Success Framework for HAI/AR Partner Networks

Overview

Collaboration among Healthcare-associated Infection (HAI)/Antimicrobial Resistance (AR) program partners is an essential component of effective HAI/AR detection, prevention, response, and containment efforts. These networks help health departments maximize resources, as well as technical and operational capabilities. The Success Framework for HAI/AR Partner Networks helps ensure health departments are engaging in effective partner networks. These networks leverage partners' resources, expertise, and influence to prevent HAIs and reduce AR.

The question-based Success Framework organizes content into four stages (A-D). It provides actionable recommendations for each stage based on the network's level of maturity (1-3). The goal is to develop, maintain, and strengthen new or existing partner networks.

Revisit the Framework at least annually to monitor progress, find recommended actions for continued growth, and strengthen your partner network. You may use the framework more often when starting a new network, during coordination, and at critical junctures. These critical junctures include changes to leadership, partners, settings, priorities, and funding.

Intended users

- People leading existing partner networks.
- Members of existing partner networks.
- People interested in forming a new HAI/AR partner network.

Instructions

1. Determine which partner networks (two or more, including yourself) you would like to develop or assess.
   - Use the framework as a roadmap (if developing) or a tune-up guide (if assessing).
2. Convene members of the network. * Use the tool to assess and discuss with your partners where you are now (your 'level' or 'maturity'). Decide where to focus your next steps in partnership activities A through D.
   - With your partners, reflect, discuss, and answer a stage's guiding questions.
   - Go in sequential order (i.e., Stages A through D) or pick stage(s) that resonate with your network's needs and gaps.
   - As you answer questions, consider your gaps and strengths in the context of key elements of successful partner networks.

3. With your partners, reflect on the associated recommended actions and determine which actions may support your partner network's needs for improvement. Determine the additional information, tools, or materials that may help your partner network take these actions.
   o Your network should be able to demonstrate how it performs all recommended actions in a level before advancing to the next.
   o Unless otherwise specified, recommended actions are for all entities in the partner network to complete.
   o Level 3 actions are the optimal level of maturity. Partner networks who are at a level 3 are encouraged to review and reflect on the lower maturity levels.
4. Revisit the Framework at least annually to monitor progress, find recommended actions for continued growth, and strengthen your partner network.

Reminder:

*CDC can help you choose partners, convene network members, and share resources on partner landscape and strengths assessments. Email the team for assistance.

Guiding questions at-a-glance

A. Determine Priorities

A.1: Does the partner network review policies (e.g., reporting requirements, contractual mandates) and available data (e.g., surveillance, assessment) to determine statewide HAI/AR prevention priorities?

A.2: Does the partner network include the right partners and people to address data-driven priorities efficiently?

A.3: Has the partner network analyzed partners' funding streams (distinct sources of funds) to determine if they enable partners to address priorities?

B. Plan Approach

B.1: Has the partner network established a structure for coordination, accountability, and decision-making?

B.2: Has the partner network developed a strategy with shared goals and defined activities to address priorities?

B.3: Has the partner network established a plan to coordinate partners' resources to achieve shared goals?

C. Implement Activities

C.1: Does the partner network implement planned activities according to identified strengths, defined roles and responsibilities, and shared goals?

C.2: Does the partner network effectively communicate its goals, activities, progress, and/or achievements?

D. Measure and Adjust

D.1: Does the partner network analyze available data to determine progress towards shared goals?

D.2: Does the partner network make changes to priorities, strategies, activities, staffing, and/or resources based on data and lessons learned?

D.3: Does the partner network's structure evolve based on lessons learned and new priorities?

A. Determine Priorities

Read, reflect on, and discuss question #A.1 with your partner network(s). Next, read the Level 1 Recommended Actions associated with A.1. If your network doesn't perform these actions, discuss next steps and resources you'd need. If it does, advance to the next Level. If your network already performs Level 3 actions, reflect on ways to improve current processes and resource-sharing. Follow this process for A.2 and A.3.

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
A.1 Does the partner network review policies (e.g., reporting requirements, contractual mandates) and available data (e.g., surveillance, assessment) to determine statewide HAI/AR prevention priorities?	• Identify decisions and actions based on available data, additional information needed, and each partner's data contributions. • Understand each partner's organizational priorities and identify opportunities for collaboration. *Actions for individuals:* • Review these policies to determine individual organizational priorities for addressing the burdens/needs. • Review available surveillance, assessment, or other data (e.g., antibiotic use and stewardship data, ICAR assessment data) to determine individual organizational priorities for addressing the burdens/needs.	• Use these policies to determine shared priorities for addressing the burdens/needs. • Use the regional or population-level data to determine shared priorities for addressing the burdens/needs.	• Use policies and regional, population-level, facility-based, and assessment data to determine shared priorities. • Analyze data on emerging threats (e.g., by organism, infection, setting, population, geographic location, population, region, policies) to determine shared priorities.
A.2 Does the partner network include the right partners and people to address data-driven priorities efficiently?	• Determine criteria for partner representation (e.g., geographic mix, etc.). • Document partners' strengths, capabilities, scopes, goals, frequency of communication, possible leaders and champions, and other criteria for partner representation. A champion voluntarily advocates for the network within their own	• Map partners' strengths, capabilities, possible leaders and champions, and other criteria for partner representation to shared priorities. • The partner network is composed of partners needed to address shared priorities, based on identified strengths, capabilities,	• Review the partner landscape to determine 1) how partners prioritize HAI/AR within the scope of their responsibilities, and 2) opportunities to leverage partner strengths, capabilities, and influence to address shared priorities and reduce partner redundancies and gaps. • The partner network is composed of non-traditional and new partners

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
	organization, and ideally has leadership or decision-making status. • Review the partner landscape to 1) determine whether the partner network has the appropriate mix of expertise to address the priorities, and 2) identify partner redundancies and gaps.	possible leaders and champions, and other criteria.	who may expand the influence and reach of the partner network (i.e., a partner organization that has not typically engaged in the partner network and/or the state's HAI/AR program efforts).
A.3 Has the partner network analyzed partners' funding streams (distinct sources of funds) to determine the ability of funding to enable partners to address priorities?	• Document information on funding (e.g., streams, mechanisms, timeframes, parameters, uses) used by individual partner organizations, where possible and relevant to shared priorities.	• Review funding information to understand the gaps in funding available to the partner network to carry out activities needed to address shared priorities.	• Identify opportunities to coordinate funds to ensure the partner network can carry out activities needed to address shared priorities. Coordination can be accomplished through braiding (coordinating two or more individual funding sources to support the total cost of a program or initiative where costs are allocated and tracked by source to avoid duplication of efforts) or blending (integrating funds from two or more funding sources or programs where costs are not allocated nor tracked by source).

B. Plan Approach

Read, reflect on, and discuss question #B.1 with your partner network(s). Next, read the Level 1 Recommended Actions associated with B.1. If your network(s) *don't* perform these actions, discuss next steps and resources you'd need. If they *do*, advance to the next Level. If your network already performs Level 3 actions, reflect on ways to improve current processes and resource-sharing. Follow this process for B.2 and B.3.

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
B.1 Has the partner network established a structure for coordination, accountability, and decision-making?	• A person, organization, or group commits to leading/convening the partner network. *Actions for individuals:* • A leader in the health department commits to championing its role in the partner network. • Leaders in other partner organizations commit to championing their organizational roles in the partner network. • Define partner roles/responsibilities (e.g., analysis, inspection, prevention) to optimize assets and reduce redundancy in the partner network.	• Define the network's operating model (i.e., how it delivers value) by developing principles, policies, and/or procedures for partner network accountability and decision-making. • Define a communication frequency (e.g., regular or need-based meetings) that 1) aligns to decision-making timelines for activity (e.g., intervention, education campaign, data updates) and resource planning, 2) keeps partners engaged, and 3) does not overburden partners. • Identify communication channels for coordination (e.g., phone calls, regional calls, newsletters, meetings, etc.).	*Actions for network leaders and organizational champions:* • Consistently communicate with the partner network and other state or national actors to maintain and advance the partner network.
B.2 Has the partner network developed a partnership strategy with shared goals and defined activities to address the partner network's priorities?	• Define a shared partnership strategic vision for HAI/AR prevention, based on data- and policy-driven priorities, as well as partner capabilities and strengths. • Identify changes to partners' scopes of work that could affect the development of a partnership plan.	• Develop a one-year partnership plan with 1) shared HAI/AR prevention goals, 2) coordinated and partner-specific activities for achieving goals, and 3) implementation assignments, based on partner roles, responsibilities, strengths, capabilities, funding, and changes in scopes of work.	• Develop or use existing implementation, outcome, and/or impact measures to measure the partner network's success in achieving shared goals. • Define specific activities to address anticipated changes to the disease landscape, measurement, and/or technology (e.g., new or evolving threats, new diagnostic methods).

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
		• Develop a three- or five-year partnership plan with broad shared HAI/AR prevention goals. • Establish incentives (e.g., reward offered for increased productivity, governor's award, honor roll, monetary reward) for organizations to ensure continued engagement/active participation in the partner network and commitment to achieving shared goals.	• Implement and/or adjust incentives (e.g., honor roll, monetary reward) for organizations to ensure continued engagement in the partner network and commitment to achieving shared goals.
B.3 Has the partner network established a plan to coordinate partners' resources (e.g., staff, funding) to achieve shared goals?	• Develop an approach for tracking how individual organizations allocate resources for shared goals.	• Deploy a plan to coordinate resources for activities defined in the strategy, which may include funding mechanisms and timelines and staff-sharing terms of reference. • Search for resource-sharing opportunities to support activities that advance shared goals.	• Develop measures for benchmarking, improving, and/or assessing outcomes and impact of coordinated resources. • Use communication channels to share lessons learned, outcomes, and/or impact of coordinated resources. • Identify creative or supplemental funding (e.g., grants).

C. Implement Activities

Read, reflect on, and discuss question #C.1 with your partner network(s). Next, read the Level 1 Recommended Actions associated with C.1. If your network(s) *don't* perform these actions, discuss next steps and resources you'd need. If they *do*, advance to the next Level. If your network already performs Level 3 actions, reflect on ways to improve current processes and resource-sharing. Follow this process for C.2.

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
C.1 Does the partner network implement planned activities according to identified strengths, defined roles and responsibilities, and shared goals?	• Implement planned activities to achieve shared goals based on defined roles, responsibilities, strengths, and data-driven priorities to optimize assets and reduce redundancy in the partner network.	• Coordinate and monitor partner network activities using shared tools to optimize assets and reduce redundancy. • Manage challenges to implementing partner network activities to minimize or adapt to deviations in implementing planned activities. • Reflect on real-time implementation observations or lessons learned and adapts planned activities as needed.	• Identify and use windows of opportunity (e.g., new legislation, administration changes, newly available funds, public interest, media attention) to advance implementation of planned activities.
C.2 Does the partner network effectively communicate its goals, activities, progress, and/or achievements?	• Communicate internally according to the defined frequency or pattern, which 1) aligns to decision-making timelines for activity and resource planning, 2) keeps partners engaged and progress moving, and 3) does not overburden partners.	• Share information and promising practices (e.g., peer-to-peer mentorship, success stories) with each other to maintain transparency, interest, and commitment during implementation.	• Use organizational champions and other influential people to communicate within organizations, the partner network, and beyond the partner network to maintain buy-in and advance implementation. • Share information and best practices with other states and/or national-level partners for scientific, stakeholder education, and/or new partnership opportunities.

D. Measure and Adjust

Read, reflect on, and discuss question #D.1 with your partner network(s). Next, read the Level 1 Recommended Actions associated with D.1. If your network(s) *don't* perform these actions, discuss next steps and resources you'd need. If they *do*, advance to the next Level. If your network already performs Level 3 actions, reflect on ways to improve current processes and resource-sharing. Follow this process for D.2 and D.3.

Guiding Question	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
D.1 Does the partner network analyze available data to determine progress towards shared goals?	• Develop analysis plans to capture and assess information about collective progress towards shared priorities at defined intervals. • Review process, outcomes, and/or impact data to determine collective progress towards shared goals	• Use shared management, accountability, and data visualization tools to track activities and ensure they advance progress towards shared goals. • Develop plans to assess collective progress and individual contributions towards shared goals at defined intervals. • Review process, outcomes, and/or impact data to determine collective progress and individual organizations' contributions towards shared goals.	• Share process, outcomes, and/or impact results with each other to maintain transparency, interest, and commitment.
D.2 Does the partner network make changes to priorities, strategies, activities, staff, and/or resources based on data and lessons learned?	• Participate in decision-making meetings to review health, assessment, and activity data and identify new shared priorities and/or strategies at defined intervals.	• Adjust priorities, strategies, activities, staff, and/or resources at defined intervals based on data and lessons learned from activities, funding approaches, and other partnership collaborations.	• Change priorities, strategies, activities, staffing support, and/or resources in anticipation of emerging threats and/or changes in technology, measurement, funding, and policies.
D.3 Does the partner network's structure evolve based on lessons learned and/or new priorities?	• Evolve network structure based on lessons learned about the structure's effectiveness, including the principles and/or procedures that inhibited or facilitated the partner network in achieving its goals.	• Evolve network structure to reflect changes in the partner landscape or to priorities and/or goals, including the introduction of new organizations or changes to HAI/AR landscape (e.g., policies or data by organism, infection, setting, population, geographic location).	• Evolve network structure in anticipation of changes to leadership, champions, personnel, priorities, and goals.