

## Thriving Communities Developmental Pathway

	Success Marker	Emerging	Expanding	Sustaining
Infrastructure	<p><b>People see everyone has a role to play in health promotion</b></p>	<ul style="list-style-type: none"> <li>Narrow/limited group not fully representative of community demographic</li> <li>Community engagement is not a key organizing principle for the group and is often overlooked or forgotten</li> <li>Group understands that broad engagement is essential to success but has yet to identify and/or execute strategies to do so</li> <li>Initial plan developed for broader engagement</li> </ul>	<ul style="list-style-type: none"> <li>Right mix of community members and organizational representatives who have an investment in the work</li> <li>Intentional discussion on who to connect and how (<b>Relationship map</b>)</li> <li>Executing strategies to develop broad community representation (open invitation/door)</li> <li>Variety of community members are engaged but power (decision-making, information) is centralized with a small group</li> </ul>	<ul style="list-style-type: none"> <li>Health promotion efforts are community-led</li> <li>Strengthening/deepening relationships</li> <li>Intentional leveraging of relationships to build broader engagement</li> <li>Specific calls to action-right time and right way to engaged-very focused and targeted efforts</li> <li>Leadership is shared between community members and professionals</li> <li>Ongoing, intentional refinement of community engagement strategies</li> <li>Structures/systems enable ongoing engagement and participation of community at-large</li> </ul>

Describe where you are in your development of community engagement:

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Infrastructure	<p><b>People are engaged in a common/shared vision for health promotion</b></p>	<ul style="list-style-type: none"> <li>• No vision</li> <li>• Shared belief</li> <li>• Vision is focused on single health priority</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities are in place for community members to influence the development and refinement of the vision</li> <li>• Broad vision for health promotion under development</li> <li>• Conversion from priority-focused to health promotion vision</li> <li>• Vision serves as cornerstone for community efforts (decisions and activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboratively developed vision in place</li> <li>• Vision is communicated frequently to create shared ownership; is known by the community</li> <li>• Process to validate vision-revisiting</li> </ul>
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Describe where you are in your development of shared vision:

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	<p><b>Health promotion efforts are coordinated</b></p>	<ul style="list-style-type: none"> <li>• Awareness of other community efforts but no coordination</li> <li>• <b>Action Plan</b> in development</li> <li>• Activities are sporadic, piecemeal</li> <li>• No communication across groups working in community</li>   <li>• Centralized limited leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan developed</li> <li>• Subset of activities are coordinated but there is not broad communication</li> <li>• A formal infrastructure for supporting communication and coordination is in development</li>   <li>• Multiple people are leading activities (programming, fundraising, infrastructure)</li> <li>• Plan for leadership development</li> <li>• Shared leadership model</li> </ul>	<ul style="list-style-type: none"> <li>• There is a formal, effective infrastructure in place supporting coordination and communication</li> <li>• Recognized as “go to” by community</li> <li>• Clear communication streams/networks</li> <li>• Vision - activities - action plan are linked</li>   <li>• On boarding process plan for leadership development</li> <li>• Accountability with leadership embedded in the community-right people/right place</li> <li>• Leadership development in operation</li> <li>• Leadership succession plan is in place</li> </ul>
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Describe where you are in your development of coordination:

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	<p>People understand and are using evidence-based practices (i.e. programs, frameworks, practices)</p>	<ul style="list-style-type: none"> <li>• No knowledge</li> <li>• Self-created practices in place</li> <li>• Practices in place without intentionality</li> <li>• Investigation of emerging or evidence-based practices (EBPs) is guided by the community vision and research</li> </ul>	<ul style="list-style-type: none"> <li>• Self-created practices are aligned with knowledge, research, emerging or EBPs</li> <li>• EBPs are implemented when appropriate and with intentionality</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging or EBP are responsive to community needs and are fully executed with monitoring procedures in place</li> <li>• Community implements continuous improvement practices into Emerging or EBP activities</li> </ul>
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Describe where you are in your development of evidence-based practices:

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Programming	<p>Health promotion efforts focus on a variety of approaches</p>	<ul style="list-style-type: none"> <li>• No approaches identified</li> <li>• Limited programming is in place but not linked to health promotion framework</li> <li>• No focus or emphasis, targets for approaches are general or unplanned/ uncoordinated</li> <li>• Community is engaging in limited programs (universal, selected or indicated) that are not aligned with a comprehensive approach</li> <li>• Community is building an understanding of health promotion framework</li> </ul>	<ul style="list-style-type: none"> <li>• Community is engaging in promotion <u>and</u> programs</li> <li>• Community starts to explore policy and physical projects</li> <li>• A broader range of programs (universal, selected or indicated) are aligning toward a comprehensive approach</li> <li>• Efforts are aligning toward a more comprehensive approach (PSE)</li> <li>• Community has identified policies to target for change</li> <li>• Community is advocating for a shared agenda for change or enforcement of policies</li> </ul>	<ul style="list-style-type: none"> <li>• Community is using a variety of approaches (universal, selected or indicated) for promotion, programs, policy and physical projects</li> <li>• Adoption and enforcement of health policies is in place</li> </ul>
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Describe where you are in adopting a variety of approaches:

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	<p>Health promotion efforts are data-informed</p>	<ul style="list-style-type: none"> <li>• Efforts are not guided by data or information but rather by individuals and agendas</li> <li>• Evaluation or data collection efforts are in development</li> <li>• Activities and efforts are not yet reviewed for key learnings and have not informed future decisions/work</li> <li>• Initial Needs Assessment complete and may inform decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Needs/Asset <b>assessment</b> is updated and refined</li> <li>• Appropriate needs assessment is periodically used</li> <li>• Needs/Asset Assessment drives Action Plan</li> <li>• A system for reviewing data/information is being tested</li> <li>• Evaluation data are being collected but do not inform decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment becomes part of normal process</li> <li>• Assessment and Action Plan are updated and reviewed regularly</li> <li>• Activities have an evaluation component that is reviewed and informs shared decision making</li> <li>• Community is driven by its own vision and goals, not funders</li> <li>• Data and learning inform the community vision and goals and support sustainability efforts</li> </ul>
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Describe where you are in your use of data:

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Sustainability (\$, Financial viability	Health promotion efforts are sustained	<ul style="list-style-type: none"> <li>• Limited resources, finances</li> <li>• Fiscal agent/sponsor relationship established</li> <li>• <b>Budget</b> has been developed</li> <li>• No plan in place to gather additional resources</li> <li>• Participate in Sustainability Consults</li> <li>• Initial community narrative/story is developed</li> </ul>	<ul style="list-style-type: none"> <li>• Income is not diversified (i.e. limited to grants)</li> <li>• Infrastructure is developed to support sustainability efforts: fundraising and friend-raising</li> <li>• Committed capacity/leadership for fundraising-Accountability</li> <li>• Match dollars garnered</li> <li>• <b>Budget</b> is monitored and updated</li> <li>• <b>Fundraising/sustainability plan</b> developed</li> <li>• Fiscal management plan/fiscal structure developed</li> <li>• Re-assessment of alignment with Thriving Communities and fiscal sponsor</li> <li>• Fund/friend-raising activities are being executed</li> <li>• Focus on diversity of resources</li> <li>• Narrative/story is expanded to include current work and results of efforts</li> <li>• Narrative/story is utilized to garner additional resources</li> </ul>	<ul style="list-style-type: none"> <li>• Active and successful friend and fundraising committee</li> <li>• Fundraising/sustainability plan successfully executed</li> <li>• Champions, allies and gatekeepers are supportive and vocal</li> <li>• Funds in place to support ongoing efforts</li> <li>• Funding is diversified, a multitude of partners are engaged</li> <li>• Thriving Communities group takes on expanded roles in community</li> <li>• Narrative/story is continuously updates and shared to grown financial, human and political capital</li> <li>• Thriving Communities has the capital (financial, human, political) to maintain and expand its efforts</li> </ul>
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Describe your progress in friend raising and fundraising:

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<b>Broadening</b> 	<i>Emerging</i>	<i>Expanding</i>	<i>Sustaining</i>
<b>Deepening</b> 	<ul style="list-style-type: none"> <li>• Right people coming together</li> <li>• Creating shared belief &amp; focus</li> <li>• Narrow focus: vision, leadership, engagement, implementation</li> <li>• Priority changes</li> <li>• Groundwork</li> </ul>	<ul style="list-style-type: none"> <li>• Taking on Interact’s priorities</li> <li>• Broadening vision, relationships, activities beyond initial focus</li> <li>• Building, implementing, executing</li> </ul>	<ul style="list-style-type: none"> <li>• Known as the right people and are supported to carry out health promotion</li> <li>• Solid structures, process , relationships</li> <li>• Broad promotion focus: engagement, approaches, implementation</li> <li>• Systemic change, culture change</li> <li>• Refining/continuous improvement process</li> </ul>