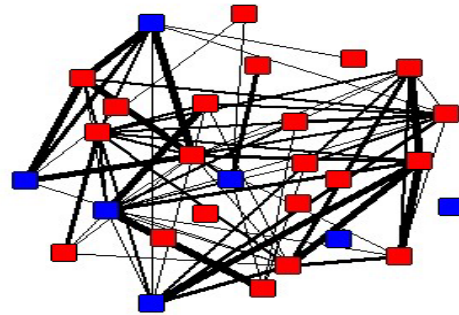
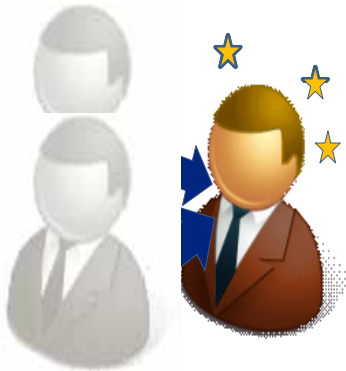




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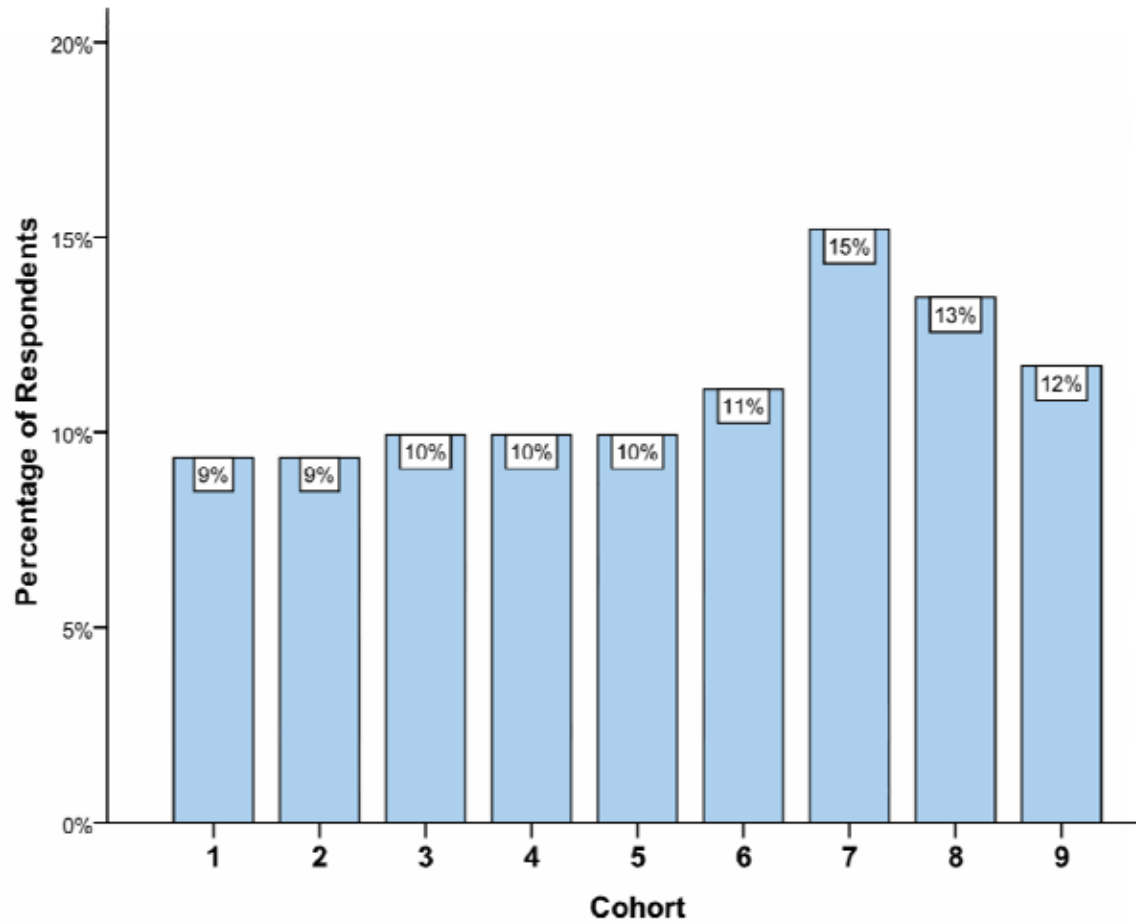
2010 Evaluation Focus: Social Network Analysis (Part 1)

Slide 1: Objectives of the Social Network Analysis

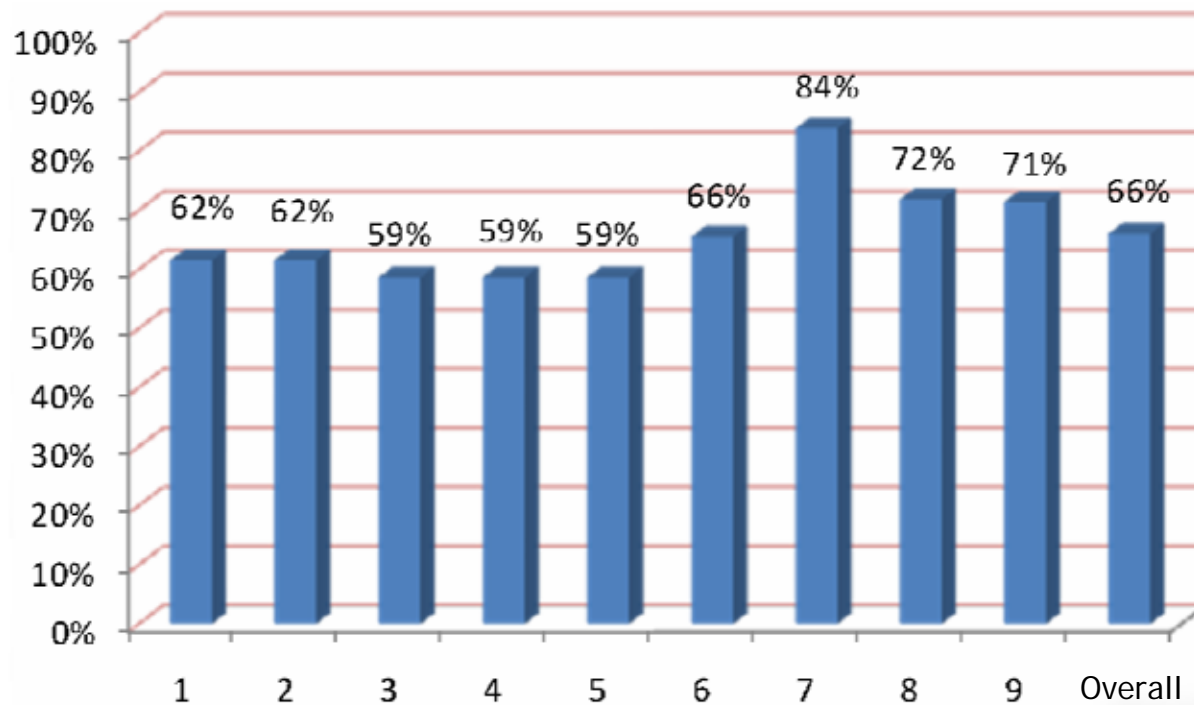
To map and measure relationships and flows between fellows, groups and organizations using social network analysis

To identify opportunities to strengthen the network

Slide 2: Survey Respondents Across Health Care Leadership Program Cohorts

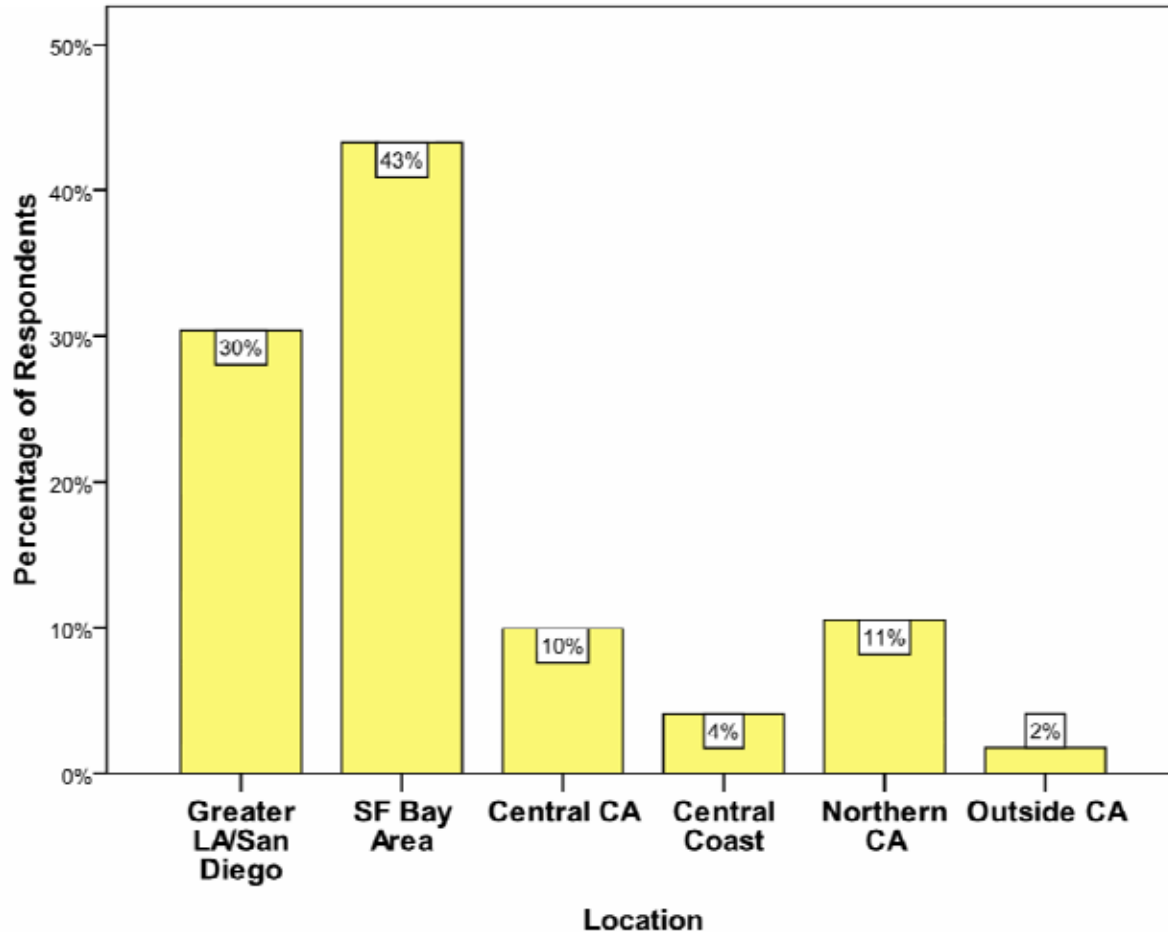


Slide 3: Survey Response Rates Across Health Care Leadership Program Cohorts

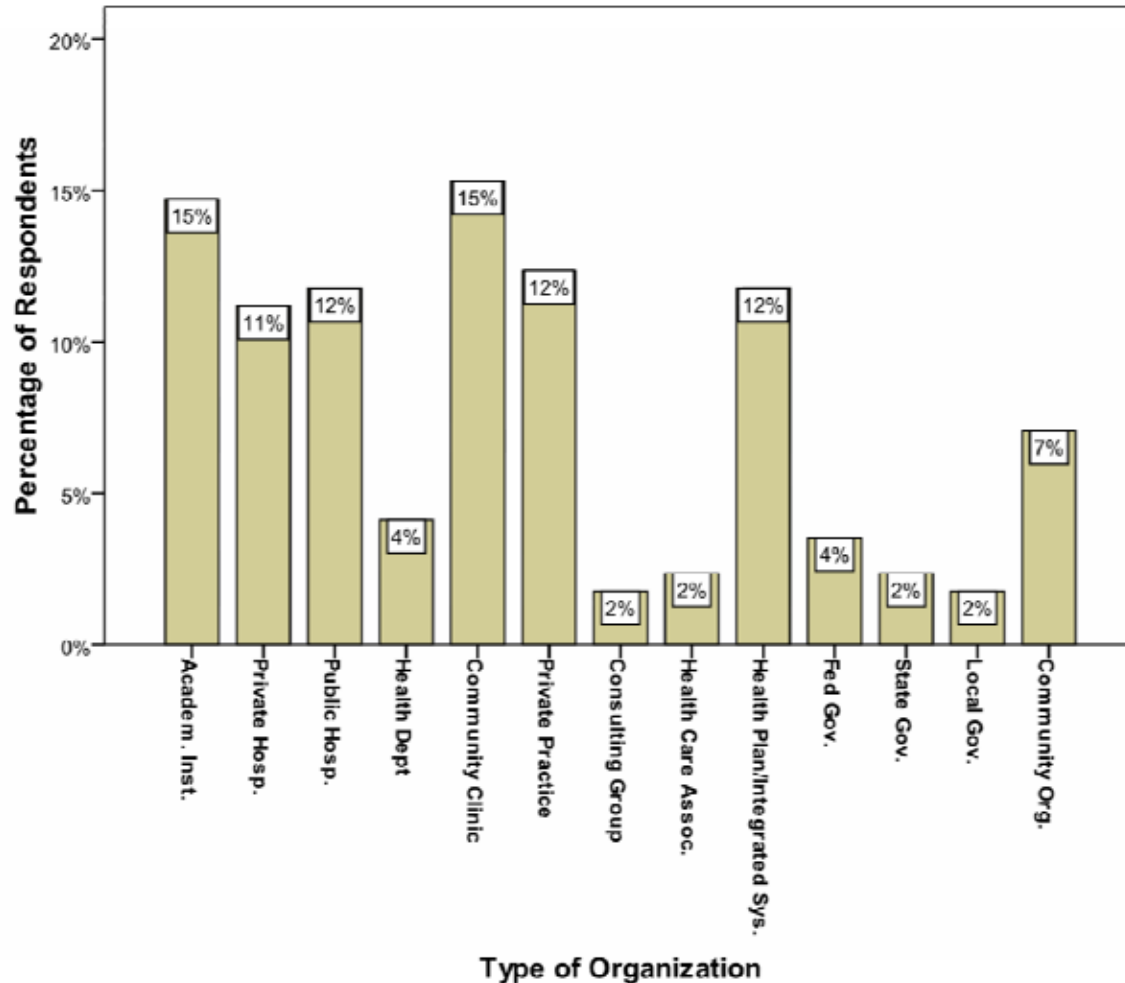


Cohort

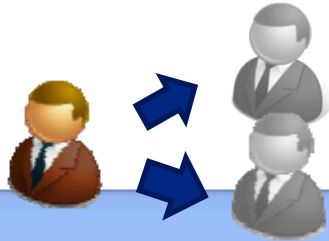
Slide 4: Survey Respondents by Geographic Location



Slide 5: Survey Respondents by Type of Organization



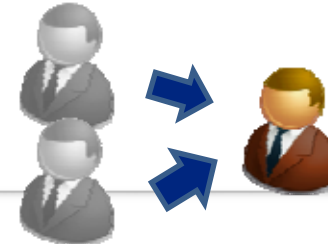
Slide 6: Frequency of Self-Reported Contact Among CHCF HCLProgram Fellows within Past Year



Self-Reported Contact with Other Fellows

- Average Number of Self-Reported Ties by Each Fellow = 23
- Range of Ties = 0-95
- Percentage of Fellows Reporting Contact with:

<10% of Other Fellows = 64%
10%-20% of Other Fellows = 26%
>20% of Other Fellows = 10%

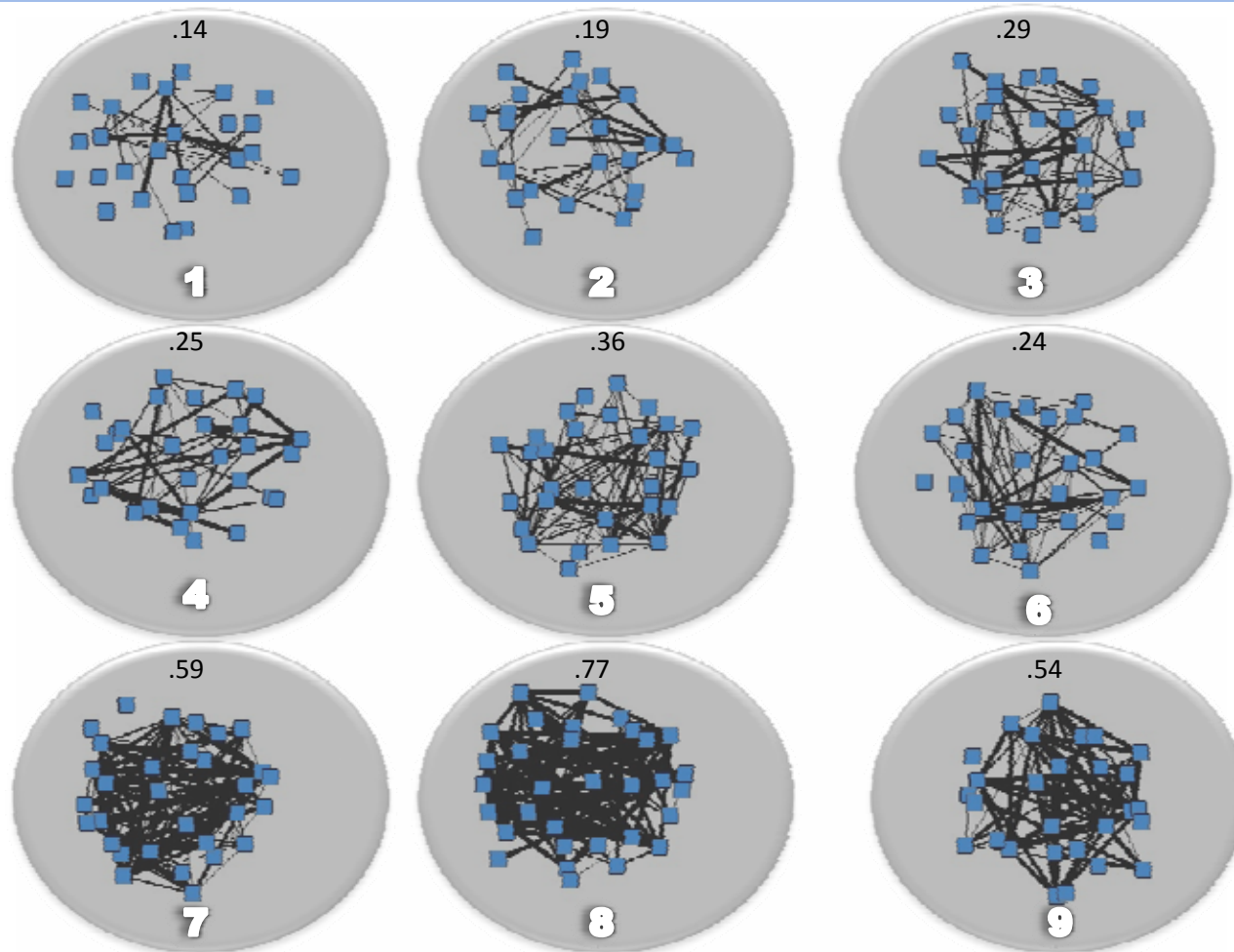


Fellows who are Contacted by Other Fellows

- Average Number of Times Contacted by Another Fellow = 15
- Range of Contacts = 0-48
- Percentage of Fellows Contacted by:

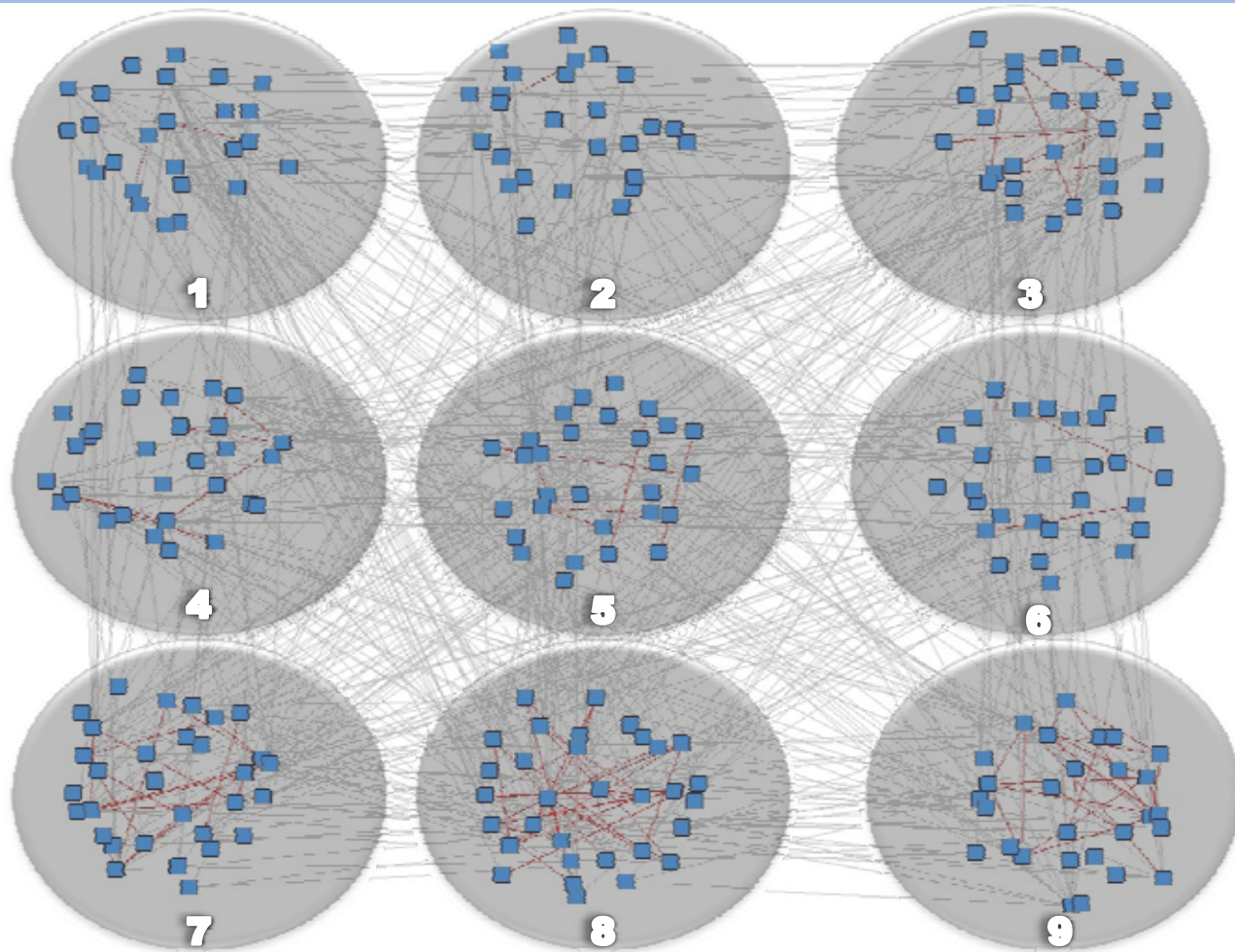
15 or Less Other Fellows = 56%
16-25 Other Fellows = 30%
More than 25 Other Fellows = 14%

Slide 7: Frequency of Contact in Past 12 Months with Other CHCF HCLP Fellows Within Each Cohort



Note: Thicker lines represent more frequent contact among fellows
“Density” is a measure of strength of ties among fellows and is presented for each cohort


Slide 8: Frequent Contact* in Past 12 Months with Other CHCF HCLP Fellows Within and Between Cohorts



* Once a month or more

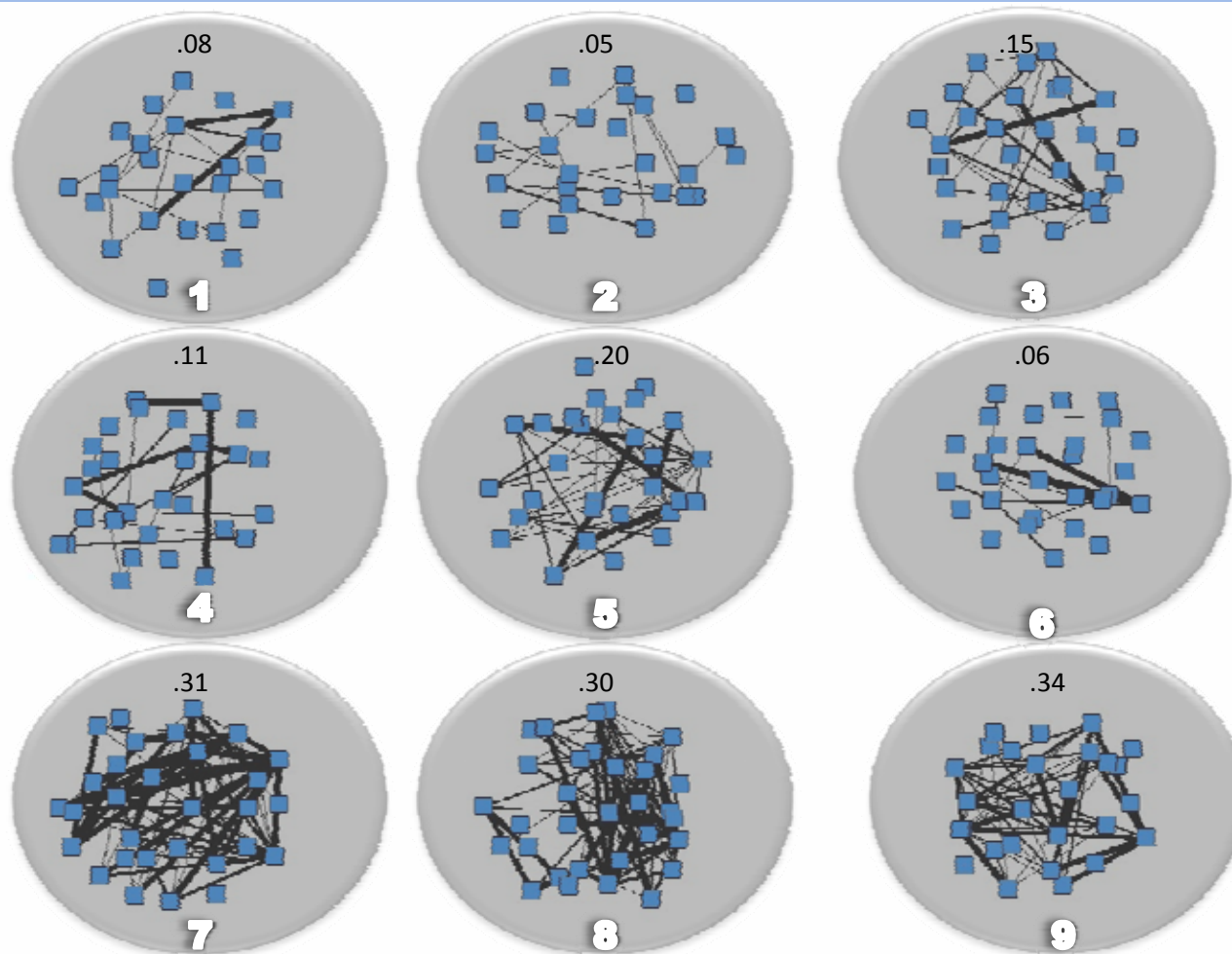
Note: Gray lines represent frequent contact between cohorts and red lines represent frequent contact within cohorts

Slide 9: Measure of Collaboration Among CHCF HCLP Fellows

Levels of Collaboration 				
Networking 1	Cooperation 2	Coordination 3	Coalition 4	Collaboration 5
<ul style="list-style-type: none"> ▪ Loosely defined roles ▪ Little communication ▪ All decision are made independently 	<ul style="list-style-type: none"> ▪ Provide information to each other ▪ Somewhat defined roles ▪ Formal communication ▪ All decision are made independently 	<ul style="list-style-type: none"> ▪ Share information and resources ▪ Defined roles ▪ Frequent communication ▪ Some shared decision making 	<ul style="list-style-type: none"> ▪ Share ideas ▪ Share resources ▪ Frequent and prioritized communication ▪ All members have a vote in decision making 	<ul style="list-style-type: none"> ▪ Frequent communication is characterized by mutual trust ▪ Consensus is reached on all decisions

Source of scale: Frey BB, Lohmeier JH, Lee SW, Tollefson N. Measuring collaboration among grant partners. *American Journal of Evaluation* 2006; 27(3): 383-392.

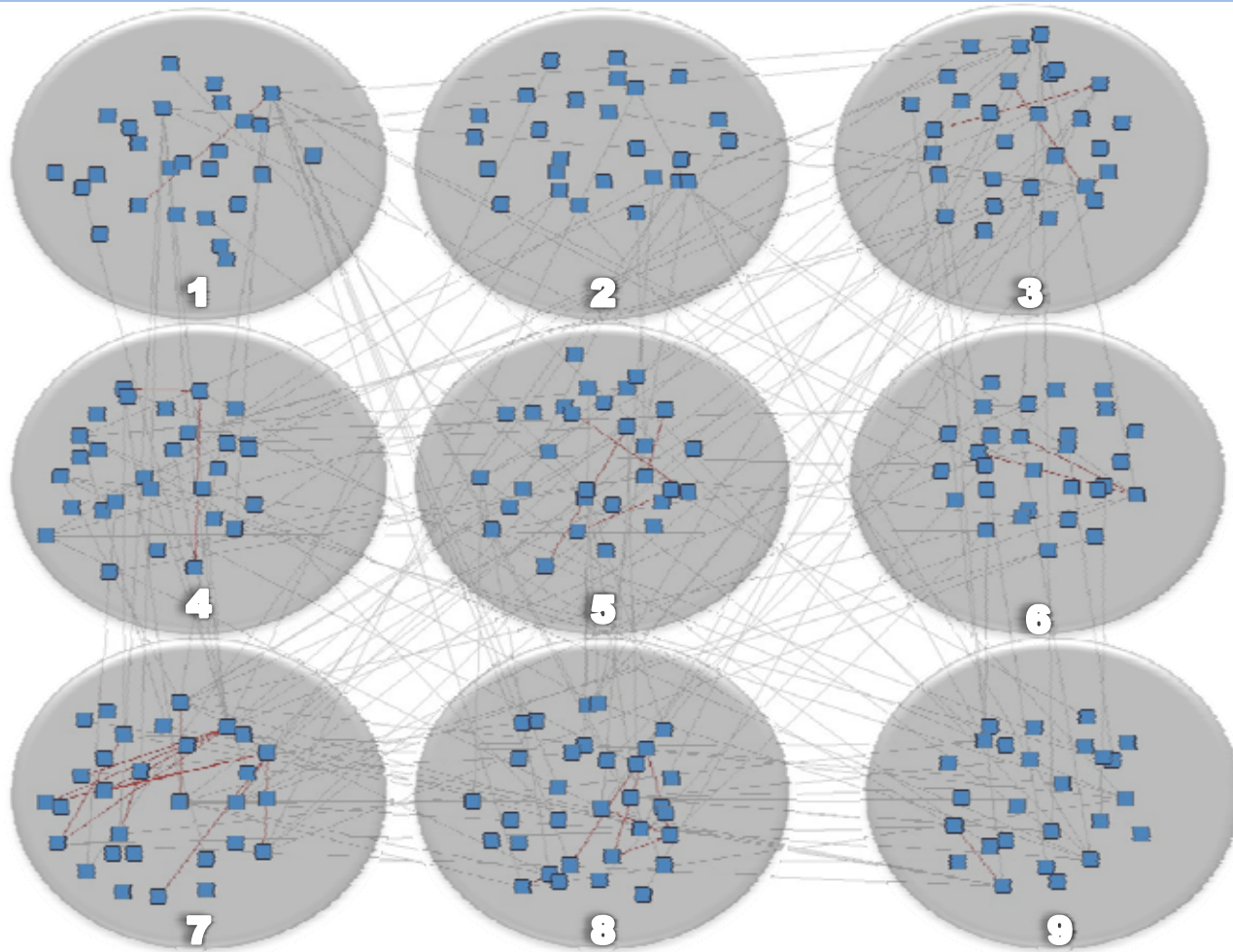
Slide 10: Levels of Collaboration in Past 12 Months with Other CHCF HCLP Fellows Within Each Cohort



Note: Thicker lines represent greater levels of collaboration among fellows

"Density" is a measure of strength of collaboration among fellows and is presented for each cohort

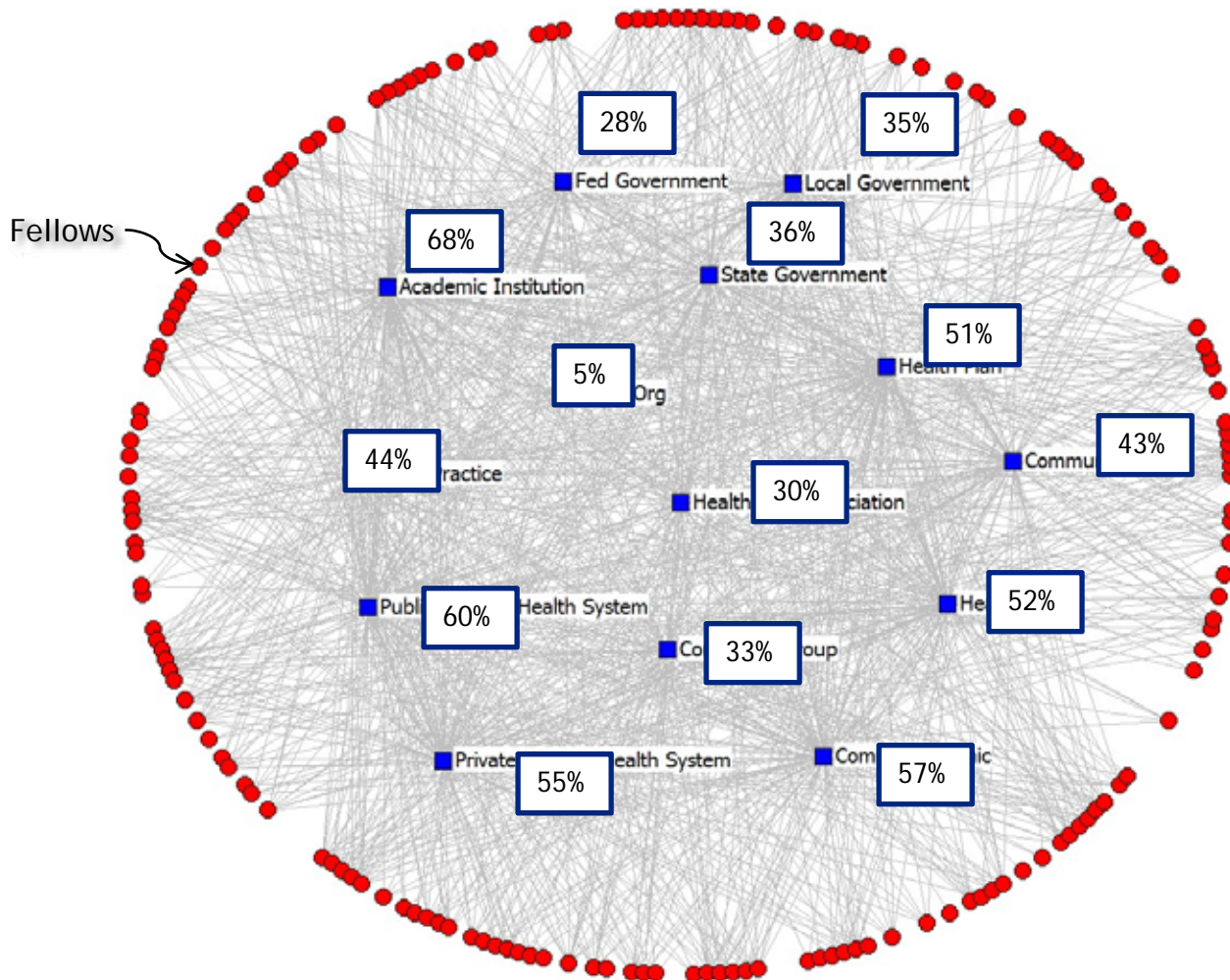
Slide 11: Highest Level of Collaboration* in Past 12 Months with Other CHCF HCLP Fellows Within and Between Cohorts



* Reported by fellows as "collaboration" (i.e., "5" on a 5-point scale)

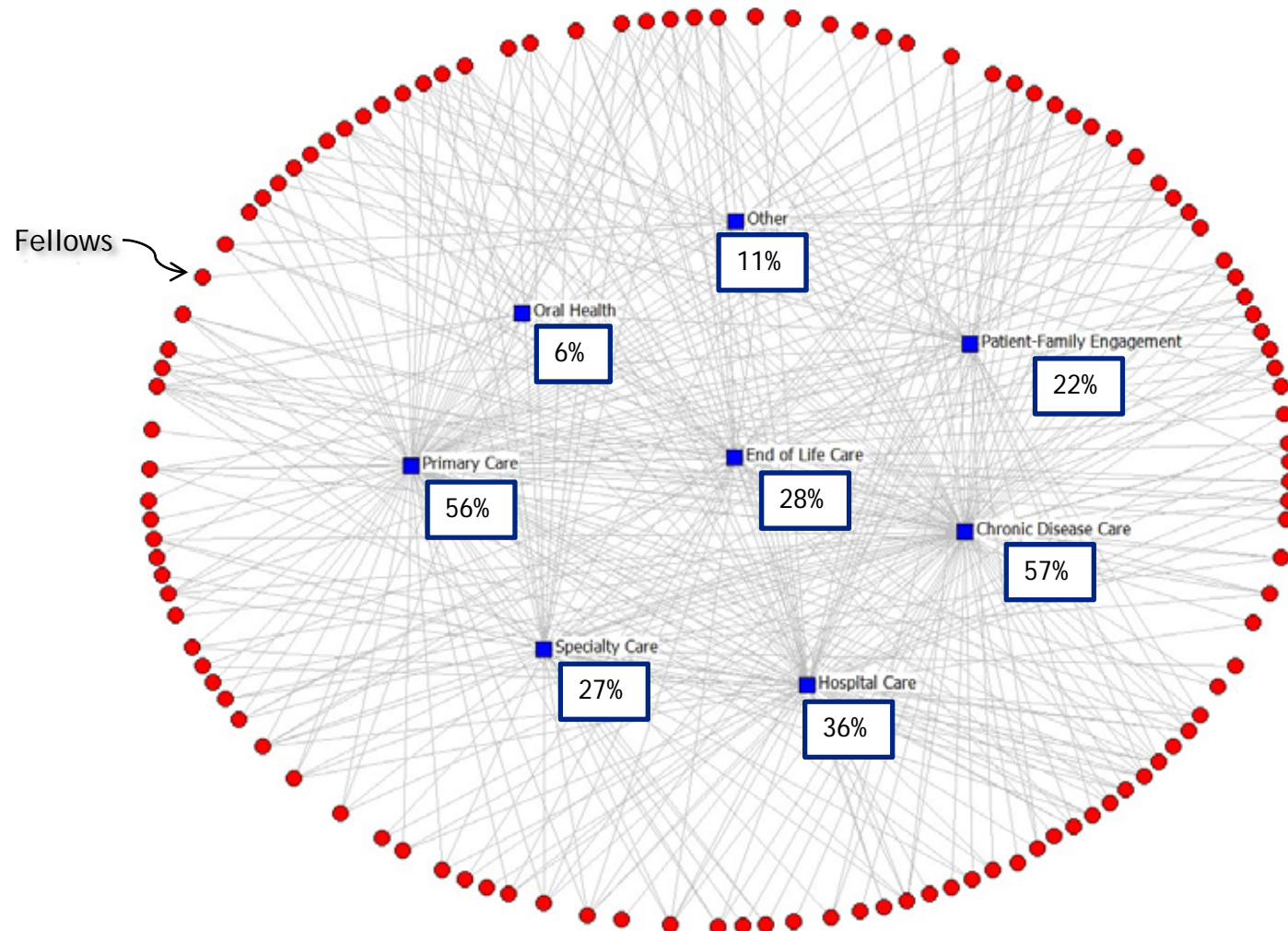
Note: Gray lines represent highest level of collaboration between cohorts and red lines represent highest level of collaboration within cohorts

Slide 12: Collaboration in Past 12 Months with Various Types of Organizations



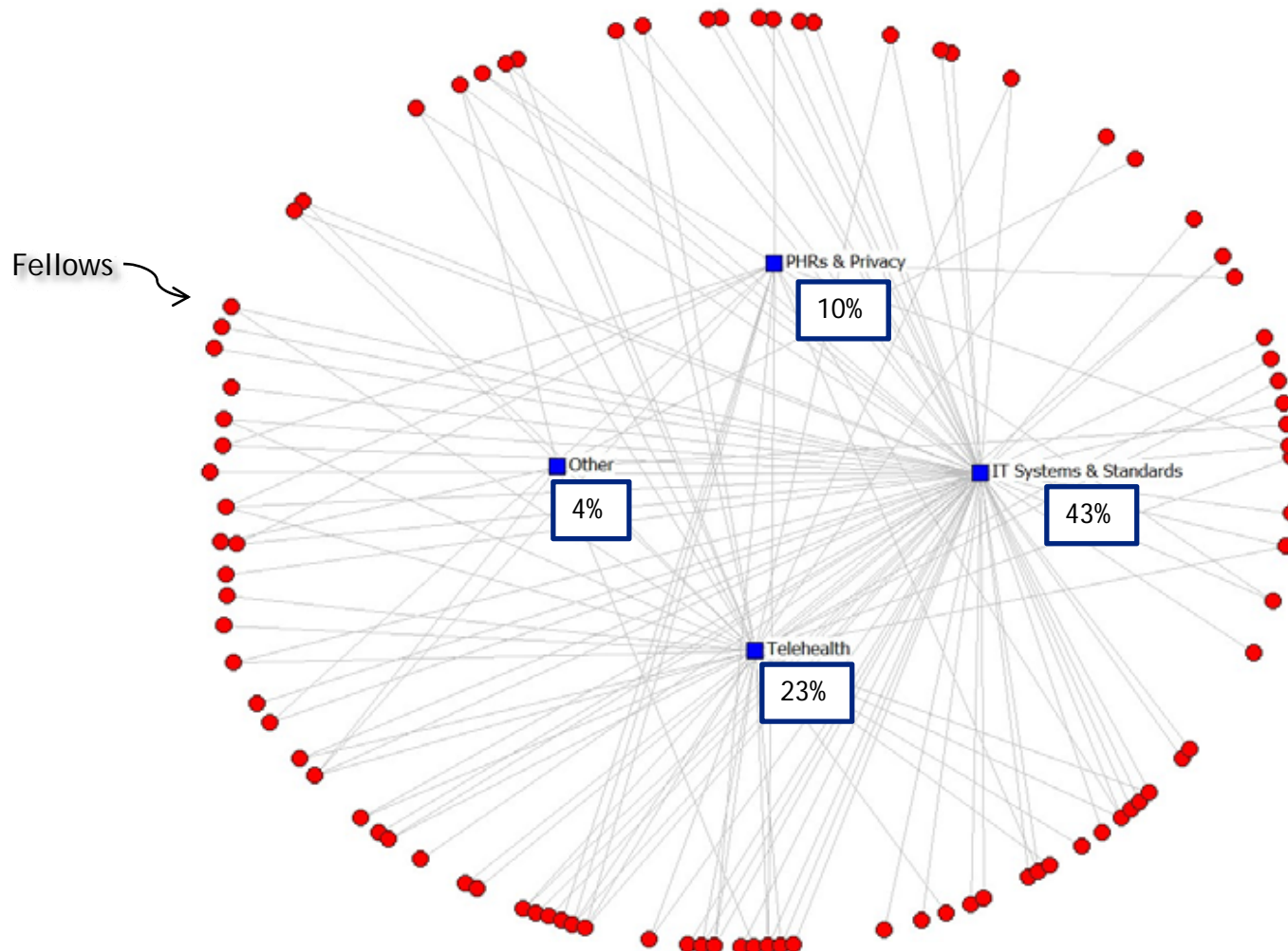
Note: Percentages represent the proportion of fellows who self-reported collaboration with the types of organizations listed (n=171)

Slide 13: Collaboration with Other Fellows in Past 12 Months on Various Topics Related to Care Delivery



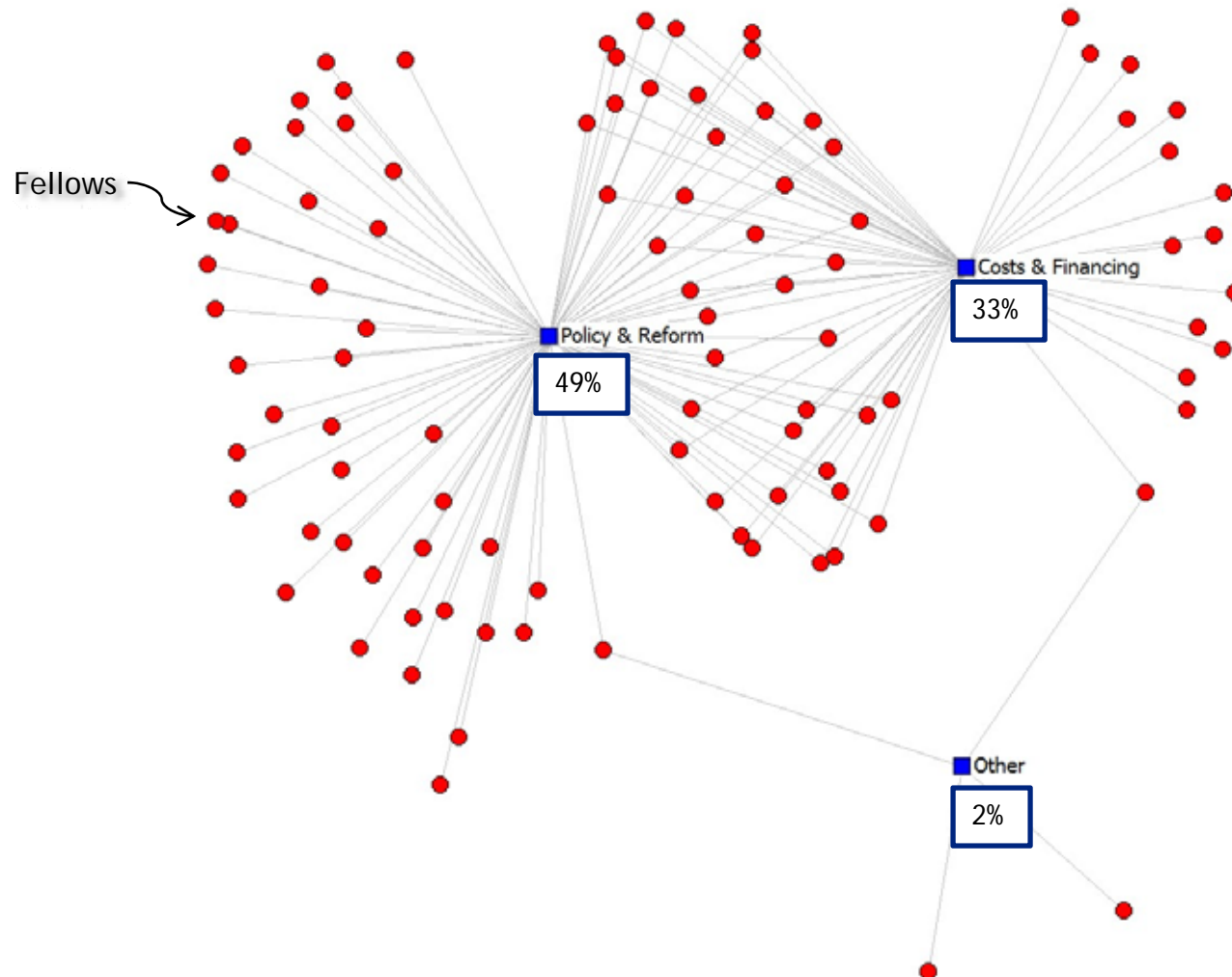
Note: Percentages represent the proportion of fellows who self-reported collaboration with other fellows on topic areas related to care delivery (n=171)

Slide 14: Collaboration with Other Fellows in Past 12 Months on Various Topics Related to Health Information Technology



Note: Percentages represent the proportion of fellows who self-reported collaboration with other fellows on topic areas related to health information technology (n=171)

Slide 15: Collaboration with Other Fellows in Past 12 Months on Various Topics Related to Health Care Policy and Financing

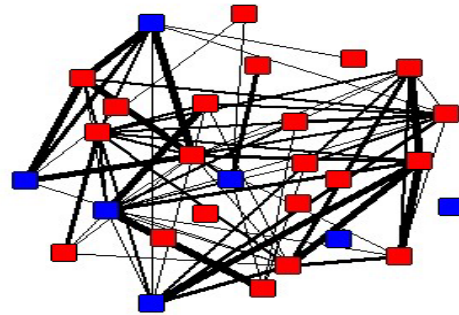
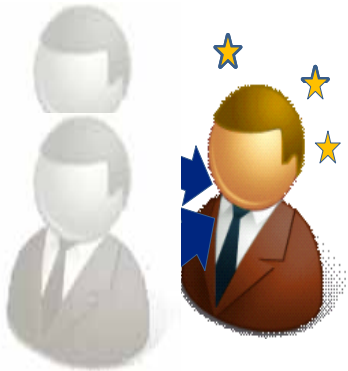


Note: Percentages represent the proportion of fellows who self-reported collaboration with other fellows on topic areas related to health care policy and financing (n=171)



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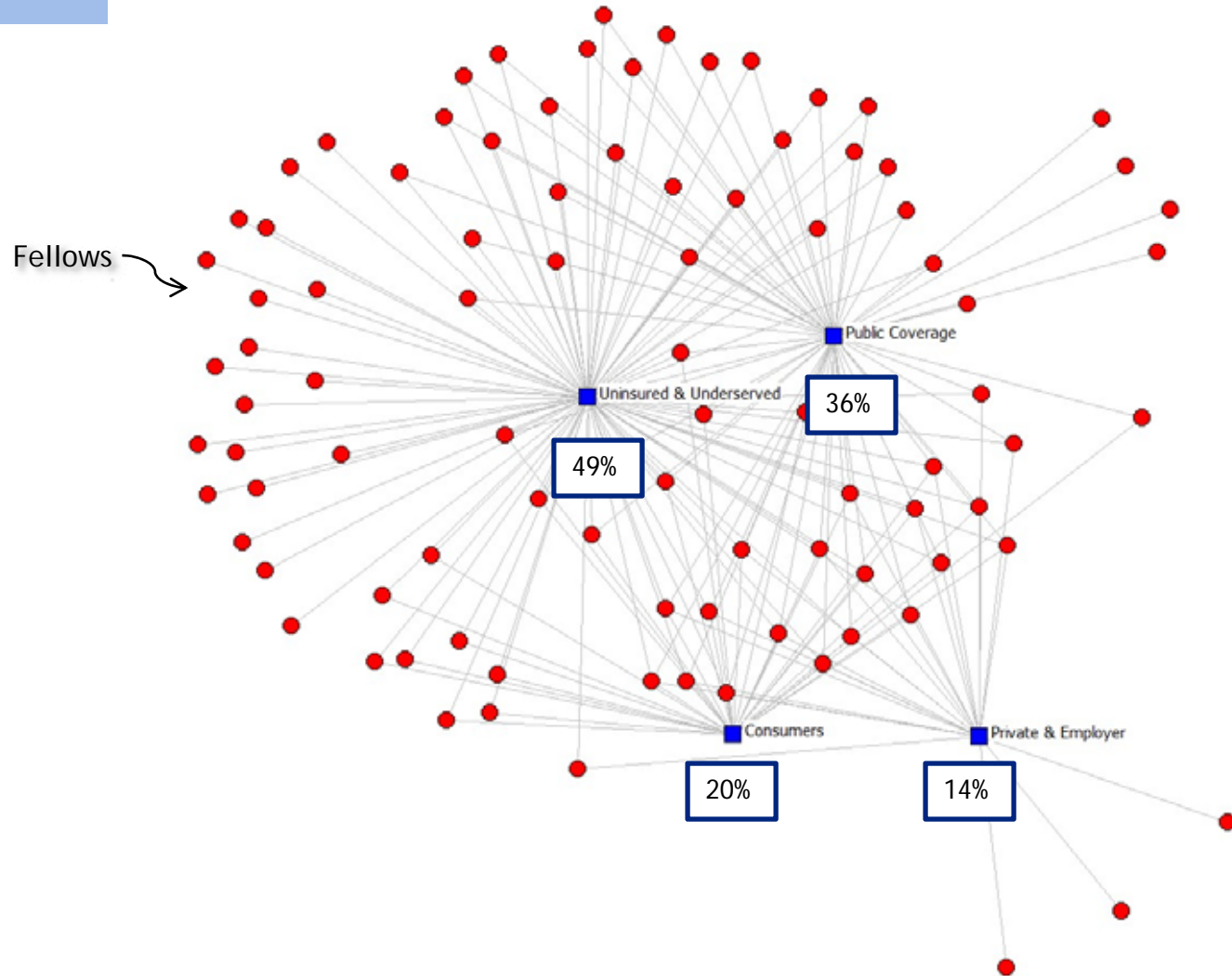


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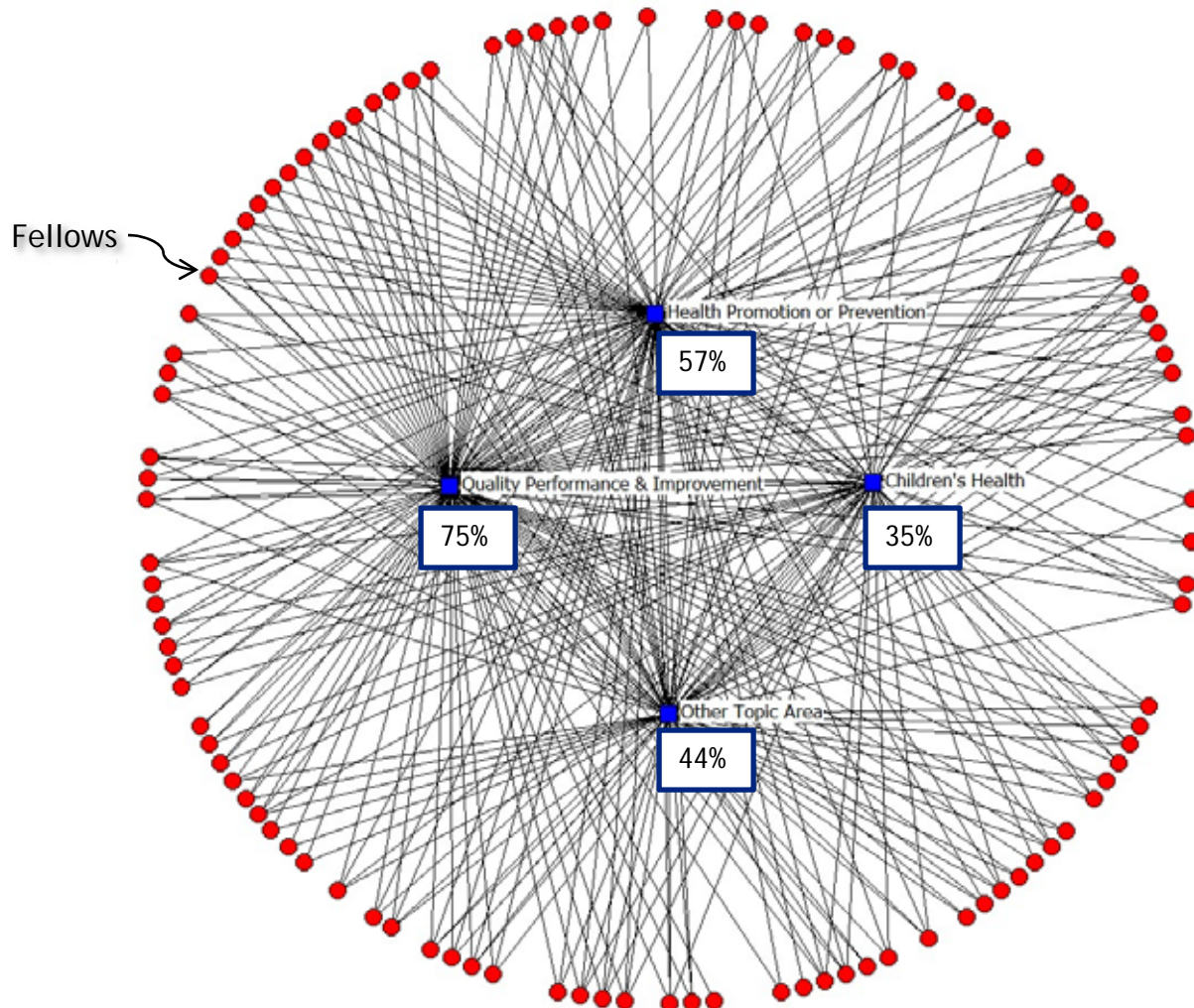
2010 Evaluation Focus: Social Network Analysis (Part 2)

Slide 16: Collaboration with Other Fellows in Past 12 Months on Various Topics Related to Insurance and the Uninsured



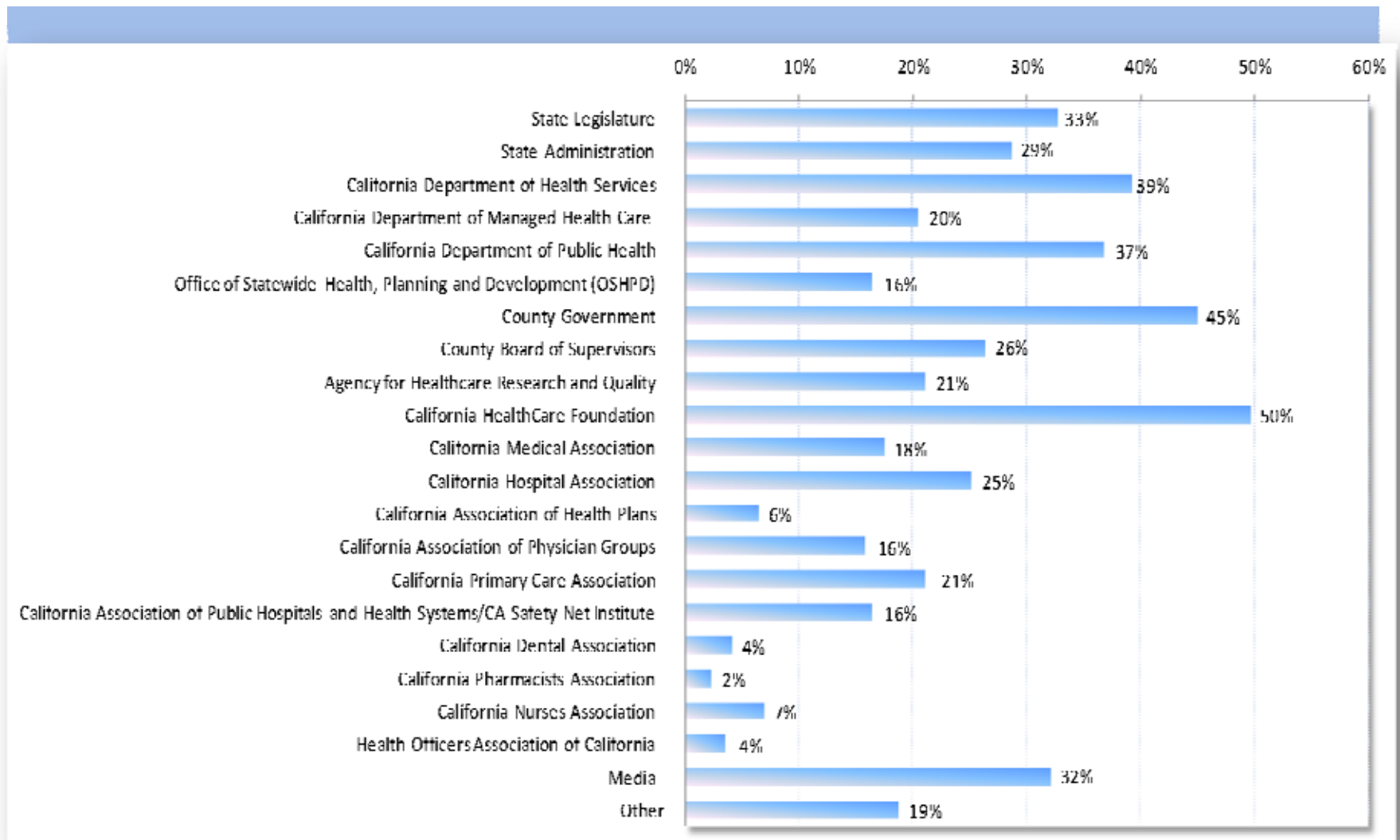
Note: Percentages represent the proportion of fellows who self-reported collaboration with other fellows on topic areas related to insurance and the uninsured (n=171)

Slide 17: Collaboration with Other Fellows in Past 12 Months on Various Topics Related to Quality Improvement, Children's Health, Health Promotion, or Other Topic



Note: Percentages represent the proportion of fellows who self-reported collaboration with other fellows on topic areas noted (n=171)

Slide 18: Collaboration in Past 12 Months with Anyone from Various External Organizations



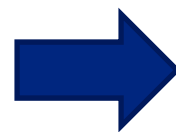
Note: Percentages represent the proportion of fellows who self-reported collaboration with anyone from the external organizations noted (n=171)



Slide 19: “Influential” Fellows

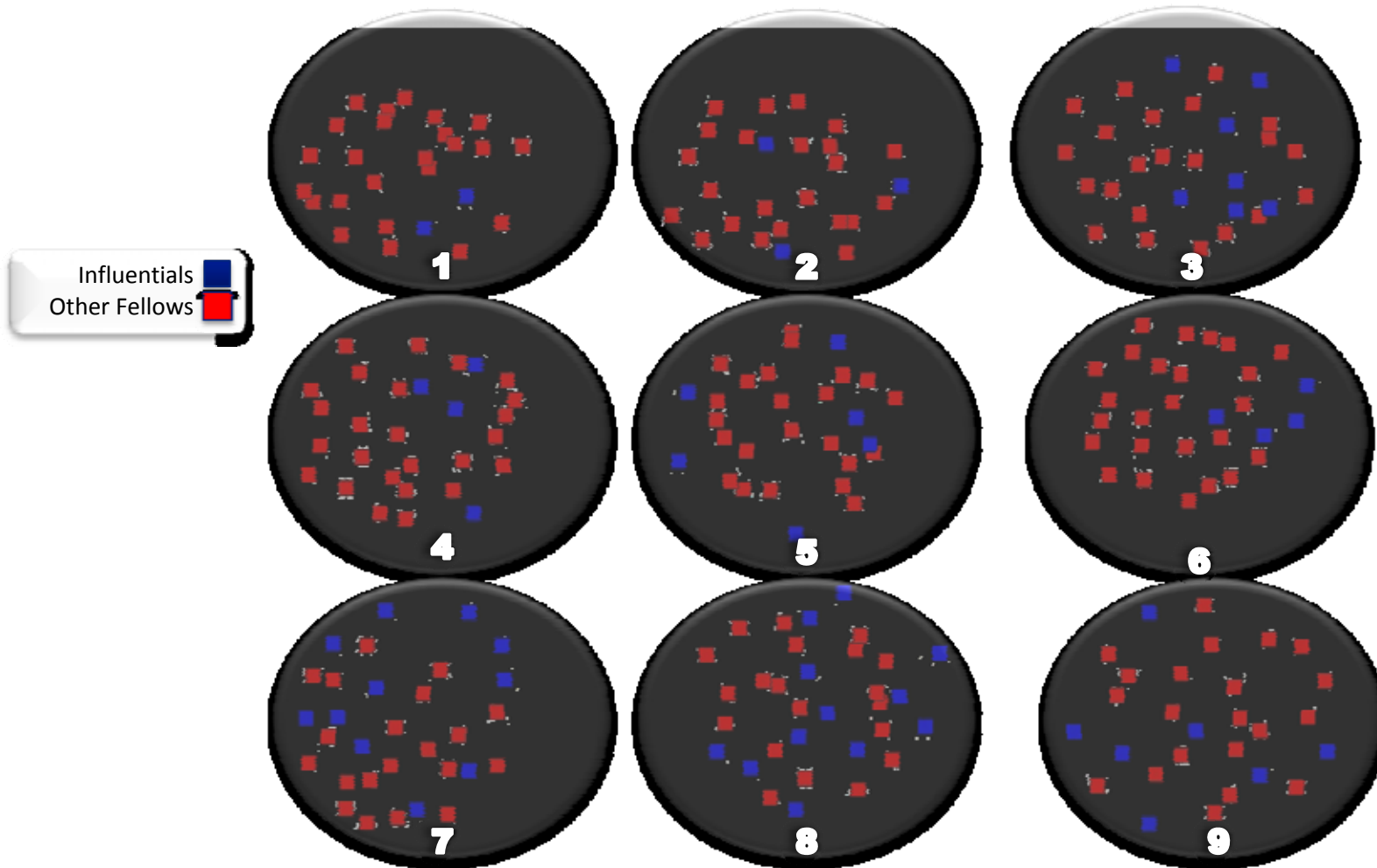
“Influential Fellows” are defined as...

- being contacted by more than 15 other fellows in past year; and,
- being contacted frequently by more than 3 fellows in past year; and,
- being asked to collaborate at the highest levels of collaboration (“coalition” or “collaboration” with 2 or more other fellows in past year)

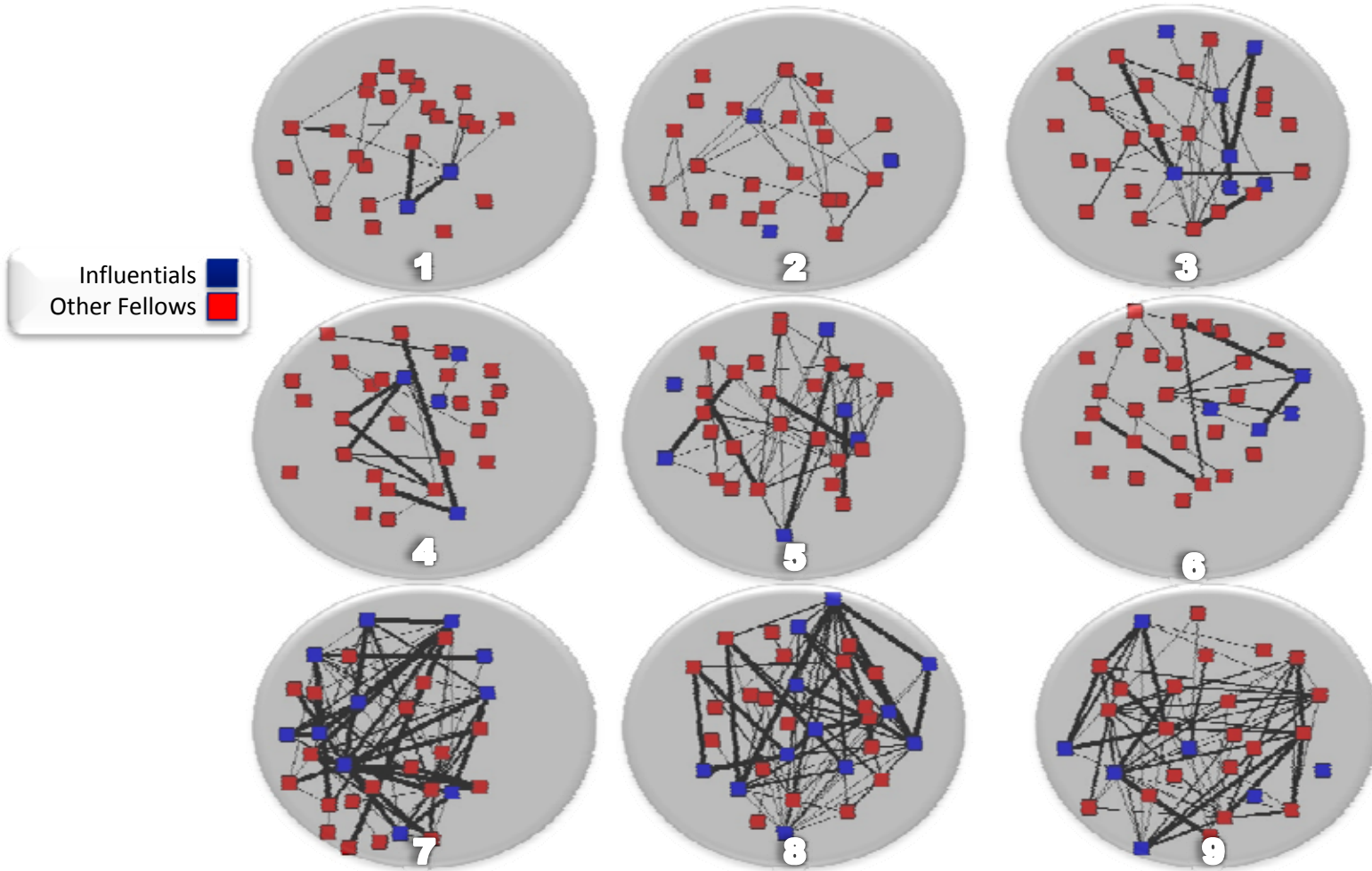


Among all cohorts,
there are 56
“influential”
fellows (22% of all
fellows)

Slide 20: Distribution of "Influential" Fellows Across CHCF HCLP Cohorts

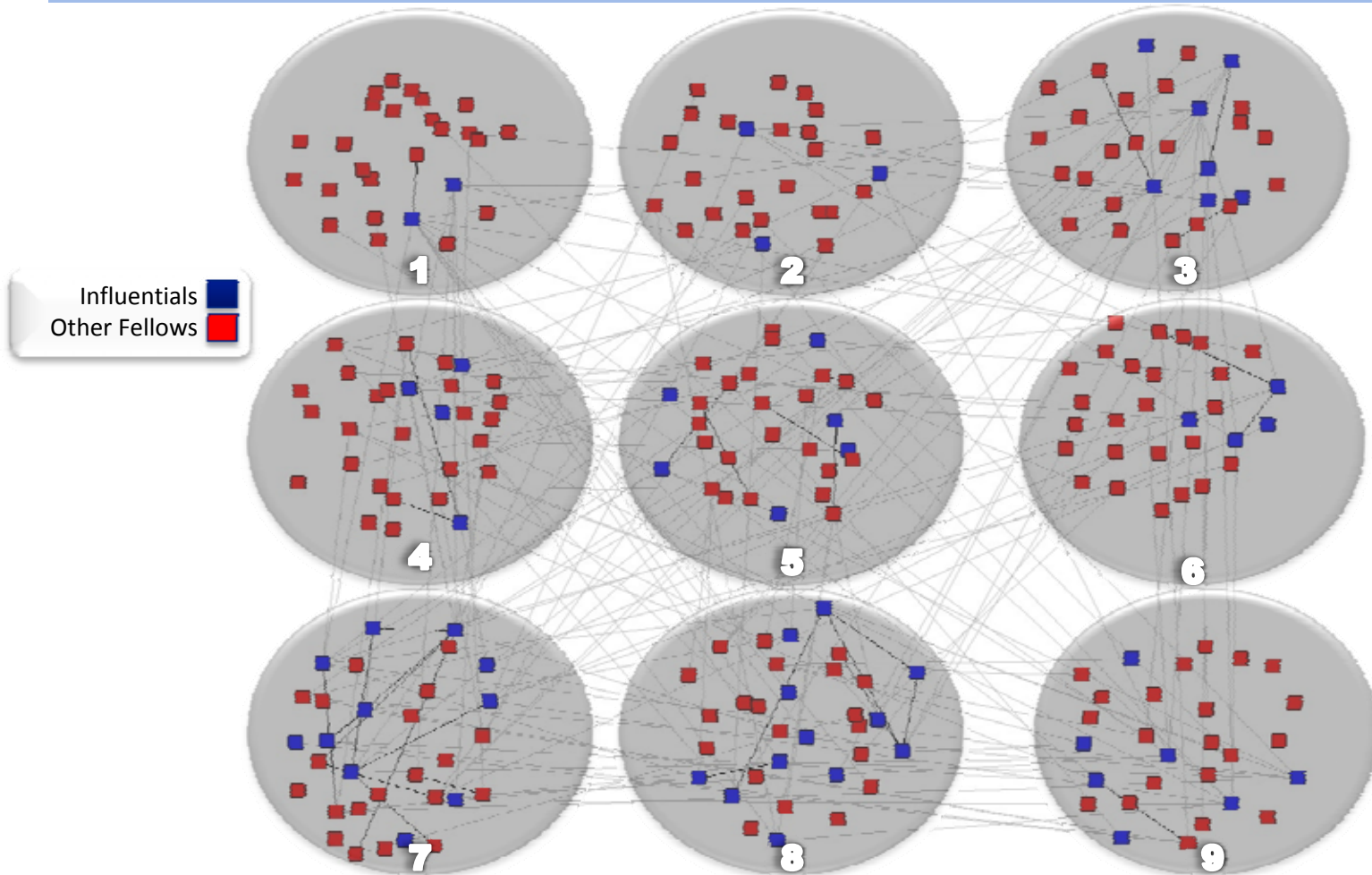


Slide 21: Levels of Collaboration in Past 12 Months Between “Influentials” and Other CHCF HCLP Fellows Within Cohorts



Notes: Thicker lines represent greater levels of collaboration among fellows

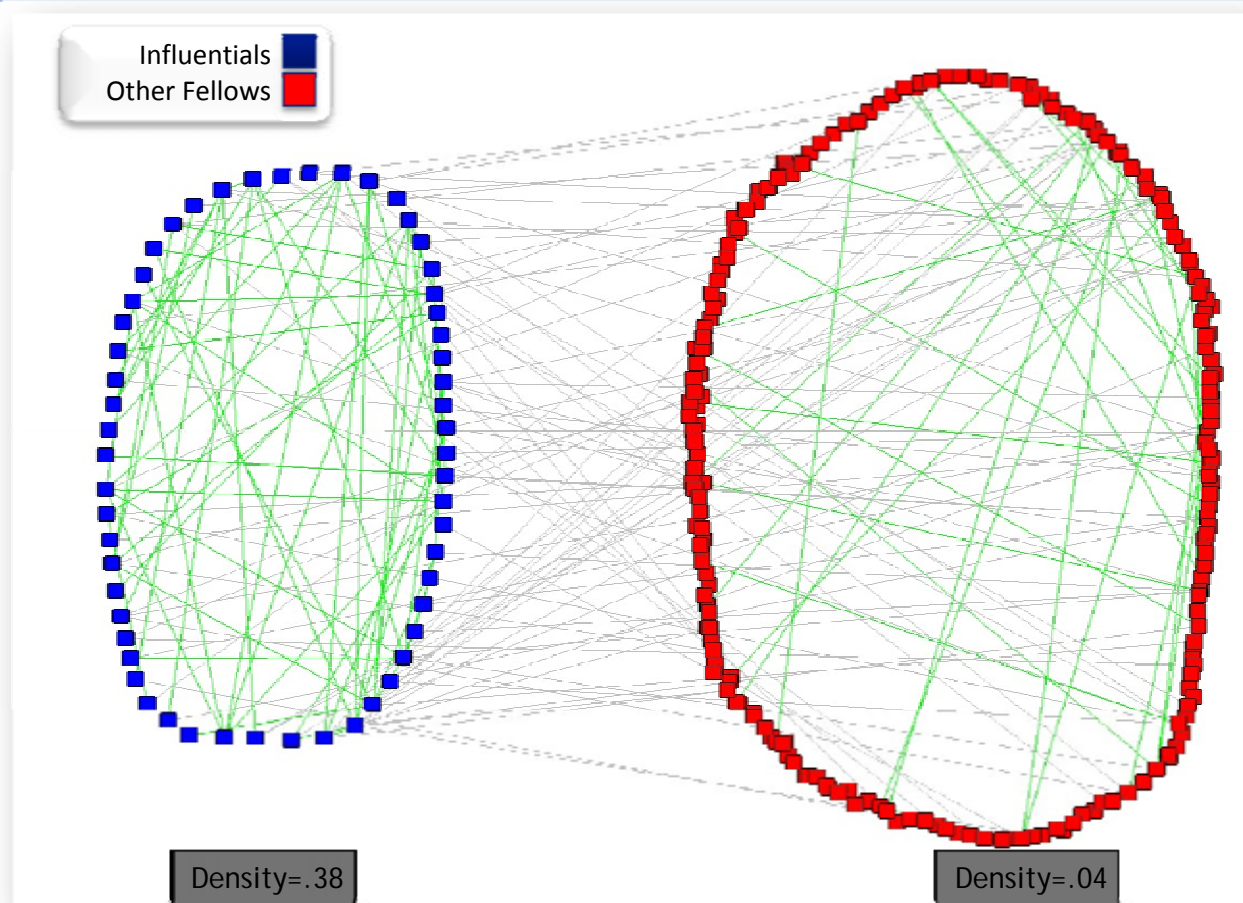
Slide 22: Highest Level of Collaboration* in Past 12 Months Between “Influentials” and Other CHCF HCLP Fellows Within and Between Cohorts



* Reported by fellows as “collaboration” (i.e., “5” on a 5-point scale)

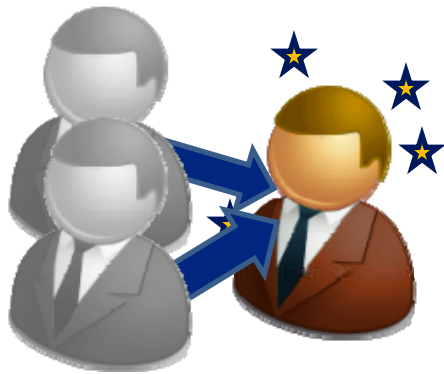
Note: Gray lines represent highest level of collaboration between cohorts and red lines represent highest level of collaboration within cohorts

Slide 23: Highest Level of Collaboration* in Past 12 Months by “Influential” Status

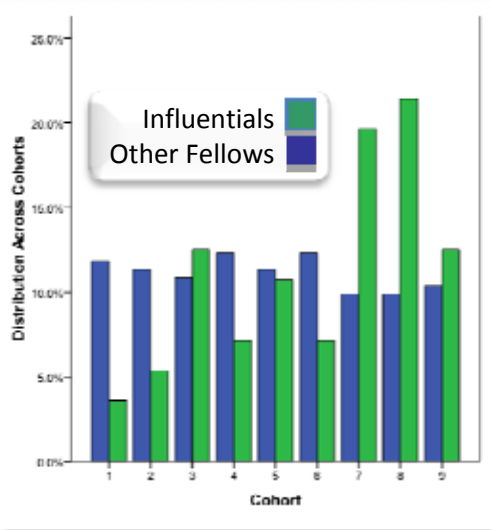


* Reported by fellows as “collaboration” (i.e., “5” on a 5-point scale)

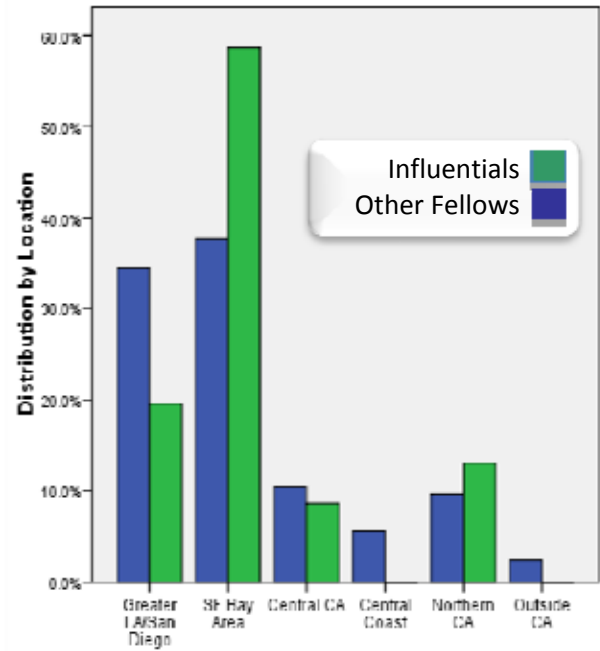
Notes: Green lines represent highest level of collaboration within each group and gray lines represent highest level of collaboration between groups; “Density” is a measure of strength of ties among fellows and is presented for each group



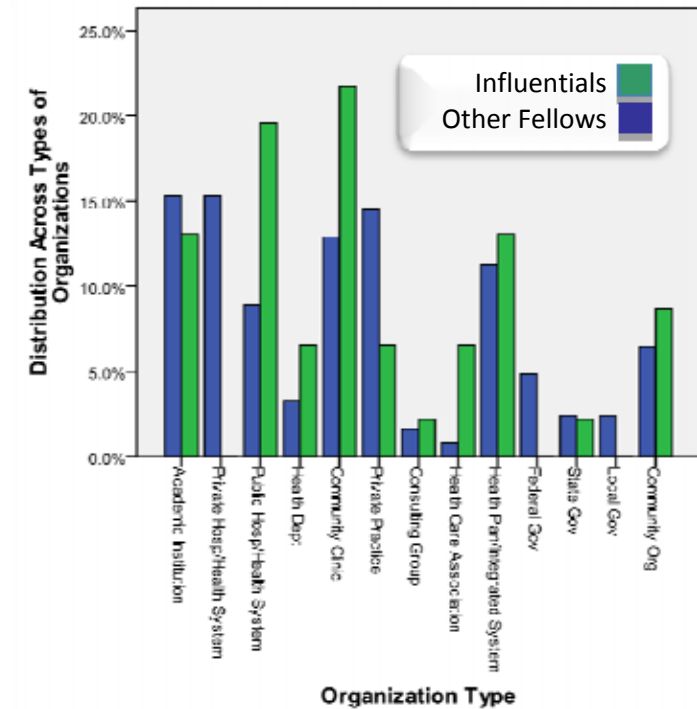
Slide 24: Characteristics of “Influential”^{*} Fellows



At least 2 “Influentials” in each cohort and most common in cohorts 3, 7, 8, and 9



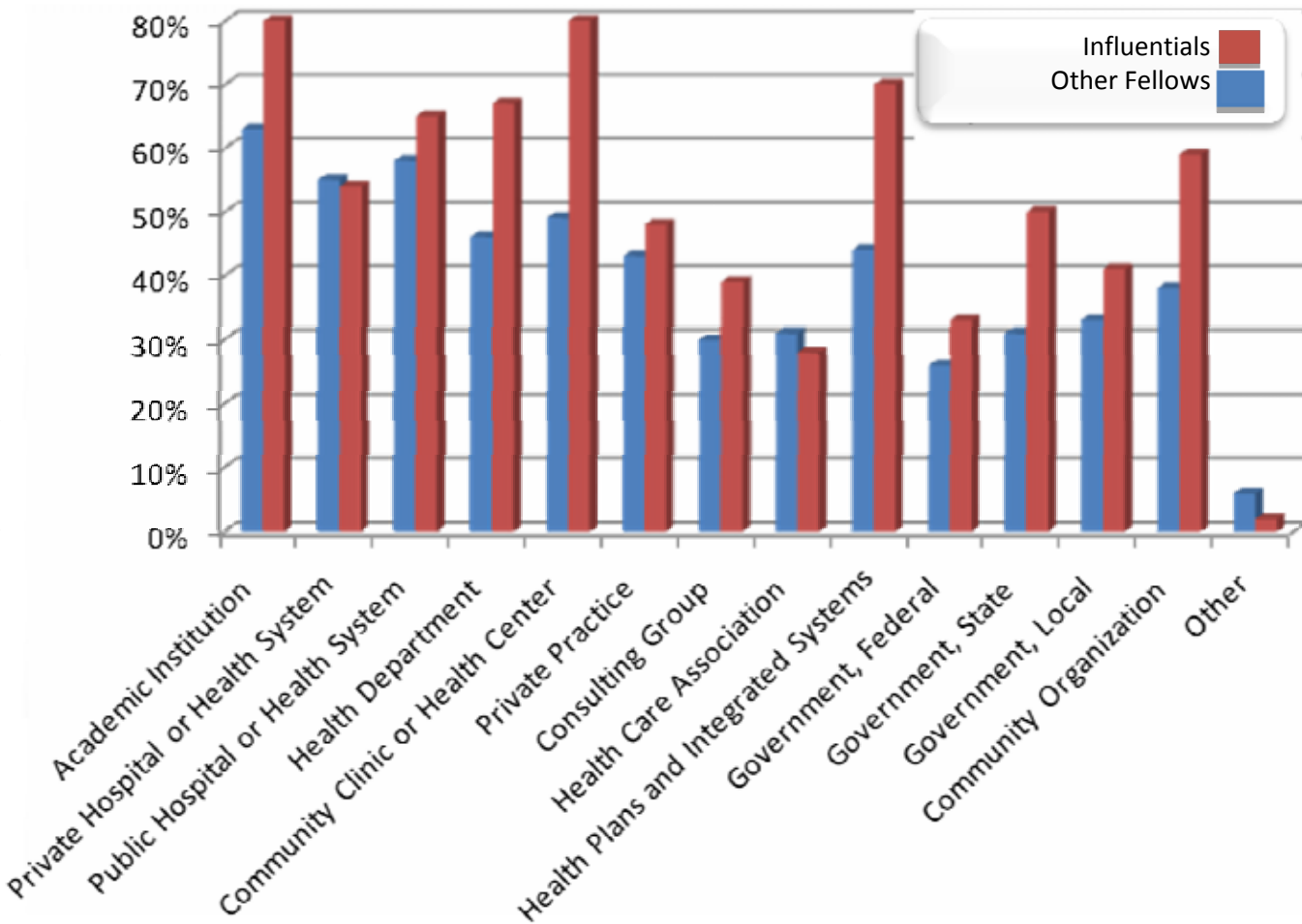
Most commonly located in San Francisco Bay Area but none outside of California



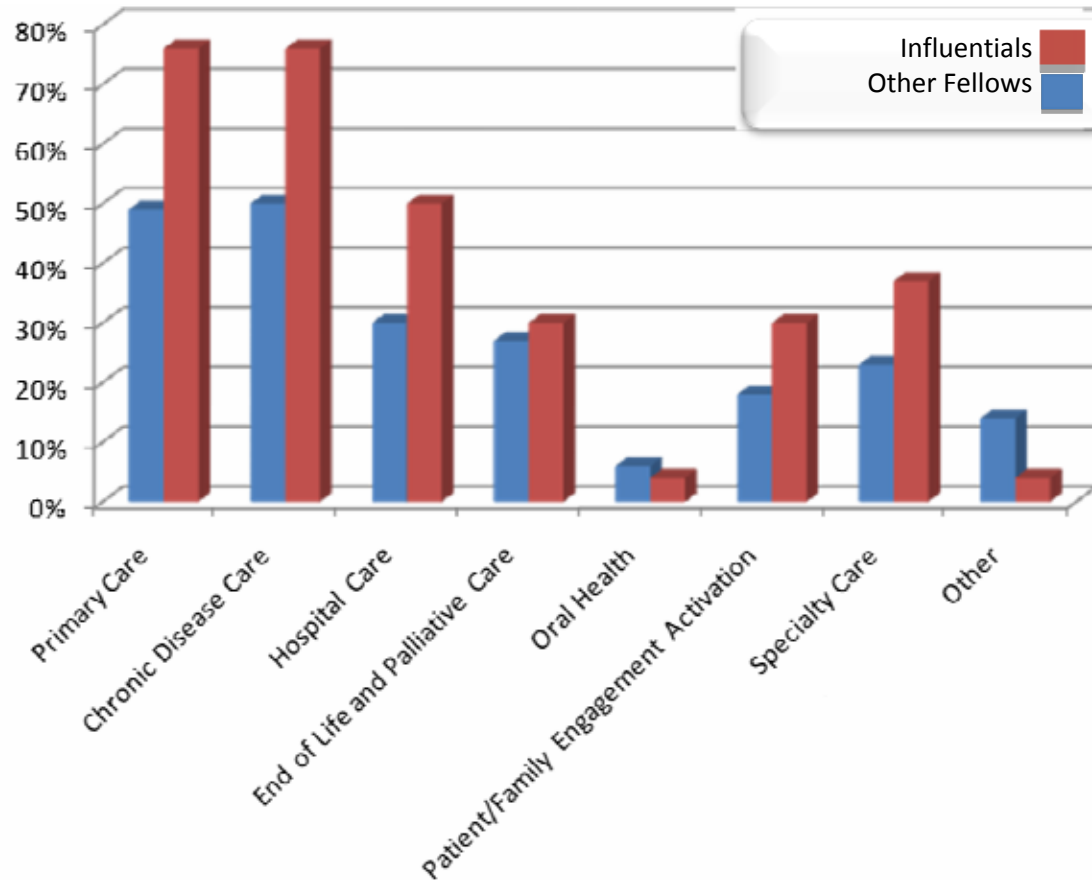
Most common in public hospitals and community clinics; least common in federal and local government

^{*} Defined as being contacted by more than 15 other fellows in past year, being contacted frequently by more than 3 fellows in past year, and being asked to collaborate at the highest levels of collaboration (“coalition” or “collaboration” with 2 or more other fellows in past year (n=56; 22% of fellows)

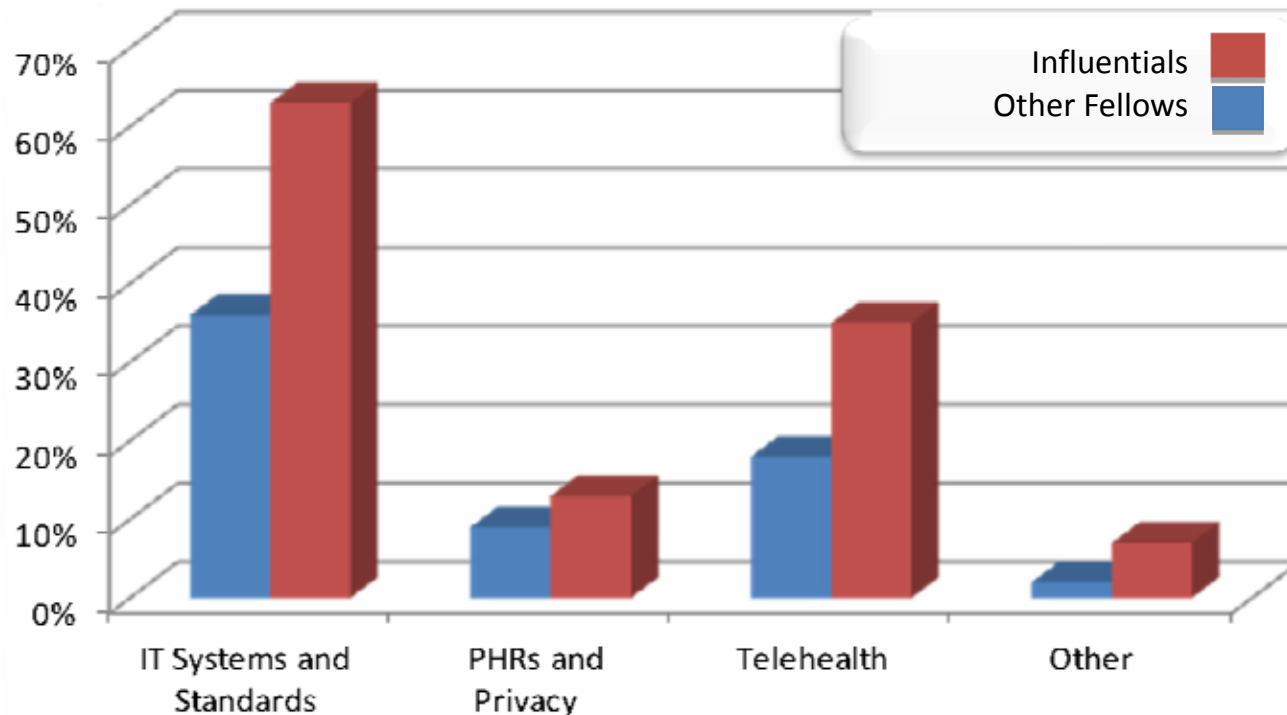
Slide 25: Collaboration in Past 12 Months with Other Organizations



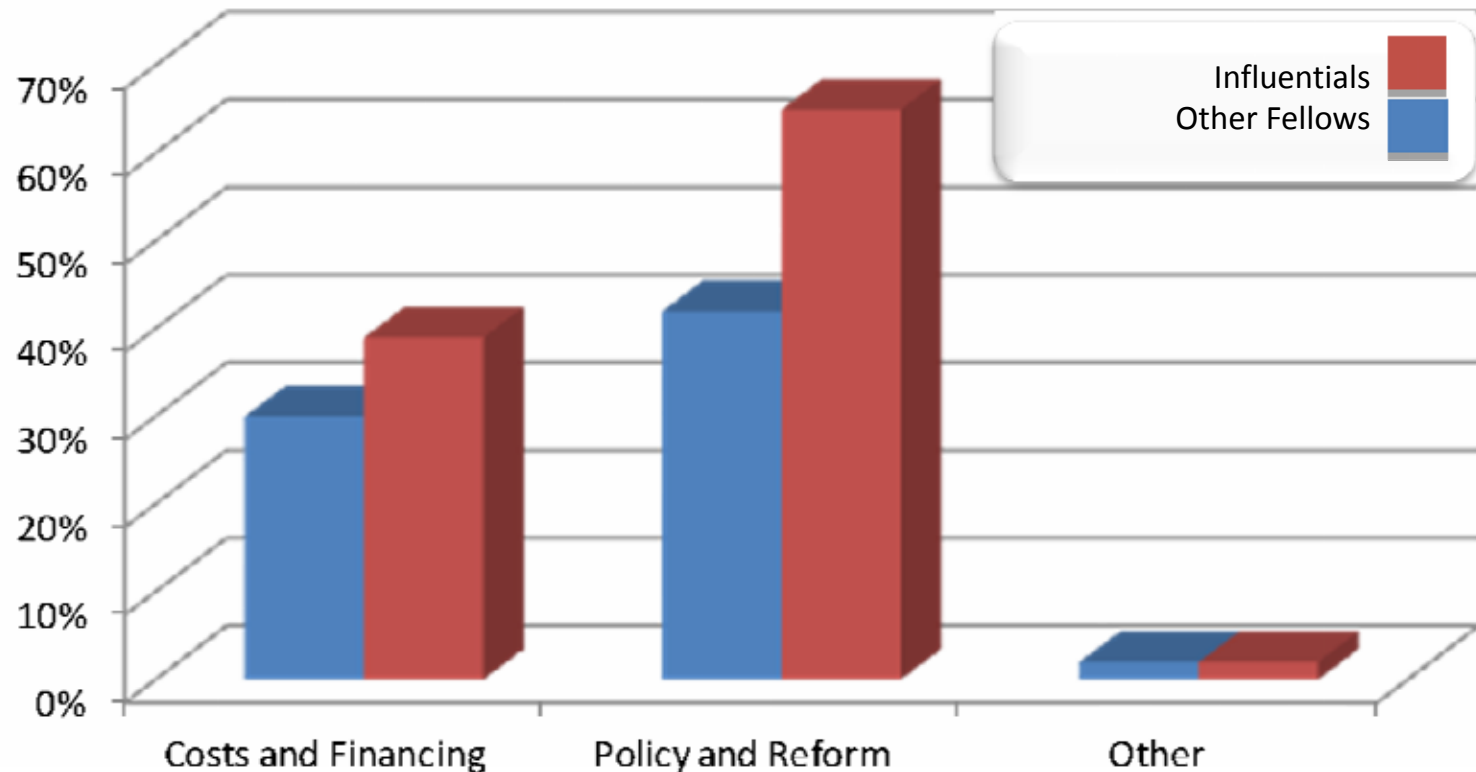
Slide 26: Collaboration in Past 12 Months with Other Fellows on Topics Related to Care Delivery



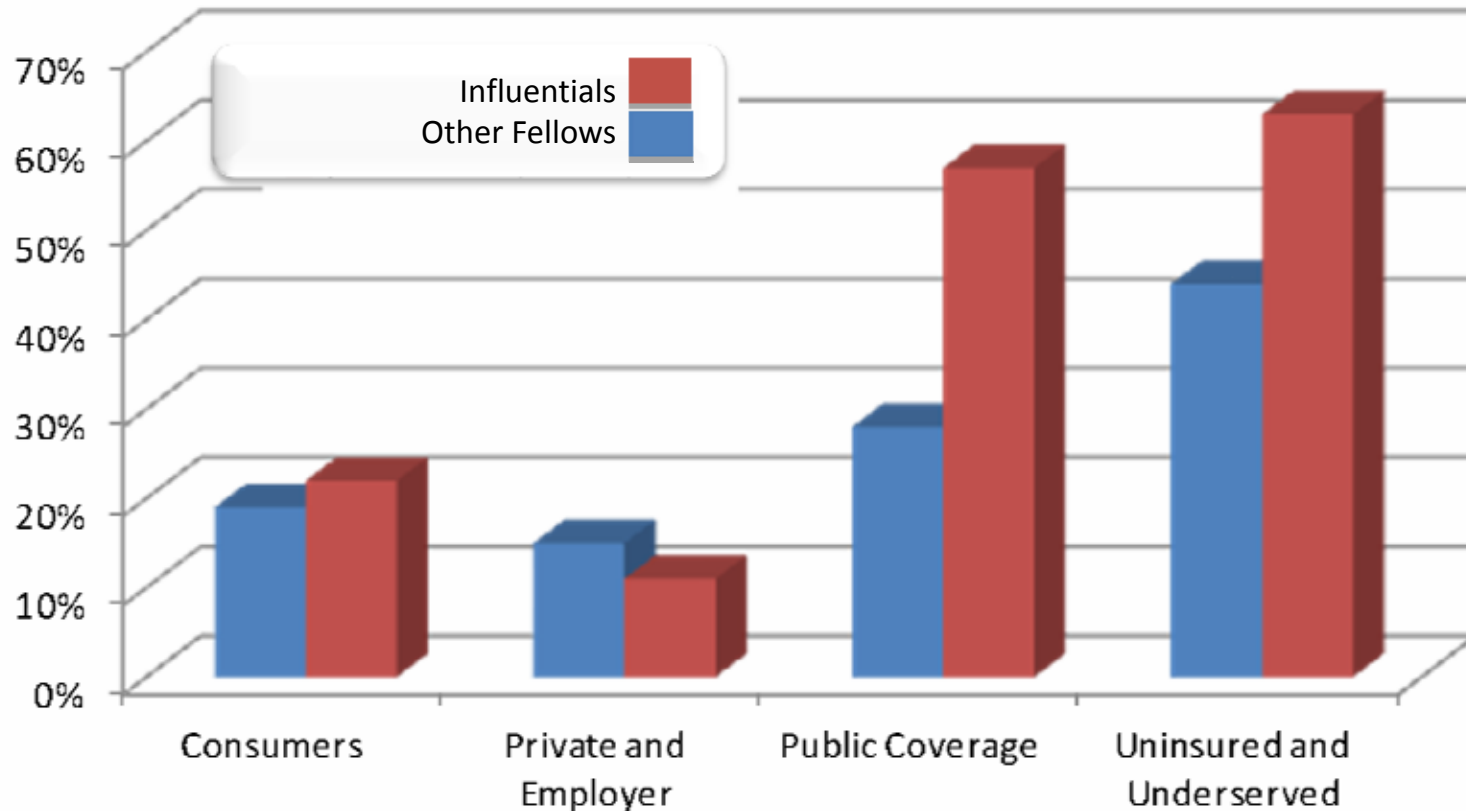
Slide 27: Collaboration in Past 12 Months with Other Fellows on Topics Related to Health Information Technology



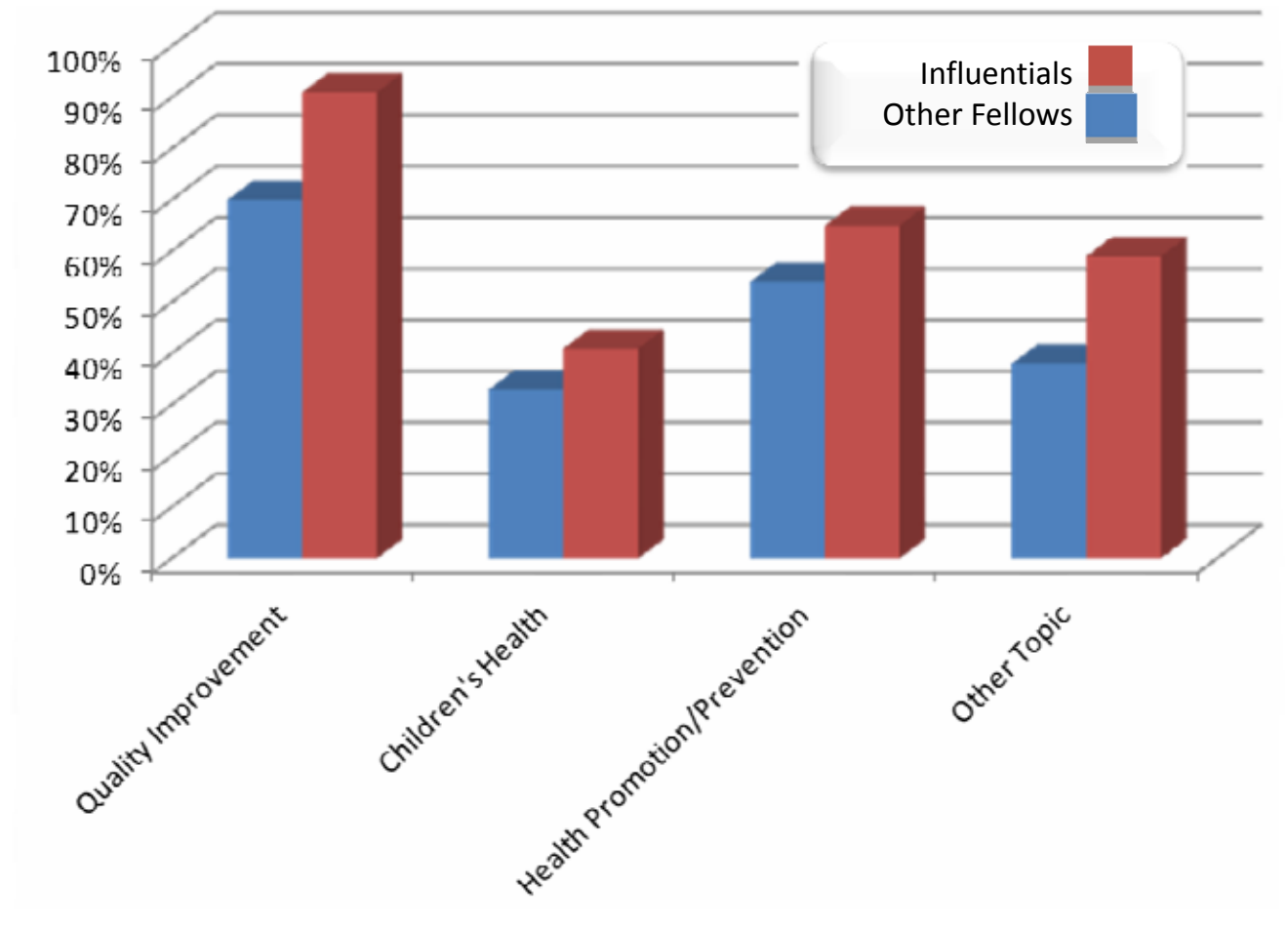
Slide 28: Collaboration in Past 12 Months with Other Fellows on Topics Related to Health Policy



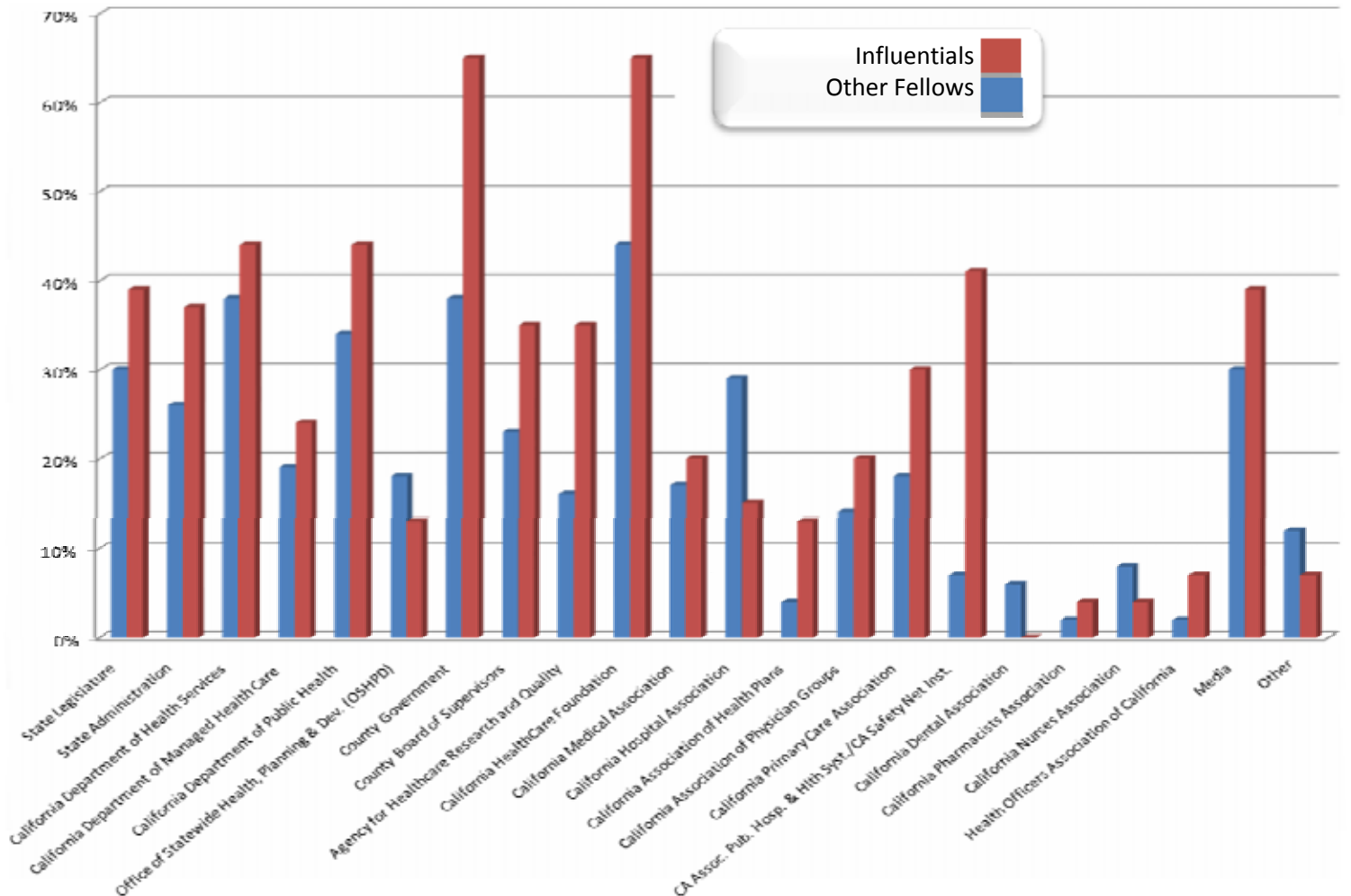
Slide 29: Collaboration in Past 12 Months with Other Fellows on Topics Related to Insurance and Uninsured



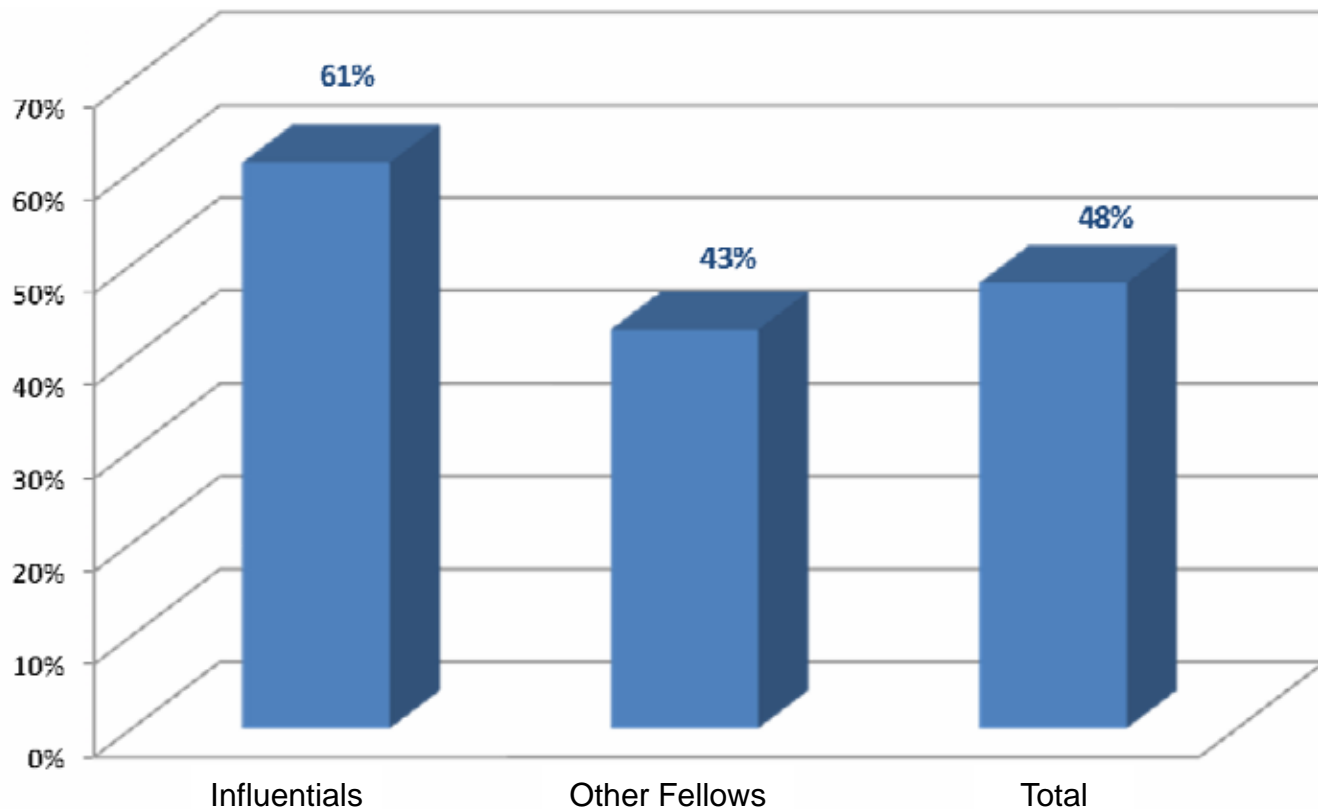
Slide 30: Collaboration in Past 12 Months with Other Fellows on Topics Related to Quality Improvement, Children's Health, Health Promotion, and Other Topics



Slide 31: Collaboration in Past 12 Months with Anyone from Various External Organizations

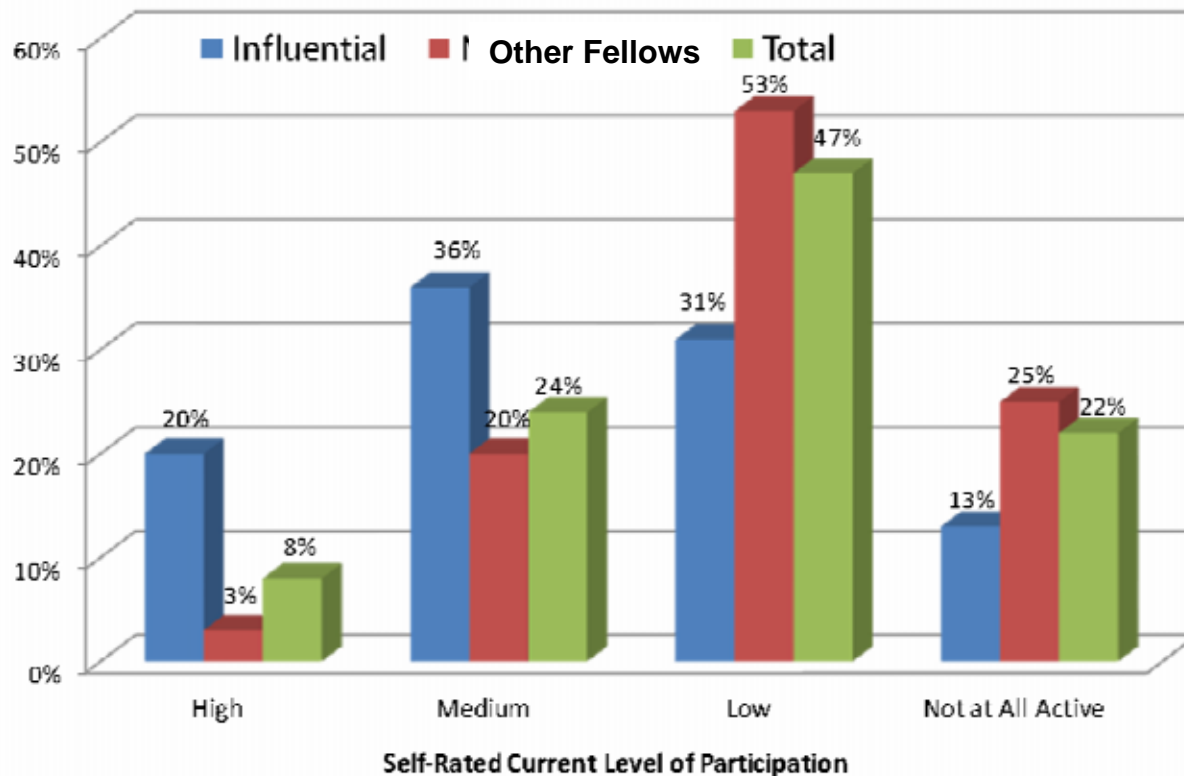


Slide 32: Involvement of Fellows in Policy Events in Past 12 Months

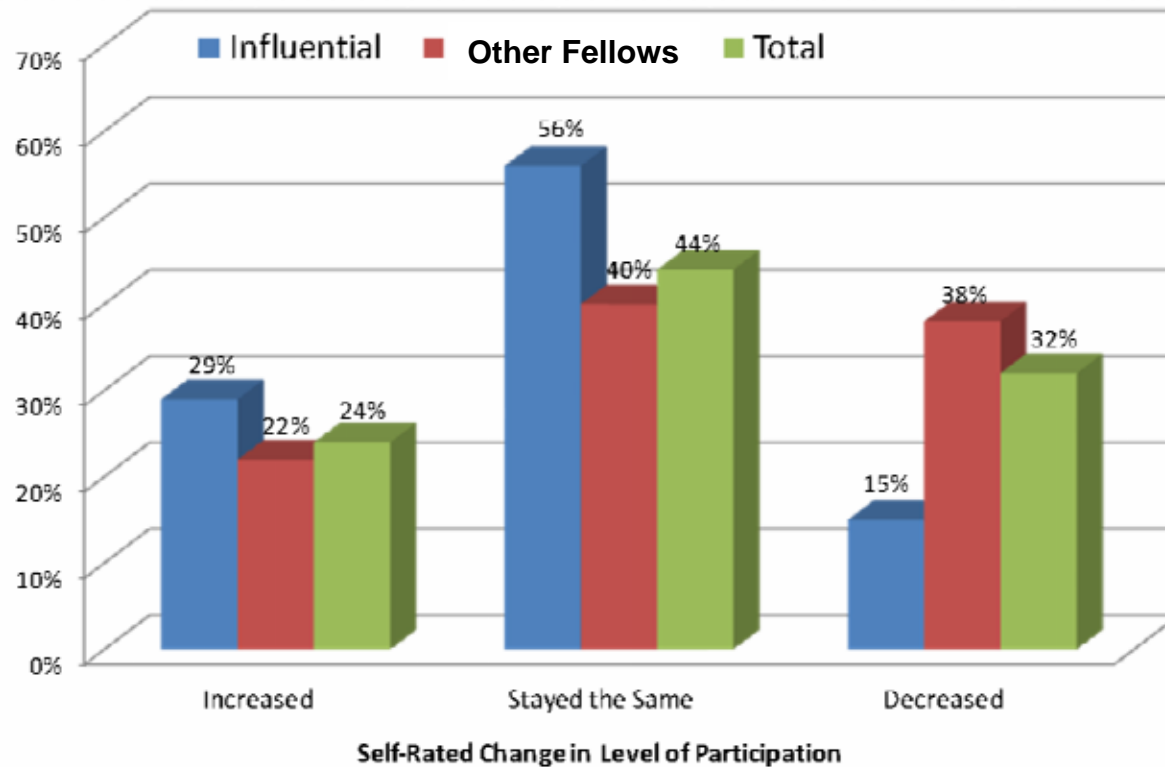


Note: a *policy event* is a specific interaction with policymakers (testifying, meeting in person or by phone with policymakers, policymakers briefings, etc.), direct evidence of research finding in a written policy (language included in a bill or regulations, work cited in a bill, etc.) or evidence that findings have been used to influence program design, practice or resource allocation.

Slide 33: Self-Rated Level of Participation in the California Health Leaders Network



Slide 34: Self-Rated Change in Level of Participation in the California Health Leaders Network





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