* | | Emerging  Evidence that our network is aware of the importance of the item and beginning to address | Proficient  Evidence that our network can perform the item with guidance and support | Excelling  Evidence that our network currently excels at this item and has built adaptive capacity |
| 8. Our Network is able to *move from ideas into action* and can secure the necessary resources and commitments from partners to execute strategies. | |  |  |  |
| 9. Members have made *long-term commitments* to the Network because they see *progress* and receive *benefits* from their participation. | |  |  |  |
| 10. We *apply lessons* learned and *build on our successes* to magnify Network impacts. | |  |  |  |
| 11. Our Network members have a level of *trust* that enables them to have difficult conversations, resolve conflict, and *take risks* together. | |  |  |  |
| 12. Our Network embraces the idea that *change is inevitable*; we have systematic processes in place to *continually assess* needs and stay abreast of local, state and national trends that impact our vision and mission. | |  |  |  |
| 13. Our Network members understand that finding new solutions for improving health and health care often means *experimenting with new ideas*; we eagerly accept lessons learned from “failing forward”. | |  |  |  |
| 14. Our Network has a comprehensive, integrated system for *measuring* both the performance of our *organization* and the outcomes of our *programs*; adjustments and improvements are made based on performance data. | |  |  |  |
| 15. We consistently *communicate the value* of our Network and *share lessons* learned to support the success of others. | |  |  |  |

Network Organizational Assessment: **SUMMARY**

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| Part 1. Process:  **Write a paragraph describing your process for completing the Network Organizational Assessment – i.e., timing, who completed the individual assessments, who participated in the larger discussion of the implications, etc. Where were areas of agreement and disagreement?**  Part 2. Strengths & Implications:  **In your own words (please do not repeat the specific statements in the Network Organizational Assessment table), describe the primary organizational strengths of your Network as well as the implications for your Network’s growth and sustainability.**  Part 3. Weaknesses & Implications:  **In your own words (please do not repeat the specific statements in the Network Organizational Assessment table), describe your Network’s primary areas of organizational weakness and the implications for your growth and sustainability if these issues are not addressed.** |