



# The Common Agenda & Network Development

Greater Upper Valley Integrated Services Team  
February 2024  
[GUVIST.org](http://GUVIST.org)

# What is Integration?



GUVIST facilitates service integration to improve the experience of people who receive services from multiple organizations by helping service providers *operate interdependently by design* through integration of:

*Leadership*  
*Decision-making*  
*Operations*  
*Responsibility*





Change to responsibility section of definition:

The integration of leadership, decision-making and operations culminate in a shared accountability for the wellbeing of our community and the system of care. Organizations that participate in GUVIST are responsible for not only their own services recipients, but intentionally bridging services between organizations and **community/informal networks**, which increases access to services, and the ability to do so with dignity.

# Where are we going?

1. What is Integration?
2. **The Common Agenda & Network Development**
3. Community Engagement
4. Shared Measurement & Data (Vital Conditions of Community)
5. Mutually Reinforcing Activities
6. Funding Challenges & Opportunities
7. Building a Sustainability Plan
8. Evaluating Collaboration & Lessons Learned
9. Putting it all Together: GUVIST Process, Successes to Date, Network Updates
10. Call for Proposals/Integration Incubation



# The Common Agenda & Network Development

## Learning Objectives:

1. Define service delivery network and common agenda
2. Understand who should be at the table and how to build an agenda
3. How can GUVIST get us there?



# Common Agenda



*A vision for change* shared by all participants that includes a common *understanding of the problem* and a *joint approach* to solving the problem through agreed-upon actions.

Source: Collective Impact Forum

[https://www.fsg.org/wp-content/uploads/2021/08/Collaborating-to-Create-a-Common-Agenda-11-03-2015-Handout\\_0.pdf](https://www.fsg.org/wp-content/uploads/2021/08/Collaborating-to-Create-a-Common-Agenda-11-03-2015-Handout_0.pdf)

# Proposal for Change



## Define the Population

Choose GUVIST Service Sector(s) or Service Recipient(s) impacted:

Communications/Transportation   Public Health   State Agency   Schools   Alcohol and Drug Use

Mental Health   Disability Rights   Community Health Center   Senior Services

Municipalities/Local Leadership   Housing   Food Security   Early Childhood   Other

Catchment Area:

## The Problem and Opportunity

How would you describe the current state of service delivery?

What quantitative or qualitative data tells us there is a problem?

Why has the current system not solved this problem?

Who are you already working with on this issue? Are they aware of the proposal?

How do you currently work together (i.e. administratively, financially, staffing, communication)?

Who else should be included?

Do you know of any organizations who are not open to change?

## Integration Plan

What is a radical change to the system that would meet the need?

Describe a service delivery experience as you would like to see it happen. What would integration look like for the *system* and for a *community member*?

How have you engaged those with lived experience and how do you plan to?

## Organizations Committed to Change

\_\_\_\_\_  
Organization

\_\_\_\_\_  
Name, Title



Service Integration by Design

	Hierarchies	Markets	Networks
<b>Behavior of actors</b>	Follow rules that govern action	Independent decision makers, pricing information guides actions	Actors behaviors are interdependent
<b>Relations between actors</b>	Long-term relationships, determined by an authority	Episodic relationships for transactions of goods/services	Enduring relationships, mutually maintained
<b>Coordination mechanism</b>	Bureaucratic structure	Price mechanism, supply v. demand, laissez-faire	Formal governance (NAO/Backbone), inter-org steering committee, MOUs/Agreements, or participant-governed through informal interdependent relationships

Source: GUVIST Network Analysis Project Wrap-up prepared by Rebecca Woodland & Becky Mazur June 22, 2022



## Four Types/Purposes of Networks

Information Sharing	Organizations use existing ties, or build new ties, to gain access to information or distribute information. A well-connected network fosters smooth communication processes and timely information exchange.
Knowledge Sharing	Organizations use ties to exchange explicit or tacit knowledge. Trust and strong ties support knowledge exchange. Actors are learning from each other.
Resource Exchange	Organizations exchange resources (human, financial, etc.). Organizations with more robust resources typically play a lead role.
Service Delivery	Organizations act and solve specific management and policy problems. E.g. referrals, delivery of programs, allocation of grant funds, etc.

Source: GUVIST Network Analysis Project Wrap-up prepared by Rebecca Woodland & Becky Mazur June 22, 2022

# Form → Storm → Norm → Transform



In this stage of collaboration, success often hinges on the level of shared clarity around purpose, structures, strategies, leadership, and key tasks

Source: Woodland R, Hutton M, Evaluating Organizational Collaborations: Suggested Entry Points and Strategies. American Journal of Evaluation. 2012. DOI: 10.1177/1098214012440028



Service Integration by Design

What kinds of networks are you part of?

In what ways do they meet these definitions? What could make them stronger?

# Proposal for Change



## Define the Population

Choose GUVIST Service Sector(s) or Service Recipient(s) impacted:

Communications/Transportation   Public Health   State Agency   Schools   Alcohol and Drug Use

Mental Health   Disability Rights   Community Health Center   Senior Services

Municipalities/Local Leadership   Housing   Food Security   Early Childhood   Other

Catchment Area:

## The Problem and Opportunity

How would you describe the current state of service delivery?

What quantitative or qualitative data tells us there is a problem?

Why has the current system not solved this problem?

Who are you already working with on this issue? Are they aware of the proposal?

How do you currently work together (i.e. administratively, financially, staffing, communication)?

Who else should be included?

Do you know of any organizations who are not open to change?

## Integration Plan

What is a radical change to the system that would meet the need?

Describe a service delivery experience as you would like to see it happen. What would integration look like for the *system* and for a *community member*?

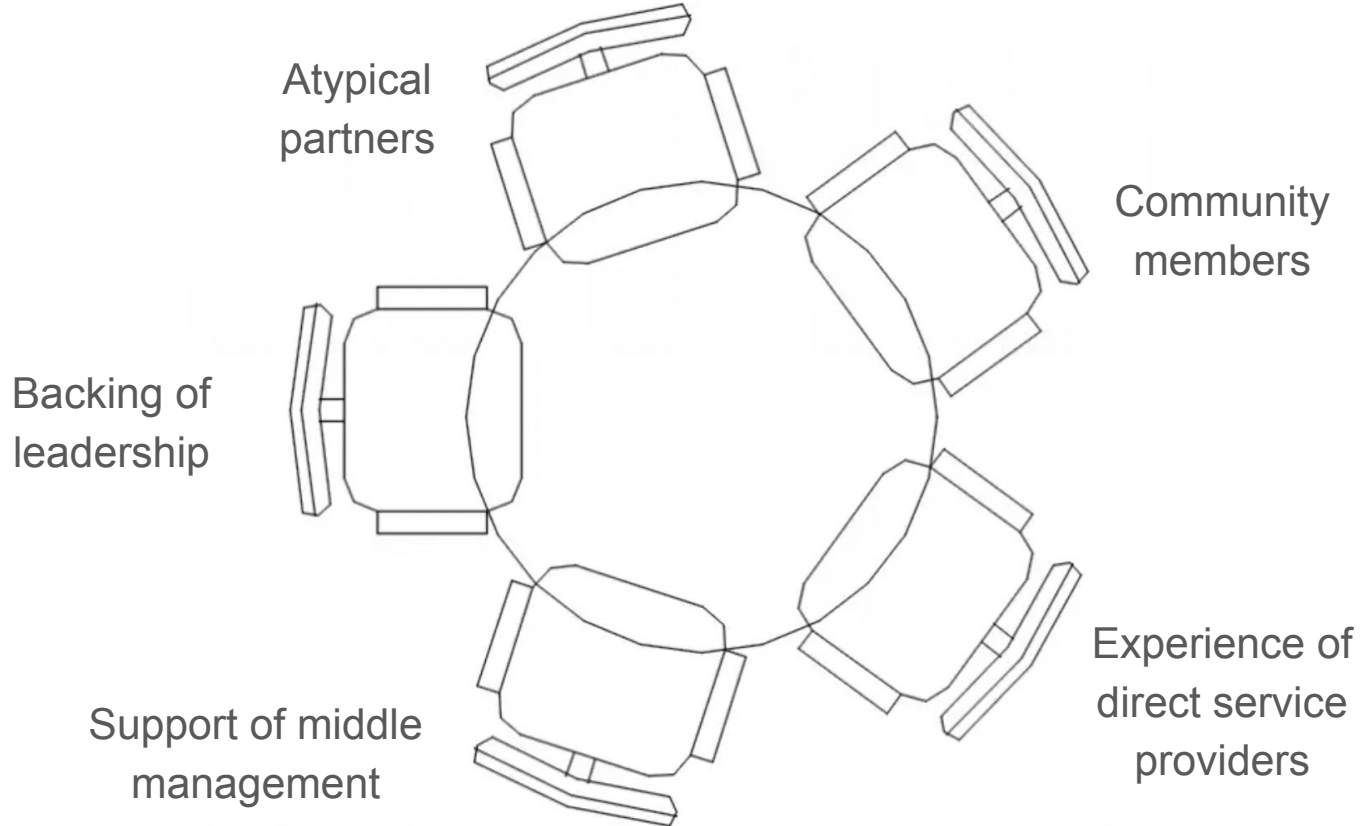
How have you engaged those with lived experience and how do you plan to?

## Organizations Committed to Change

Organization

Name, Title

# Who gets a seat at the table?





Service Integration by Design

How could you apply this in your work?

Have you or your colleagues done it well?