EXPLORATION STAGE
EVALUATION CHECKLIST

Interactions

- [ ] Key stakeholders with the most influence over the outcomes of the system are participating in the process.
- [ ] All constituencies, including those with lived experience, are participating.
- [ ] Participants are building connections with each other.
- [ ] Participants' interactions reflect a commitment to improved outcomes.
- [ ] Stakeholders are exercising galvanizing leadership.
- [ ] Stakeholders are exercising collaborative leadership.

Health

- [ ] Stakeholders have agreed to learn together.
- [ ] Stakeholders are learning together.
- [ ] Responsibility for performance of collaboration functions is clear.
- [ ] Can answer:
  - What level of resources have been allocated and by whom?
  - How often do the participants meet?
  - What is each stakeholder's level of participation?
  - How often do they communicate with each other?

Results

- [ ] Each participant values the process.
- [ ] The collaboration has developed and analyzed data that contribute to shared learning.

"Evaluating the performance and outcomes of a collaboration is different from evaluating a program or organization."

DEVELOPMENT STAGE
EVALUATION CHECKLIST

Interactions

- ☐ The key stakeholders with the most influence over the outcomes of the system are participating in the process.
- ☐ All constituencies, including those with lived experience, are participating.
- ☐ Participants are building connections with each other.
- ☐ Participants' interactions reflect a commitment to improved outcomes.
- ☐ Stakeholders have built trust with each other.
- ☐ Stakeholders are exercising galvanizing leadership.
- ☐ Stakeholders are exercising collaborative leadership.

Health

- ☐ Stakeholders are making choices together.
- ☐ Responsibility for performance of collaboration functions is clear.
- ☐ There is a structure in place to coordinate the collaboration.
- ☐ Participants are making progress toward identifying a common agenda and shared goals.
- ☐ New stakeholders are engaging in the process.
- ☐ The collaboration has the capacity to communicate.
- ☐ Can answer:
  - What level of resources have been allocated and by whom?
  - How often do the participants meet?
  - What is each stakeholder's level of participation?
  - How often do they communicate with each other?
  - Are stakeholders exiting the process?

Results

- ☐ Each participant values the process.
- ☐ Stakeholders articulate a shared understanding of what they could do together.
- ☐ Partners have developed a shared vision and shared goals for what they will do together.

(continued)

- [ ] Partners articulate how they each will assume shared responsibility for achieving the vision and goals.
- [ ] Partners have agreed on shared metrics.
- [ ] Can answer:
  - What is the quantity and quality of the collaboration's communications?

MATURITY STAGE
EVALUATION CHECKLIST

Interactions

- [ ] The key stakeholders with the most influence over the outcomes of the system are participating in the process.
- [ ] All constituencies, including those with lived experience, are participating.
- [ ] Participants are building connections with each other.
- [ ] Participants' interactions reflect a commitment to improved outcomes.
- [ ] Stakeholders have built trust with each other.
- [ ] Trust is increasing, according to stakeholders.
- [ ] Stakeholders are exercising galvanizing leadership.
- [ ] Stakeholders are exercising collaborative leadership.

Health

- [ ] More partners are providing financial and/or other forms of support.
- [ ] The network is sustainable.
- [ ] Stakeholders are making choices together.
- [ ] Responsibility for performance of collaboration functions is clear.
- [ ] There is a structure in place to coordinate the collaboration.
- [ ] If a board is in place to oversee the backbone entity performing the collaboration functions, board members are performing roles and responsibilities.
- [ ] Measures are in place to evaluate the effectiveness of the collaboration functions.
- [ ] There is shared understanding of common agenda and shared goals.

(continued)

- ☐ Partners have agreed on metrics and milestones to demonstrate progress.
- ☐ New stakeholders are engaging in the process.
- ☐ Can answer:
  - What level of resources have been allocated and by whom?
  - How often do the participants meet?
  - What is each stakeholder's level of participation?
  - How often do they communicate with each other?
  - Are stakeholders exiting the process?

Results

- ☐ Each stakeholder values the process.
- ☐ Stakeholders are making progress on their individual and collective goals.
- ☐ Partners are reporting shared metrics.
- ☐ Partners are achieving specific milestones.
- ☐ More resources are being attracted to the collaboration or its partners.
- ☐ Other stakeholders are altering their policies or practices to support the goals of the collaboration.
- ☐ Can answer:
  - What is the quantity and quality of the collaboration's communications?

CREATIVE DESTRUCTION STAGE EVALUATION CHECKLIST

Interactions

- ☐ The key stakeholders with the most influence over the outcomes of the system are participating in the process.
- ☐ All constituencies, including those with lived experience, are participating.
- ☐ Participants are building connections with each other.
- ☐ Partners are raising new issues that need to be addressed.
- ☐ Participants' interactions reflect a commitment to improved outcomes.
- ☐ Stakeholders have built trust with each other.

(continued)

- [ ] Trust is increasing, based on feedback from stakeholders.
- [ ] Stakeholders are exercising galvanizing leadership.
- [ ] Stakeholders are exercising collaborative leadership.

. . . .

Health

- [ ] More partners are providing financial and/or other forms of support.
- [ ] Stakeholders are making choices together.
- [ ] Responsibility for performance of collaboration functions is clear.
- [ ] There is a structure in place to coordinate the collaboration.
- [ ] The collaboration is evolving to reflect the changing perspectives of partners.
- [ ] Measures are in place to evaluate the effectiveness of the collaboration functions.
- [ ] There is shared understanding of common agenda and shared goals.
- [ ] Partners have agreed on metrics and milestones to demonstrate progress.
- [ ] New stakeholders are engaging in the process.
- [ ] Can answer:
  - What level of resources have been allocated and by whom?
  - How often do the participants meet?
  - What is each stakeholder's level of participation?
  - How often do they communicate with each other?
  - Are stakeholders exiting the process?

. . . .

Results

- [ ] Each stakeholder values the process.
- [ ] Stakeholders are making progress on their individual and collective goals.
- [ ] Partners are reporting shared metrics.
- [ ] Partners are achieving specific milestones.
- [ ] More resources are being attracted to the collaboration or its partners.
- [ ] Other stakeholders are altering their policies or practices to support the goals of the collaboration.
- [ ] Partners have identified a process for re-evaluating the vision, goals and value of the collaboration.
- [ ] Can answer:
  - What is the quantity and quality of the collaboration's communications?

NETWORK LEADER
PERFORMANCE CHECKLIST

After partners have assumed shared responsibility for achieving shared goals, they often form a network that aligns and coordinates their respective efforts. The network requires backbone capacity to perform specific functions. The person at the helm of the network has an unusual job. While not in control of any of the partners, the network leader nonetheless needs to influence and coordinate their efforts.

As noted in the earlier job description for a network leader, the job requires a distinct set of skills. Evaluating how a network leader is exercising those skills and performing critical functions can be challenging because the leader's key constituents—the partners within the network—bring different perspectives and value propositions to the work. Some partners may not value the work of the network, particularly if the network is identifying performance and outcome issues that the partners are reluctant to acknowledge or address. At the same time, a network leader unable to build trust among partners cannot be effective. Evaluators of network leaders need to assess how well the leader is balancing the inherent tensions between the needs and desires of the individual partners and the need to improve system outcomes.

- [ ] The network leader understands the priorities and motivations of the partners.
- [ ] The network leader engages diverse audiences.
- [ ] The network leader has built trust among the partners.
- [ ] The network leader has built trust with individual partners.
- [ ] The network leader has developed broader and deeper support for the collaboration.
- [ ] Partners value the work of the network leader.
- [ ] Partners look to the network leader for direction.
- [ ] The network leader is able to communicate his or her contribution without taking credit.
- [ ] The network leader is able to guide the partners through the collaboration cycle.