

100 Million Healthier Lives Community Transformation Map

What is the 100MLives Community Transformation Map?



The 100MLives Community Transformation Map (CTM) is a planning tool. It will help to assess where you are on the journey to become a healthy, equitable community and a Culture of Health. It is designed to help guide you from one stage of the journey to another. The map first assesses where you think you are, then facilitates a community conversation. This is not about getting a high score — you may be doing really well in some places and need a lot of work in others. We encourage you to identify priorities and chart your path to transformation; there are many possible paths, depending on your starting point and your community’s priorities. It is your journey to transform your community. Over time, this tool will become increasingly interactive, with resources and tips to guide you on your journey. We have added a few helpful resources for each section through hyperlinks. Click on the blue underlined word, and a resource or tool will open. You may find it helpful to print out and do it on paper.

How to use this tool



1. Take it yourself: Fill out each item from **your** perspective of your community’s transformation work. As you complete the map, you will assess where you are on the transformation toward becoming a Community of Solutions and a Culture of Health. As you fill the map out, both list where you are (“Now” column), and where you would like to be in six months (“Goal” column). Jot down a few specific ideas about what could be improved at the end of each section—but don’t spend too much time on this until you have a conversation with others (see below).



2. Talk it through: Compare answers with other members of your community collaboration (which can be a formal coalition or a group of people or organizations working together). Where members of your community collaboration have a score difference of five or more points, discuss why you might have such different answers. This could be because people have access to different pieces of information or resources within your collaboration; or from gaps that offer opportunities for improvement. The greatest value of this tool is to foster a dialogue within your community collaboration to help identify strategies to advance your community. Come up with a final answer as a community.



3. Chart a path: After discussing and comparing notes, create an improvement plan based on areas you have prioritized. Meet with other members of your improvement team and your coach to strategize priorities. Identify up to three priorities to work on (can be from any section), and develop an improvement plan. Enter your community’s answers and action plan for the entire map into CTaP.

How the map was developed: The 100MLives Community Transformation Map is based on the concept of a [Community of Solutions](#), a community transformation model designed to help communities make meaningful, measurable improvements in health, wellbeing and equity and advance toward a Culture of Health. This model was developed in the 100 Million Healthier Lives [SCALE](#) initiative in partnership with communities. A workgroup made up of SCALE implementation team members, evaluation team members, community members, and leaders with lived experience developed the scale and the items. These were cross-referenced with several other relevant assessments. SCALE communities then tested the tool and provided feedback. The current version of the tool grew from this and will continue to evolve as it is used in the field. To send feedback please email us at 100MLives@ihi.org or Jonathan Scaccia at jonathan.p.scaccia@gmail.com.



1. Take It Yourself

Set aside an hour and a half to complete the assessment (map) by yourself. As you complete the map, identify where you are (“Now”) and where you might want to go (“Goal”). The map is based on stages of community change from “Not yet started” to “Spreading and Scaling.” Each stage is defined below and builds on the one before. For example, if you are scaling change across your region, it implies you are also sustaining change within your community. Within each stage, there are three options for scores for you to choose from, depending on how strongly your community matches the description within the box. Remember to fill this out from **your** perspective of your community collaboration’s work. Some of you may find it helpful to print out on paper to fill out and then discuss with your community collaboration.

Stage of transformation	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are spreading and scaling change across our region”
Definition of stages	We haven’t started making this change yet.	We understand the meaning and importance of this. We are beginning to work on it.	We are working on it. We are starting to see the benefits.	It’s a regular part of how we do our work. We apply this in all our work.	We are sharing what we’ve learned with others. We have been building a system to scale this to other communities.
Example: Our collaboration has partnerships across sectors in our region to improve community wellbeing.	We usually work alone.	We have formed partnerships, largely within one sector.	About half of the relevant sectors are engaged to address the priorities at hand.	Most (>75%) relevant sectors are working together to create systems and policies to support lasting change.	We develop partnerships across the majority (>50%) of relevant sectors in our region to support what we are trying to accomplish.
	0	1 2 3	4 5 6	7 8 9	10 11 12

The Community Transformation Map is divided into three sections:

Section 1: How the Community Approaches the Change Process

1. Vision
2. Co-design
3. Applying improvement methods
4. Willingness to adopt change
5. Sustainability, spread and scale, systems change

Section 2: How Members of the Community Relate to One Another and Create Abundance

1. Community organization
2. Communication and conflict resolution
3. Shared stewardship
4. Collaboration

Section 3: How the Community Leads for Social Change and Equity

1. Growing the leadership of those affected by inequity
2. Distributing power and leadership
3. Taking effective action to improve equity

Section 1: How the Community Approaches the Change Process

This section focuses on how a community goes about creating effective change. We define this as change that leads to people and communities thriving. [Communities that have been successful](#) at this develop a [vision](#) and [create meaningful change](#) to achieve this vision. These communities set concrete goals and create solutions in partnership with community members. They check to see whether their work is achieving real improvement together with community members. They use that information to adapt what they are doing till real lives get better. Additional resources are embedded as links throughout the map.

1. [Vision](#)

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling -- “We are actively scaling change across our region”	Now	Goal
1. We believe change is possible.	We want our community to be better, but change currently feels difficult or hard to believe in.	Several of us are motivated to improve our community and believe change is possible.	More than half of the people involved in our collaboration think change is possible in our community. We are motivated to create that change.	We know we can create significant change in our community.	Many communities across our region believe change is possible and are motivated to create change.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
2. We have a common vision for our community that everyone is working toward.	We have not begun to develop a vision for our community.	A number of different groups have visions for their work, but we have not come together yet to create a common vision.	Our community has begun to develop a common vision. We are doing this in partnership with multiple groups and residents of our community.	Our community shares a clear, overarching vision that feels concrete and motivating. We develop and implement programs and policies to achieve our common vision.	Many communities in our region have a clear, motivating vision and have demonstrated success in achieving the vision on their own. We are working together to develop a common vision for our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

2. Co-design - [Design thinking](#) is a creative problem-solving approach. It helps to create the solutions from the perspective of those most affected by a problem. Co-design means that those most affected by a problem actively contribute to solving the problem. The special expertise that people with experience of living with the problem day to day is valued. In 100 Million Healthier Lives, we call this having lived experience of the problem you are trying to solve. Design thinkers map out what is happening to create a problem (the system). It then engages people who have experience with different parts of the system to come together to solve the problem. They go out of their way to gain a very deep understanding of the problem. This is done by asking questions and seeing the experience from the perspective of the person living it: by walking in their footsteps, developing empathy maps, and listening deeply to their stories. They also help people think outside the box in creating solutions.

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling -- “We are actively scaling change across our region”	Now	Goal
<p>3. We use design approaches to create change with those who are most affected by the problems we seek to address.</p>	We do not currently design change. It just happens.	We use tools like focus groups and surveys to understand the needs of our community.	In at least one initiative, we have begun to deepen our ways of understanding the system from the perspective of people who are most affected. We listen to stories and information from those who are most affected, and understand the journey through their eyes.	We regularly use design approaches in all our initiatives to create change <i>with</i> those who are most affected. We make it easy to get a wide range of ideas for our transformation from likely and unlikely sources.	We regularly apply a range of design approaches to create regional change with those who are most affected.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>4. We understand the system of our community and use it to design and create change.</p> <p><i>A system is a set of connected parts-- structures, culture, policies and processes--that creates the results we see.</i></p>	We usually follow funding opportunities and priorities in choosing community priorities.	We use the knowledge from surveys, like needs assessments, to guide our design of change	We map out the system that is involved in a problem or process to guide our design of change. We assure that both people affected by the system and those who interact with it at different points are part of designing change.	We have a deep understanding of what is happening in different parts of the system of our community as a whole . This understanding guides us in designing community change.	We map out the system of our region. This helps us design effective change.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

3. Applying improvement methods – [These](#) are a set of [concepts, approaches and tools](#) that help people create effective change.

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling -- “We are actively scaling change across our region”	Now	Goal
<p>5. We have developed concrete aims for our work.</p> <p><i>An aim is a concrete, audacious goal that describes what will be accomplished by when (how much, by when?)</i></p>	We have not yet created a concrete aim to guide change in our community.	Community stakeholders have come together to better understand where we are and to set goals about where we wish to be in a given period of time in at least one initiative. Most groups in our community do not have a habit of setting concrete aims.	We have developed concrete aims in some (≤50%) of the initiatives in our community.	We regularly set concrete aims for what we will accomplish by when in most (>50%) of our initiatives. We regularly assess our progress and refine or set new aims based on our progress.	We are pursuing concrete aims to achieve the vision for our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>6. Stakeholders in the community come together to create a theory of change.</p> <p><i>A theory of change is a community’s belief about the set of programs, policies and investments that will help us achieve our goals.</i></p>	We have many projects in our community. These projects are not guided by an overall design based on what we think will create impact in our community (theory of change).	We are holding community meetings to develop our ideas about how we will achieve our aims. We are actively developing our ideas about programs, policies, and investments that could help us achieve our aims in at least one initiative (theory of change).	We actively develop our ideas about what programs, policies, and investments will help us achieve our aims in some (≤50%) of our initiatives (theory of change).	<p>We have a theory of change to help us achieve our aims for most initiatives (>50%) in our community.</p> <p>We coordinate our efforts around a set of projects based on this theory of change.</p> <p>We regularly track our progress and update our theory of change as needed.</p>	<p>Communities across our region use theories of change to guide their work.</p> <p>We have set at least one regional aim and have begun to develop a regional theory of change.</p> <p>We coordinate the efforts of multiple communities to reach our regional aims.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling -- “We are actively scaling change across our region”	Now	Goal
<p>7. Our collaboration values measurement. We have developed a set of measures related to what we believe needs to change to create improvement.</p> <p><i>Measures include types of data and the ways to collect that data.</i></p>	Our collaboration has not yet made measurement a priority.	We have prioritized measurement and have some measures. However, our measures do not align well with the things we believe will need to change to create improvement.	We have chosen measures, with community input, that relate to the things we are trying to improve in some (≤50%) of our initiatives.	We have an overall strategy for measurement that aligns measures with what we need to improve in most (>50%) of our initiatives. We regularly assess and change measures based on what we are learning as a community.	Communities across our entire region value measurement. They have identified measures together that relate to what we believe will drive regional change. We regularly adjust measures based on what we are learning as a region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>8. We collect the data we need to know whether we are reaching our goals.</p> <p><i>Data can come from numbers and stories.</i></p>	<p>We do not regularly collect data.</p> <p style="text-align: center;">OR</p> <p>We largely collect data to report to others outside our collaboration for evaluation or required reporting.</p>	We are working to find a way to collect data in the community. This could be either from public data sources or from local collection efforts from community organizations.	We have identified a way to collect data in the community. We are working to implement this.	We have a space where we collect, pool and store data from the community for our community to access.	Communities across our region prioritize data collection to understand progress of our region over time.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling --“We are actively scaling change across our region”	Now	Goal
<p>9. Community members have access to the community’s data and use it to help us reflect and improve.</p> <p><i>Data can come from numbers and stories.</i></p>	Members of our community do not have access to our community’s data.	We are working to display our data for all community members to see in a couple of initiatives.	Members of our community know where to access and view data for several major initiatives. The data is easy to understand and reflect on.	Members of our community know where to access and view data on our impact. We regularly use these data to reflect as a community. The community feels a sense of ownership over the data. Community members contextualize the numbers with stories to create greater insight.	Members of our region have ownership over our data, and know where to access and view data on our impact. We have regional processes in place to regularly reflect on our data. Community members help to contextualize this data.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>10. We have skilled measurement leaders who guide our measurement strategy.</p>	We do not have a leader for our measurement efforts.	We are finding people within our collaboration to lead our measurement efforts. Some leaders are interested in this, but may not have the skills for measurement.	We have a skilled leader(s) who guides the day to day measurement efforts of our collaboration. They help us improve our measurement strategy over time.	There are a number of measurement leaders within our collaboration who have the knowledge and skills to lead measurement efforts. This helps us to apply a measurement strategy to all our efforts. Community members serve in some of these roles.	Many communities in our region have leaders to guide measurement efforts. We have measurement leaders for our regional collaboration. They help us to understand and act on our regional data.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

4. Willingness to adopt change created by others – A great way to create effective change faster is to start finding conditions where things are already working. The idea of finding [bright spots](#) comes from a method of looking for, and building on, [“positive deviance.”](#) This means groups or places within the same environment that have unexpectedly positive results. The idea is to understand how this was possible and then create conditions that made that possible. This makes the system work for everyone. Communities that adopt or adapt practices that worked in other communities can make change faster.

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling -- “We are actively scaling change across our region”	Now	Goal
11. People in our community collaboration are open to adapting practices that work (bright spots) from others.	People in our community collaboration generally feel like changes created by others would not work in our community OR We are not aware of successes elsewhere or how to adopt them.	People recognize that they are not unique and could learn from others. There have been early efforts to share bright spots with groups within our community.	People show a willingness to use solutions created by others. We start by identifying what has been shown to work in our community from the beginning to see what might fit the context of our community.	We never want to start from scratch if we can avoid it! We regularly scan for good practices and examples (bright spots) within and outside our community.	We are part of a group of communities in our region that embrace the idea of exchanging bright spots and adapting them. We regular scan for good practices and examples across our region and from other regions.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
12. People in our community adopt what is working (bright spots) from others and adapt it to fit our local context.	We have tried out things that work in other places before we made sure it fits for our context. This has left us feeling like adopting change from others couldn’t work. <i>Or</i> , we haven’t tried adopting change from others.	We have found at least one program or practice developed by someone else that we think might be a good fit for our community. We are in the process of trying it out and seeing how it might need to be adapted to best fit our community.	We have a process for understanding whether a program or practice that worked somewhere else might be a good fit for our community. We try it out and change it as needed to fit our context.	We can think of several recent examples where we have tried and then adopted change from other communities.	We can think of several recent examples where we have adopted change from another community.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

5. Sustainability and scale-up - [Sustainability](#) is about maintaining and growing your work to promote health, wellbeing and equity. This involves planning for resources. These resources could be partnerships, assets, capacity, funding, and expertise. Sustainability also includes developing infrastructure through technology, and policy and systems change. Other important pieces include leveraging the environment, growing people, and fostering an effective change process. These all aim to maintain and scale up outcomes.

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
<p>13. The coalition plans to spread and scale up a set of programs (portfolio) that would achieve lasting impact from the beginning.</p>	<p>We tend to work on a number of small projects or “pilot projects.” We do not plan to scale them up. Most of our pilot projects are never taken to scale.</p>	<p>We have developed a plan to go to scale for one or two programs.</p>	<p>We are in the process of scaling at least one program across our community.</p> <p>We have the collaborations, resources and governance in place to support taking this initiative to full scale across our community.</p>	<p>We are implementing a set of programs that could go to full scale and achieve lasting impact.</p> <p>We have the collaborations, resources and governance in place to support taking these programs to full scale across our community.</p>	<p>Communities routinely plan to scale up their initiatives across our region.</p> <p>We plan for the collaborations, resources, and governance to be in place to support taking initiatives to full scale across our region. We are taking at least one initiative to full scale across our region.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>14. The coalition plans for sustainability from the beginning.</p> <p><i>Sustainability is about continuing and growing the initiatives, people, resources and infrastructure needed to grow and scale outcomes.</i></p>	<p>We do not have a long-term plan for sustainability in place.</p>	<p>We have begun planning for a set of initiatives that could sustain impact.</p> <p>We have begun to integrate sustainability planning into at least one initiative.</p>	<p>We are implementing a plan for long-term sustainability for at least one community initiative.</p> <p>We have a plan for the development of the people, resources, environment and change process needed to sustain and fully scale up a set of initiatives. This helps us to achieve outcomes at scale.</p>	<p>We have a plan for sustaining a set of initiatives as they scale.</p> <p>We have a plan for the development of the people, resources, environment and change process needed to sustain these initiatives at scale.</p> <p>We take on policy and system change to help sustain and scale our programs and outcomes.</p>	<p>Communities across our region plan for sustainability from the beginning.</p> <p>We develop the people, resources, infrastructure and change process needed to sustain and scale up effective change in our region.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
15. We realize that failing is a normal part of creating meaningful change and embrace the chance to learn quickly from our mistakes.	We want to learn from our experiences, but often feel discouraged by failure. We try to be flexible, but it is difficult to adjust when we come upon unexpected roadblocks.	We are just beginning to see failures as opportunities to change quickly for the better. This attitude isn’t yet entrenched in our daily work (or isn’t shared by everyone).	We have begun to embrace moments where we fail as opportunities to change. We are building in moments to reflect on failure and change in at least one initiative.	We approach all activities as a possible chance to learn and change for the better. As a community, we build in times to reflect on failure and change in most initiatives and processes. We celebrate and share what worked and what didn’t work with others so they do not have to repeat our mistakes.	Communities we work with in our region embrace the idea of failure as a great way to learn and change quickly. Communities across our region are building in chances to reflect and change into their work. We regularly share what worked and what didn’t work with communities in our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
16. We build joy and motivation into our community change processes.	We often feel too overwhelmed to do things that bring us joy in our work. We are so busy that we sometimes lose track of why our work is meaningful.	We are beginning to develop a set of practices around building joy and motivation. For example, we might take the time to reflect on why we do our work at an annual meeting or retreat. We can clearly say why our work matters, or whose lives will get better because we are here.	We actively look for chances to add joy and meaning to our work. We build in creative ways to connect with the meaning behind our work on a regular basis. For example, we start meetings with a story about someone whose life is better because of our work.	We create the conditions that foster joy in work across our collaboration. We create regular social spaces (e.g., community dinners, café events) to share the meaning behind our work. We regularly assure that our work continues to be meaningful.	Communities across the region value creating joy in our work. We regularly reflect on what makes our work meaningful and share stories to highlight that.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
17. We celebrate often as a community.	We usually forget to celebrate as a community.	We usually only celebrate major successes. This is often through the media or other public venues. Community residents are usually not actively involved.	We celebrate big and small successes at least once or twice a year. We celebrate together with community residents.	We take every chance to celebrate big and small successes. We also celebrate key personal and community milestones. Community members play an important role.	We support each other’s celebrations in our region. They are a great way to build relationships. We also learn what is happening across our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

Section 1 Assessment - How the Community Approaches the Change Process							
Add up all the item scores in the “Now” Column and the “Goal” column.						Now	Goal
TOTALS:							

Jot down some specific ideas for improvement to bring to your community conversation:

Section 2: How Members of the Community Relate to One Another and Create Abundance

This section focuses on how your community collaboration functions. This includes [how you organize yourself as a collaboration](#) and how you relate with one other. Key ingredients include trust, accountability, a sense of ownership, and effective collaboration. Remember to select each item based on your sense of your community collaboration’s work. List where you are now (“Now” column), and where you would like to be 6 months from now (“Goal” column). At the end, jot down a few ideas about what could be improved. Additional resources are embedded as links.

1. Organization of your community collaboration

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
18. Our community functions as an interconnected network. <i>A network is a group of interconnected people or things.</i>	There is very little that connects different groups in our collaboration.	We’ve begun to map out the different groups and organizations in our community.	We are connecting to groups in our community who are not in our collaboration.	Our community functions as a healthy network . We have many self-governing groups beyond our collaboration that are interconnected. We facilitate communication and collaboration across the network.	We are beginning to develop a regional network.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
19. Our community collaboration has distributed leadership across our community network.	It is unclear how decisions are made in our community. There is no formal process through which people across groups connect, share knowledge or make decisions.	Most of our decisions are made at the collaboration table or decisions are made out of sight and are driven by one or two people or organizations. Our decision making is largely hierarchical with a central structure. This sometimes limits how much progress is possible.	We have distributed leadership with many people and organizations able to lead change. We lead change together in a coordinated way. We have diverse goals as well as a set of common priorities. These are being led by different groups and individual leaders.	We seamlessly identify priorities and assets among different groups in our community to solve challenges. We have a diverse set of ways that different people and organizations are leading to achieve this vision. Multiple improvement teams exist to help us get there.	A diversity of leaders make decisions in our region. Groups in our region function as a network to connect, share information and make decisions. Communities across our region are able to take leadership for different aspects of our work.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

2. Communication and conflict resolution

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
20. We have open lines of communication in our community collaboration.	Communication primarily happens between people who know each other. There is limited information sharing across our community collaboration.	There is at least one communication channel that everyone has access to (e.g., an email list). Communication usually flows in one direction (e.g., from a central source to partners).	We are developing processes for two-way communication within our collaboration. This usually goes through a central coordinating group. Communication channels and processes are accessible to everyone.	Our communication channels are multi-directional. People from a wide range of groups can offer concerns and solutions. They don’t have to work closely together or know each other to do this. We regularly communicate with the community at large.	We have good communication channels between communities in our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
21. We have practices and processes that support open communication.	We don’t have practices in place that support open, honest communication. We don’t usually feel comfortable asking each other hard questions.	We understand the importance of open honest communication to better understand one another. We are beginning to develop these as a practice in our collaboration.	We have a practice of asking open questions of one another when something doesn’t make sense or isn’t going well in our collaboration.	We have shared practices for people to ask open questions, to listen well, to express differences and work through conflicts.	We have shared practices around open communication across communities in our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
22. We have practices and processes in place to resolve conflicts.	We don’t have processes in place right now to talk about our differences. Differences often stay below the surface. This makes it harder for our community to work together and leads to workarounds.	We are trying to create spaces for reflection and to talk about our differences. A few groups in our community have developed practices to resolve differences.	We have some spaces for community members and groups to reflect and resolve differences. We have shared practices for resolving differences across our community.	We have routine processes in place to reflect and resolve conflicts early. We have community facilitators who help us resolve conflicts early. We are usually able to do this in a way that deepens our collaboration.	We have processes in place to resolve differences quickly across our region. This has helped us deepen our regional collaboration.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

3. Shared stewardship - A steward is someone who looks after the community's best interests. Note: In this section, "people" refers to residents from diverse parts of the community.

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
23. There is a shared commitment to health, wellbeing, and equity across our community.	People don’t yet have a shared sense of commitment to health, wellbeing, and equity in our community.	A few people (<10%) have begun to develop a shared commitment to health, wellbeing and equity.	A significant number of people (11-30%) have a shared commitment to health, wellbeing and equity. They are only in 1-2 sectors.	A significant number of people (>40%) across 3 or more sectors have begun to develop a shared commitment to health, wellbeing and equity.	There is a shared commitment to health, wellbeing and equity across our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
24. People see themselves as stewards of the community’s wellbeing.	People don’t generally see themselves as stewards of the health and wellbeing of the community.	A few people (<10%) and organizations have begun to see themselves as stewards of the community.	A significant number of people and organizations (10-30%) have begun to see themselves as community stewards. They work together to help our community make progress.	There is a widespread sense of stewardship and civic engagement across our community (>30%).	There is a sense of shared stewardship across our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
25. Stewards in our community are committed to change for the long-term.	People in our community may come together only when there is an emergency. They generally do not think proactively about the short and long-term needs of our community.	People in our community have begun to think together about the short and long-term needs of our community. They are currently focused only on the most urgent priorities.	People are committed to improving the factors that, in the short and long term, impact our community’s wellbeing. They are actively involved in initiatives that address both.	There are many community stewards who are working to improve the community’s wellbeing for the long-term. These stewards work together to create an environment which makes meaningful change possible.	Stewards are committed to improving the wellbeing of our region for the long term. We have shared vision and priorities for our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

4. Collaboration

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
26. Our collaboration has partnerships across sectors in our region to improve community wellbeing.	We usually work alone.	We have formed partnerships, largely within one sector.	About half of the relevant sectors are engaged to address the priorities at hand.	Most (>75%) relevant sectors are working together to create systems and policies to support lasting change.	We develop partnerships across the majority (>50%) of relevant sectors in our region to support what we are trying to accomplish.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
27. We form partnerships strategically to achieve our goals.	We form partnerships largely to meet funding requirements.	Our partnerships are mostly based on existing relationships. These aren’t always the right partnerships to effectively address the problem we’re trying to solve.	We have begun to strategically map our partnerships to align to what we are trying to accomplish. We have expanded partnerships to include organizations who can address this.	We routinely assess our partnerships to see whether they support what we are trying to accomplish. We expand and shrink partnerships to achieve our community’s goals.	We expand and shrink partnerships to achieve our region’s short and long-term priorities.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
28. Our collaboration has the relationships and trust needed to share resources and accountability.	We don’t know one another well in our collaboration. This makes it difficult for us to have enough trust to share resources.	We have begun to get to know one another as a collaboration. We are in the process of understanding what each of us cares about in our work and the strengths we each bring to the table.	We have developed trust among a key group of partners. This ability to share resources gives us a sense of hope and possibility. We frequently share resources and assets with one another.	We routinely share resources to get things done. This helps us create synergy and reduce duplication. This helps us to accomplish things that wouldn’t have been possible otherwise. Our practice of sharing resources gives us a sense of abundance.	We have a good understanding of our collective assets and resources across our region. We share resources across communities in our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
29. Our collaboration has the governance processes in place to share resources and accountability.	It feels hard to get things done because we feel constantly like we are in an environment of scarcity.	We have begun to map the special strengths we each bring, the assets we are willing to offer, and where we need help from others.	We have an understanding about how we will share resources. In some cases, we have written agreements between partners.	The level of trust makes it possible for us to share resources most of the time (>75%). We have agreements and governance processes to share accountability for our common resources.	We have the trust and governance processes needed to share resources and accountability across our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
30. People in our community share assets in usual and unusual ways to address health, wellbeing and equity. <i>Assets are resources (monetary or otherwise).</i>	We do not have a regular practice of understanding the assets that each of us brings to the collaboration.	We have a good understanding of the diverse strengths and assets of our community. We don’t have a way of sharing and using these assets.	<p>We regularly share assets to get things done in over half of our initiatives.</p> <p>We largely use our traditional roles to create change (e.g., a health care system providing health care access; a faith community creating spiritual wellbeing).</p>	<p>We routinely use and share our assets creatively to improve health, wellbeing and equity in most (75%) of our initiatives.</p> <p>We see our roles more broadly than our traditional role (e.g., a church focused on creating health for its congregation; a business acting as a cradle to career employer).</p> <p>We see our community as abundant and build on strengths as a norm.</p>	We creatively use our resources across our region to realize our shared vision. We take advantage of regional and state policy, financing and data-sharing vehicles to support this.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

Section 2 Assessment: How Members of the Community Collaboration Relate to One Another and Create Abundance		
Add up all the items in the “Now” Column and the “Goal” column. Which of these might be priorities for your collaboration’s work?	Now	Goal
TOTALS:		
<p>Brainstorm a few specific ideas for improvement to bring to your community conversation.</p>		

Section 3: How the community leads for social change and equity

Equity means that everyone has a fair and just opportunity to thrive, and that those with worse health and fewer resources get specific support to improve their lives. To advance equity, it is important to ask “who isn’t thriving?” and, “what historic or current systems contribute to inequities?” and “what will it take for that to change?” This means creating opportunities, for example, for quality housing, education, and healthcare. It means ensuring a safe and nurturing environment for **all** people in a community. As we deepen our equity work, we go from simply identifying disparities to advancing equity by eliminating unfair social conditions. We develop a strength-based, rather than deficit-based, approach to people and communities. This helps us see our work on equity as a pathway to abundance. The [100 Million Healthier Lives Equity Program Brief](#) offers a guide to our overall approach.

Remember to select each item based on **your** perception of your community collaboration’s work. List where you are now (“Now” column), and where you would like to be 6 months from now (“Goal” column) where you feel you might want to set a goal to improve. At the end, think about a few specific ideas about what could be improved. Additional resources are embedded as links throughout the map.

1. Growing the leadership of those affected by inequity

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
31. We seek to grow the leadership and voice of those who have less power.	We need to build the power of individuals in our community. We do not yet have a method for fostering opportunities to do this.	We are beginning to figure out how to grow the leadership of people who have less power. We see every person as someone who has gifts to offer and could be a leader.	We use community organizing or other similar methods to build the leadership and voice of those who have less power. We see this as a way of unlocking the potential of our community.	We use several methods to empower more leaders in the broader community, including potential leaders among those most affected by an issue. We often see evidence that our methods are effective.	There are many pathways for the development of leaders across our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
32. We have a system for developing new leaders in our community.	We would like to grow individual and organizational leaders in our community. We have not yet found methods to conduct leadership trainings.	We are piloting methods for developing leaders. We grow people from all walks of life to be leaders in our community.	We have held several leadership development trainings. We often seek ways to grow new leaders across the community who show potential.	We guide potential leaders to develop their skills. Our community is benefiting from the solutions these leaders are working on. We provide train the trainer opportunities for people and organizations.	Train the trainer methods are common in communities throughout our region. New leaders have developed from these trainings throughout our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

2. Distributing power and leadership

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
33. We have a diverse collaboration with leadership representative of the community.	We want a diverse group of organizations and community residents in our collaboration. We have not begun actively recruiting new organizations or individuals.	We are recruiting community members from different backgrounds into our work. This includes people who have formal power. It also includes community members who speak for the community.	We have both formal leaders and people from populations that are not thriving in our collaboration.	Our collaboration is diverse and reflective of our community in most initiatives (>75%). There are many ways someone can be a leader in our work. We see this diversity as a source of strength. We have influential leaders from relevant sectors. We also have influential leaders from populations who aren’t thriving who are able to reach many others.	We have been helping other communities in our region to develop more diverse leadership. Our regional team reflects the diversity of our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
34. We partner with people with lived experience of inequity to create change.	We understand community needs by engaging community members through surveys. We have not yet involved them as partners in creating change.	We have involved community members to design change on at least one prior occasion. We use focus groups and community meetings to develop solutions in a few initiatives.	We are partnering with people with lived experience of inequity to design change and create solutions in at least half of our initiatives.	People with lived experience of inequity are involved in every step of the process. This includes design, implementation and evaluation of our community efforts. Many people with lived experience are leaders in our work.	We share our experience of partnering with people with lived experience of inequity with other communities in our region.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
35. Power is distributed and shared.	A few people and organizations hold much of the power to create change in our community.	<p>We are beginning to do our work in a way that helps us shares power within our collaboration.</p> <p>We are beginning to develop processes that help us to share power with community members.</p>	<p>Many groups and many community residents take leadership and share power.</p> <p>We have processes that help us to share power effectively with our community members.</p>	<p>We have moved beyond our collaboration to create broader social change.</p> <p>Local residents have substantial power to transform the community. This is true whether they are involved in our collaboration or not.</p>	<p>Communities across our region have distributed leadership to more effectively distribute power.</p> <p>Our regional collaboration has distributed power among its members.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

3. Taking [effective action to improve equity](#)

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
<p>36. We prioritize addressing equity.</p> <p><i>This means understanding who isn’t thriving, why, and creating change to address this.</i></p>	<p>We see that different groups in our community have different levels of health and wellbeing.</p> <p>However, equity is not yet a top priority when planning initiatives.</p>	<p>Our collaboration recognizes the negative impact of inequity in our community. We have begun to prioritize programs that help to address this.</p>	<p>Addressing inequity is one of the top three priorities for our community collaboration.</p>	<p>We use an equity lens in prioritizing and guiding all our work in our community. This means that we regularly assess whether our strategies will address the people and places in our community that are not thriving.</p>	<p>Our region has made progress toward equity a major priority.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
<p>37. We address the underlying historical and structural causes of inequity (such as racism and class differences).</p>	<p>Some people in our collaboration know there are historical and structural causes to poor health outcomes in our community. Not everyone sees it, though, or knows what to do.</p>	<p>We are having conversations in our collaboration about disparities.</p> <p>Many of us realize that historical and structural barriers lead some groups in our community to have poorer outcomes (e.g., racism or class).</p>	<p>Most members of our collaboration agree that there is a lack of equity.</p> <p>We also agree that this is caused by deeply ingrained societal problems, attitudes and policies.</p>	<p>Most people in our community realize that historical, structural, and social factors drive health disparities.</p> <p>We are willing to change the systems that cause disparities and build supports to create equity.</p>	<p>Throughout our region, we advocate for addressing systemic barriers.</p> <p>We work with our partners to make region and state level policy change.</p>		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
38. We address equity in a way that builds trust and resilience.	Tackling issues of equity is difficult and causes tensions we don’t have good ways to resolve. We tend to avoid issues related to equity.	Our collaboration understands that addressing inequities is a process. We know it is difficult subject for many to discuss. We are having some conversations within similar groups. We are working to build trust between collaboration stakeholders so we can have open, honest, conversations about equity. We don’t yet have a process in place to create the safety needed for difficult conversations.	Community members with lived experience of inequity are part of our collaboration conversations about equity. We have begun to put practices in place that help us have honest and difficult conversations about equity. These help us work through the tension that can arise when addressing inequity.	We have many social spaces where we have conversations about equity in our community and in our collaboration. Community members with lived experience play a major role in these conversations. We have formal processes to ensure we work through concerns together. We accept that tension is part of addressing inequity. When this happens, we address the tension in a way that helps us grow.	We are unafraid to have tough discussions about inequity in our community and are spreading these practices across our region. We ensure our conversations are respectful, trusting, and encouraging to all voices. We can hold the tension when things get tough in our regional conversations.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		
39. We take action to address disparities and grow equity in our community.	We are not yet ready to address equity in our community.	We have identified disparities that exist in our community. We have started to understand what contributes to inequity. We have some ideas for action , or have begun to take some steps, but lack a specific plan. We have identified equity goals for our work.	We have begun to pilot a program that tackles at least one aspect of inequity. We have several programs and policies in place that directly address inequities. We are making some progress on meeting our equity goals.	We have a number of initiatives in place that tackle disparities and equity. We are addressing historical, structural and system drivers of disparities. We have made measurable progress on meeting our equity goals.	We are beginning to address inequity across our region. We make sure that our regional strategies address root causes of inequity. Communities across our region address equity.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

	Not yet started	Starting – “We’re in the early stages and are still figuring things out”	Gaining skill - “We’re getting the hang of this!”	Sustaining - “This is who we are and how we do our work”	Spreading and Scaling - “We are actively scaling change across our region”	Now	Goal
<p>40. We collect and use data to make improvements in equity.</p> <p><i>Data includes both numbers and stories.</i></p>	Some of us want to use data (numbers or stories) to better track outcomes and target inequities. However, we haven’t yet started.	We have, or are starting to collect, data (numbers or stories). This is being used to identify people who aren’t thriving.	<p>We have data and use it to understand who isn’t thriving in our community. This has been used to identify those at greatest risk for experiencing wellbeing disparities and what historical factors contribute to that.</p> <p>We use both numbers and stories, but may rely more on one than the other.</p>	<p>We regularly collect both stories <i>and</i> numbers to tackle disparities in a thoughtful, data-informed way. We often use this data to come up with improvements we could try.</p> <p>The community regularly reflects on this data. When trying to understand the data, we make sure to include the residents that are most affected.</p>	We use data (numbers and stories) to identify areas of inequity in our community and in our region. We often evaluate which people and places aren’t thriving. This information helps us to decide which improvement efforts should be the biggest priority.		
	0	1 2 3	4 5 6	7 8 9	10 11 12		

Section 3 Assessment: How the Community Leads for Social Change and Equity -

Add up all the items in the “Now” Column and the “Goal” column. Which of these might be priorities for your collaboration’s work?	Now	Goal
TOTALS:		

Brainstorm a few specific ideas for improvement to bring to your community conversation.

Developing Your Community Transformation Plan Together with Your Community



2. Talk it through. Compare answers with other members of your community collaboration (you may find it helpful to print the map out for this conversation so it is in front of you). For SCALE Communities, there will be time for this at CHILA 1. Where members of your community collaboration have a score difference of **five** or more points, discuss why you might have such different answers. This could be because people have access to different knowledge or resources within your collaboration. It could also be from gaps that offer opportunities for improvement. The greatest value of this tool is to foster a dialogue within your community collaboration to help identify strategies to advance your community. Once you've worked through these differences, come up with your team's final scores and put the totals of your self-rated scores for each section into the boxes below. Now start identifying some priority areas to work on!

Remember, there is no one right way to transform your community. It depends on your context and what your team is willing and able to work on, what you're ready to do. Some different options for choosing priority areas are listed below. Feel free to use a mix of criteria for identifying priority areas. Be sure to include everyone's perspective and don't be afraid to set ambitious goals! This is your journey—and your path.

- 1) Choose areas that are scored low.
- 2) Choose areas where small changes could great big gains
- 3) Consider the highest scoring areas, and how these could be used as leverage to move other areas of the map forward.
- 4) Think about which areas could move in the short term, and which to start planning for the long term.
- 5) Ask yourselves what you are ready to take action on.

Community Collaboration Name: _____

Located in: _____

Section	Now (current self-score)	Goal in 6 months	Goal in 12 months	Goal in 18 months	Potential priority areas that would help us reach our goals (circle)
Section 1					1. Vision 2. Co-design 3. Applying improvement methods 4. Willingness to adopt change 5. Sustainability, spread and scale, systems change
Section 2					1. Community organization 2. Communication and conflict resolution 3. Shared stewardship 4. Collaboration
Section 3					1. Growing the leadership of those affected by inequity 2. Distributing power and leadership 3. Taking effective action to improve equity



3. Chart your path – Develop an action plan for advancing your community transformation.

What three priority areas will you work on over the next six months? Work with your coach and community collaboration to develop this. Enter your community’s scores and action plan into the CTaP.

Priority area	Strategy: What will you do?		Key stakeholders who will need to be engaged	Resources and capacities needed (see bottom row)	By when?	Who?
Consider	General capacity <ul style="list-style-type: none"> • Do we function well enough to take on new change? • How clear is it where and how we will get and use our resources? • How effective are our leaders? 	Motivation <ul style="list-style-type: none"> • Does this seem better than the alternatives? • How well would this fit in our context? • How easy or complicated would this be? • Would we be able to see the effect of this in “small wins”? • How important is this compared to other priorities? 	Innovation-specific capacity <ul style="list-style-type: none"> • Do we have the overall support, resources and structure to make this change happen? • Do we have the right knowledge and skills to make this happen? • Are there important people that would support this? • Do we have connections to other people or places to help us do this? 	Sustainability factors <p>How will we grow the:</p> <ul style="list-style-type: none"> • People • Change process and leverage the • Environment • Resources <p>to make this change sustainable?</p>		