



Mass in Motion MUNICIPAL WELLNESS AND LEADERSHIP INITIATIVE



Healthy Wey Network Community Brief

VisibleNetworkLabs

2020

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VISIBLE NETWORK LABS using PARTNER.

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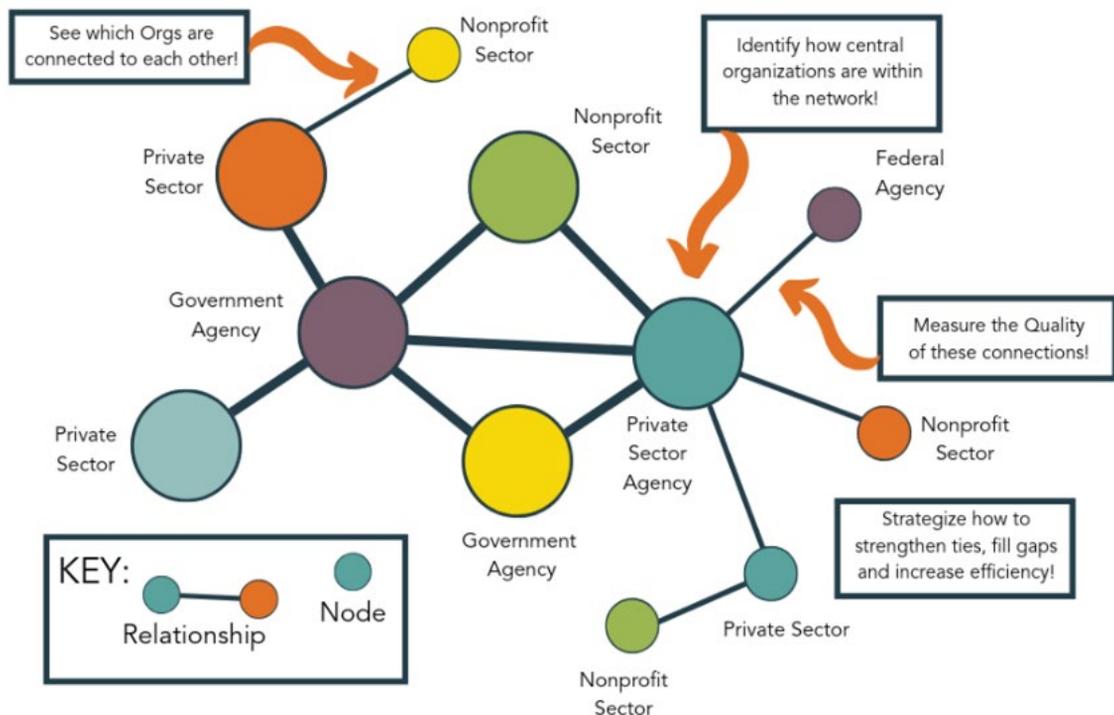
Table of Contents

How to Use This Report	4
Project Background	5
Question 1: What Are the Characteristics of the Partnership Network?.....	6
Network Composition	7
Network Map	9
Origin of Relationships	11
Development of the Network Over Time	12
Questions and Action Steps To Consider	13
Question 2: What Are the Qualities of Relationships in the Network?	14
Intensity of Relationships	15
Resources Exchanged in Relationships	16
Trust and Value in Relationships	17
Sustainability of Relationships	19
Questions and Action Steps to Consider	20
Question 3: What Is the Overall Impact of Mass in Motion?.....	21
Community Engagement and Equity	22
Impact on Network Members' Beliefs and Practices	23
Impact on Community Practices, Conditions and Health.....	24
Questions and Action Steps to Consider	25
Question 4: What Are the Opportunities Across the Network?.....	26
Network Strengths and Barriers.....	27
Work with Secondary Partners.....	28
Additional Feedback From Network Partners	29
Recommended Next Steps	30

How To Use This Report

HOW TO INTERPRET A NETWORK MAP

Networks refer to a formal partnership created between three or more people or organizations to achieve mutually desired objectives. This report focuses on the network of partners for **Healthy Wey**. In a network map, partnerships are visualized as “**nodes**” (circles) and “**edges**” (lines) which represent the network members and the relationships between them. Nodes may be color-coded by certain organizational characteristics, such as sector.



HOW TO USE THE RESULTS IN THIS REPORT

MiM grantees, partners, and other stakeholders can review this report to identify ways to continuously improve how you work with one another to achieve common goals. Using this report, you can:

- **Assess** the quality, content, and outcomes of partnerships;
- **Identify** areas of strength and opportunities for improvement;
- **Demonstrate growth** of the network over time to show impact to stakeholders; and
- **Create a strategic plan** to build relationships that fill gaps and leverage resources among network members.

ABOUT MASS IN MOTION

The Mass in Motion Municipal Wellness and Leadership Initiative (MiM) is a movement to lower the risk of chronic disease by supporting equitable food access and active living opportunities in cities and towns throughout Massachusetts.

Currently, there are 27 Mass in Motion grantees across the state, reaching over 70 communities. Within these communities, MiM grantees work together with a diverse network of multi-sector partners to implement proven policies and practices that create environments supporting healthy living for all residents.

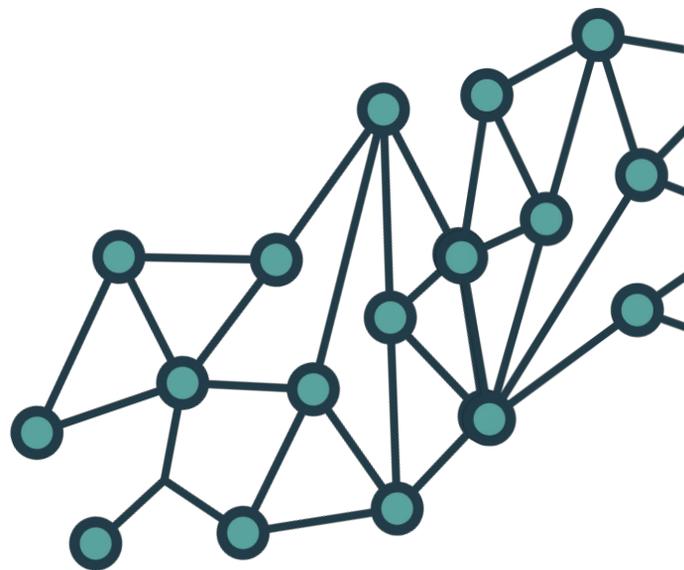
PURPOSE OF THIS SOCIAL NETWORK ANALYSIS

In 2020, MiM used a social network analysis (SNA) to evaluate each of the 27 grantee partnership networks. SNA is a method to measure and visualize the quantity and quality of relationships among organizations. The SNA evaluation addressed 4 key questions about MiM and its partnership networks:

- 1. What are the characteristics of the partnership network?** How connected are partners within the network? Which sectors are represented? How has the network grown over time?
- 2. What are the qualities of partner relationships in the network?** To what extent are partners collaborating with each other? What resources are exchanged? How do partners trust and value each other? How sustainable are these relationships?
- 3. What is the overall impact of Mass in Motion?** What is MiM's impact on partner beliefs and practice, community practice around engagement and health equity, and community conditions and resident health?
- 4. What are the opportunities for improvement and growth across the network?** Are there opportunities to initiate or deepen collaboration between partners? Are there new partners to bring into the network?

This report is organized around these 4 key questions.

What are the characteristics of the partnership network?



Network Composition

WHO IS IN THE NETWORK?

Healthy Wey is composed of 18 organizations identified by the Mass in Motion grantee as critical partners. They are referred to throughout this report as the “**primary partners**” in the network. These primary partners come from the non-profit, local state, and local public sectors, and average tenure in the network is 9 years.

WHO PARTICIPATED IN THIS PROJECT?

Seventeen of the 18 primary partners (94%) responded to the survey. These respondent organizations nominated 3 organizations as additional “**secondary partners**” in the community who are important to their work on healthy eating and active living. The table below lists the primary partners in the network, the acronym or label used for each partner in the network maps, their sector, and their tenure in the network. The table on the next page lists the secondary partners and their map labels.

	Primary Partner	Map Label	Sector	Tenure
1	Blue Hills Regional Coordinating Council	BHRCC	Nonprofit	1
2	Metropolitan Area Planning Council	MAPC	Public - State	10
3	South Shore Health System Community Benefits	SSHS	Nonprofit	11
4	Valerie Sullivan - Healthy Wey	MiM-HW	Public - Local	11
5	Weymouth Board of Elders	WBE	Public - Local	11
6	Weymouth Community Events Committee	WCEC	Public - Local	9
7	Weymouth Elder Services	WES	Public - Local	11
8	Weymouth Food Pantry	WFP	Nonprofit	11
9	Weymouth Health Department	WHD	Public - Local	11
10	Weymouth Libraries	WL	Public - Local	3
11	Weymouth Library Services	WLS	Public - Local	10
12	Weymouth Mayor's Office	WMO	Public - Local	11
13	Weymouth Parks and Recreation Department	WPRD	Public - Local	11
14	Weymouth Planning and Community Development - Housing	WPCDH	Public - Local	2
15	Weymouth Planning and Community Development - Planning	WPCD	Public - Local	11+
16	Weymouth Planning and Community Development - Transportation	WPCDT	Public - Local	6
17	Weymouth School Department	WSD	Public - Local	11
18	Weymouth Youth Coalition	WYC	Public - Local	11

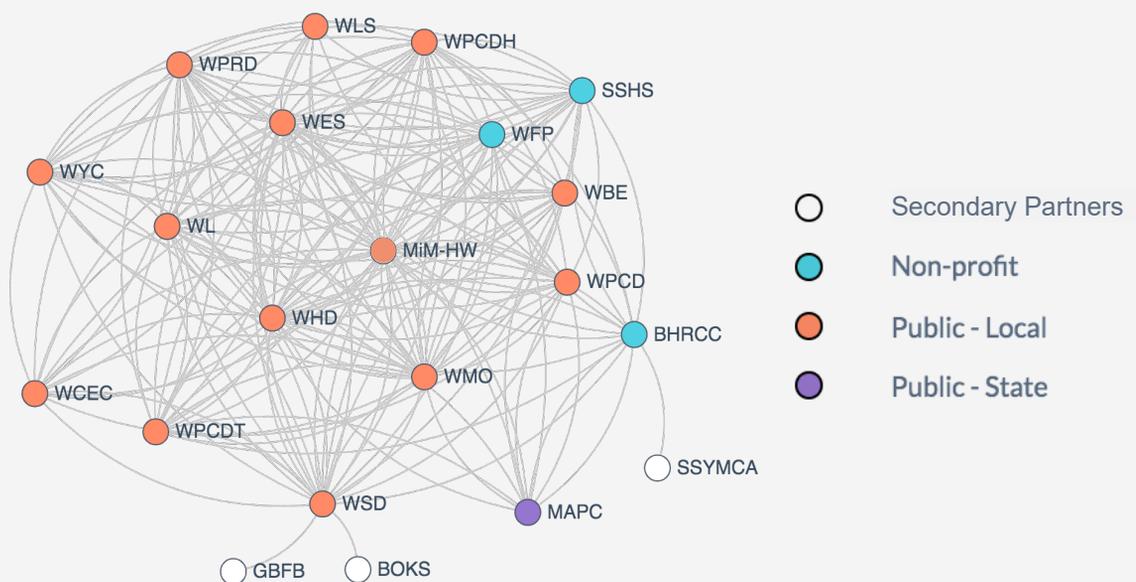
Network Composition (Cont.)

	Secondary Partner	Map Label
1	BOKS	BOKS
2	Greater Boston Food Bank	GBFB
3	South Shore YMCA	SSYMCA

Network Map

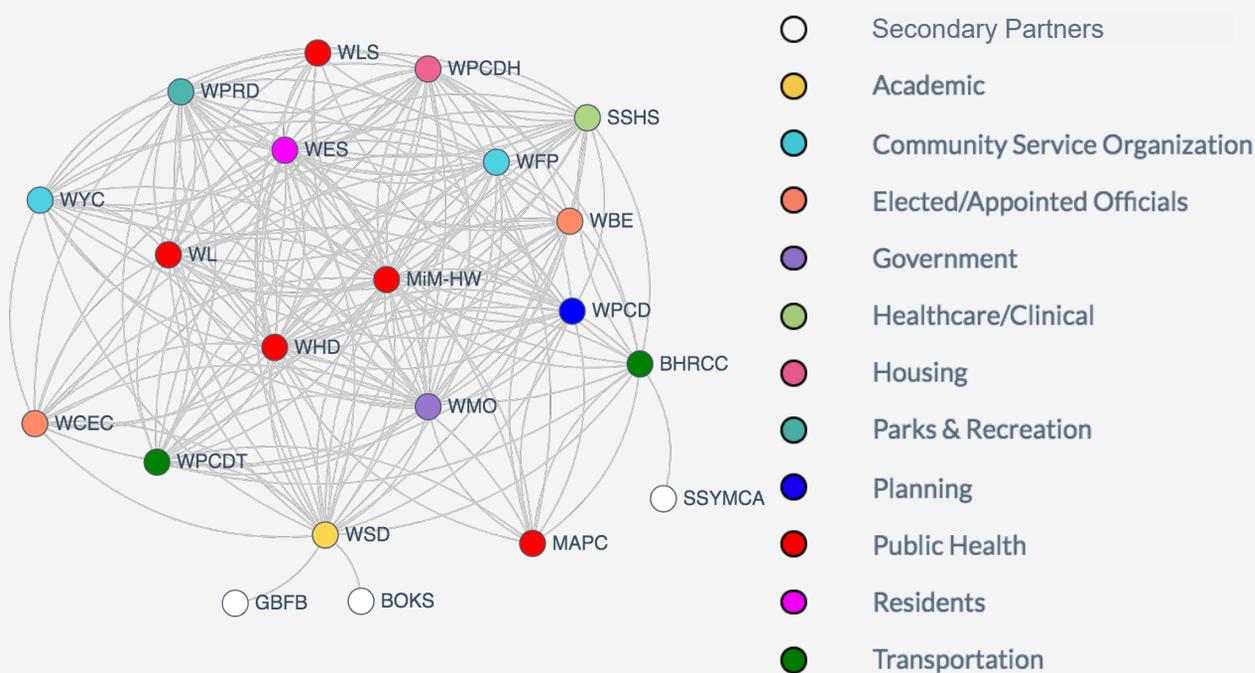
The Healthy Wey network is composed of a total of 21 organizations, and these organizations reported having 198 relationships with one another.

- In the network map below, the organizations are color coded by type of partner and organizational sector. Primary partners are color coded according to their sector, and secondary partners are colored white.
- Organizations in the network have an average of 18.9 connections. In comparison, across all 27 Mass in Motion networks, the average number of connections per network member is 7.3.



Network Map (Cont.)

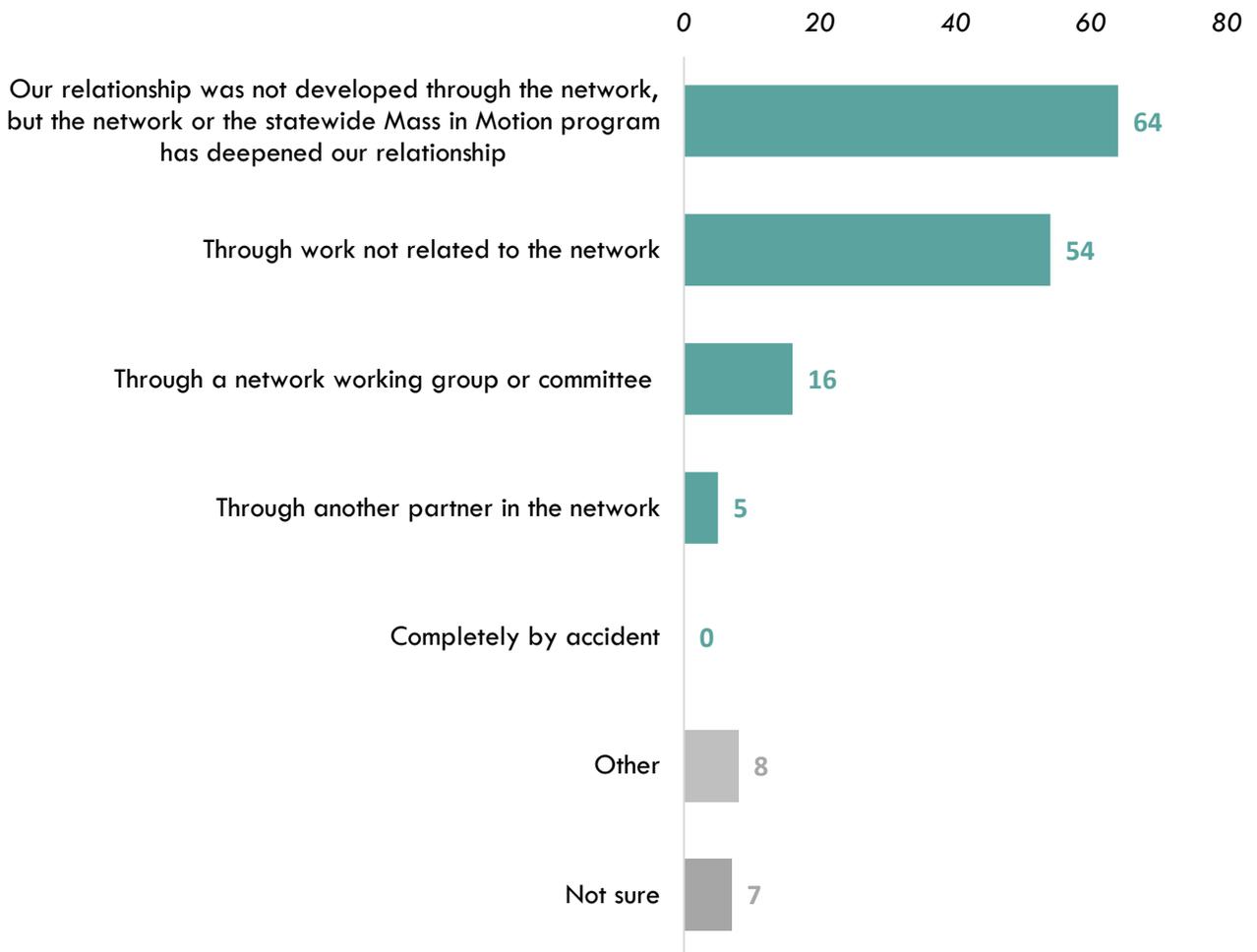
- In a different view of the network, primary partners on this page are color coded by their organizational function. Secondary partners are again colored white.
- Looking at the color coding in both maps, there appears to be little grouping or clustering by either organizational sector or function. In other words, network members partner with organizations of sectors and functions that are both the same as, and different from, their own.
- Overall, the network displays a “core-periphery” structure that is typical of many organizational networks, with a core group of organizations with many relationships at the center of the network, and another group of organizations with fewer relationships on the periphery of the network. Both groups play important roles in networks: those at the core are strategically positioned to share information and best practices, while those at the periphery often serve as bridges to stakeholders or innovations currently operating outside of the network.



Origin of Relationships

About 35% of primary partnerships in the Healthy Wey network (n = 54) originated outside of the network. Notably, however, 14% of the partnerships (n = 21) originated through a network working group, committee, or another network member. An additional 42% of partnerships (n = 64) did not originate through the network, but have been deepened through participation in the network.

Question: How did the relationship between your organization and this organization begin? (Select only one; n = 154 relationships reported for this question)



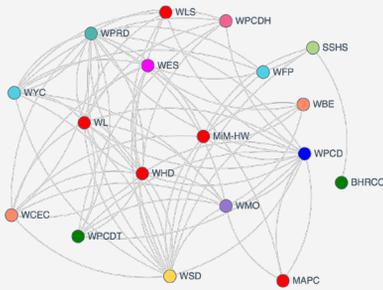
Development of the Network Over Time

The six network maps below trace the growth of relationships in the Healthy Wey network from the pre-2009 period to 2020. In each map, the nodes are color-coded by organization function.

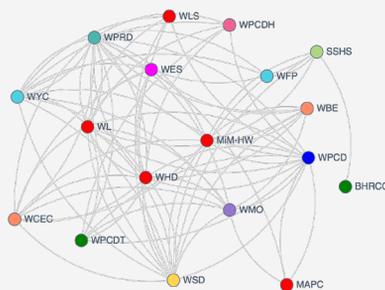
The same 18 organizations have had relationships with one another throughout the period between pre-2009 and 2020, although some of these organizations may have become formal members of the Healthy Wey network after 2009. Connections between organizations have increased in the network over time.

- Academic
- Community Service Organization
- Elected/Appointed Officials
- Government
- Healthcare/Clinical
- Housing
- Parks & Recreation
- Planning
- Public Health
- Residents
- Transportation

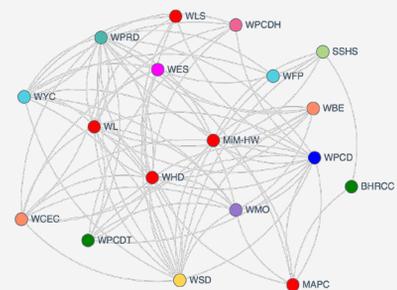
Pre-2009



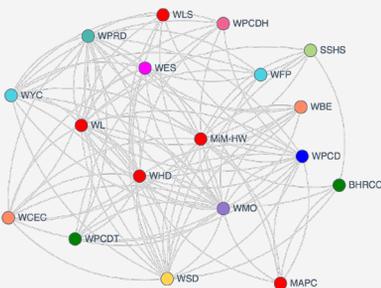
2011



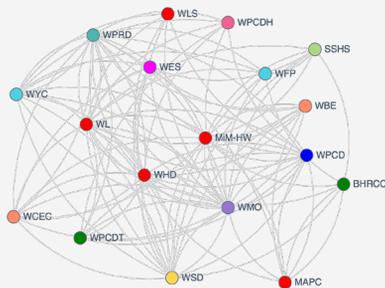
2014



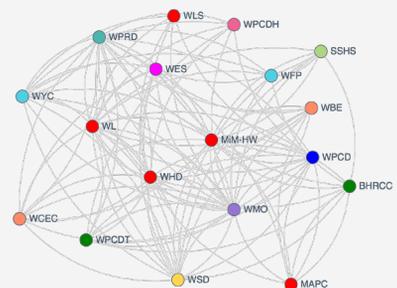
2016



2018



2020

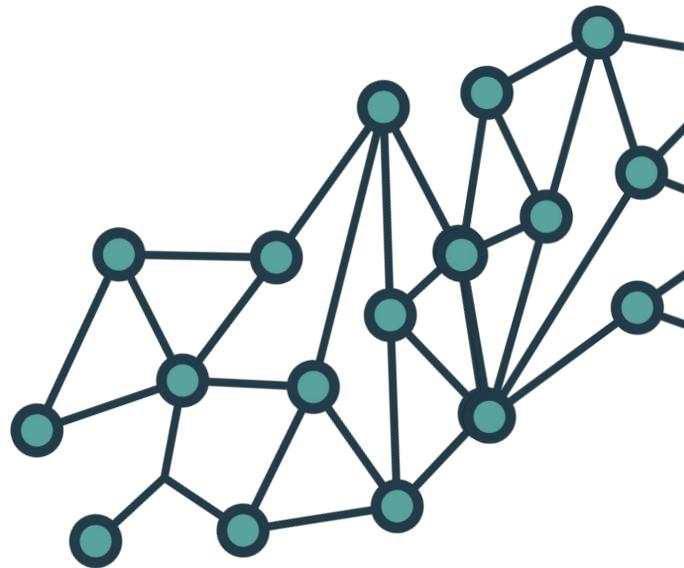


Note that the survey did not collect data on when relationships with secondary partners formed, so secondary partners do not have connections in these maps. Also note that the tenure data listed in the table on page 7 reflects tenure of formal membership in the Healthy Wey network, whereas the longitudinal data presented in the maps above reflects when relationships began between organizations, regardless of whether those organizations were formal members of the Healthy Wey network at the time.

Questions and Action Steps To Consider

- Is a particular type of organization over- or under-represented in the network?
- The Mass in Motion Initiative defines priority populations as “specific populations experiencing health disparities.” Are there partners in the network that represent priority populations? If not, how might the network identify and engage with these organizations?
- When considering how to make your network more inclusive and representative of the diversity of your community, recognize that racism often represents a significant challenge for network members of color in terms of forming, maintaining, and leveraging network relationships. If organizational representatives in your network are primarily white, the social capital that representatives of color possess may be substantially less than that of white representatives.
- Would the network benefit from forging more formal relationships with the secondary partners identified by survey respondents? Diverse partners can bring new ideas and resources to a network and make the network more inclusive.
- If you decide that recruitment or formalization of additional network members is warranted, do the data about the origin of existing network relationships offer insights on how to add new members to the network?
- Are there partners who have been a part of the network since it was formed? Are there partners that have only recently joined the network? Consider balancing the benefit of institutional memory with that of novel approaches.
- What factors explain the network’s pattern of development from pre-2009 to 2020?

What are the qualities of partner relationships in the network?

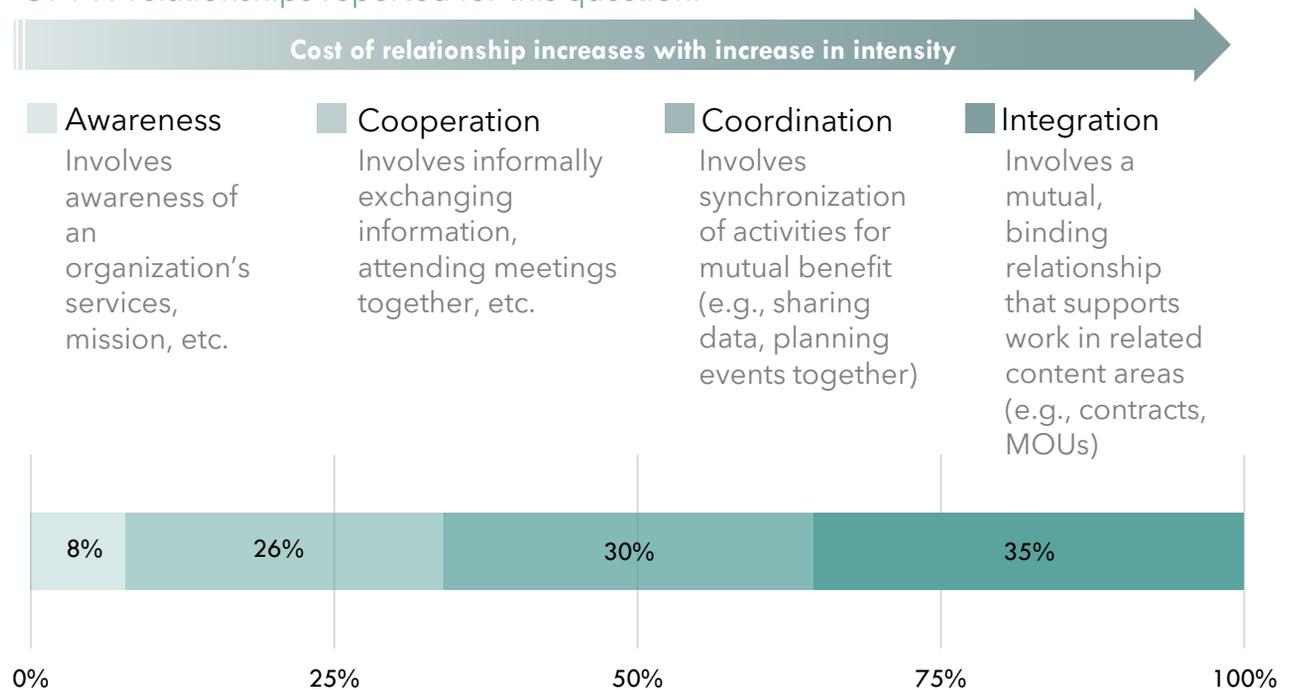


Intensity of Relationships

The survey assessed network relationships according to their level of intensity. This is important, because more connections and greater intensity of connections do not necessarily result in a thriving and sustainable network. While the appeal to create a more diverse network is strong, organizations are equally challenged with the reality that they have limited relationship budgets - that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. And while it is our intuition that more network connections should indicate a better functioning network, this approach can be endlessly resource intensive.

Question: What is your organization's most common way of interacting with this organization? (Select only one)

Of 141 relationships reported for this question:



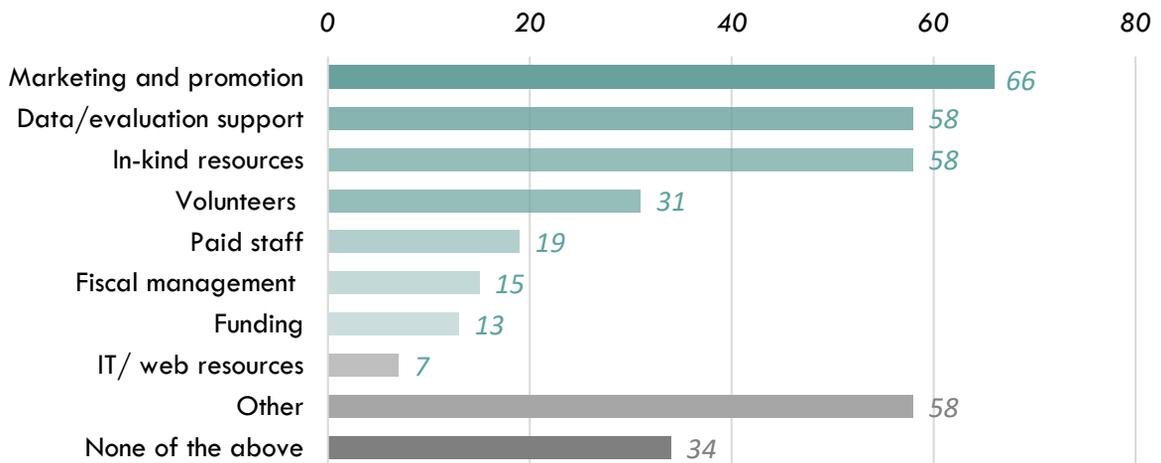
It is a positive result that connections are somewhat distributed across the levels, with most relationships categorized as cooperative or coordinated. If a majority of relationships were at the awareness level, that would indicate that the network is not fully leveraging its collaborative advantage. If a majority of relationships were at the integrated level, they would require a greater number of resources to maintain and the network might not be sustainable. Given that the integrated level of interaction is the most common, however (at 35%), it may be worthwhile to assess whether any network members in integrated relationships feel overburdened by the responsibilities associated with these more intensive partnerships.

Resources Exchanged in Relationships

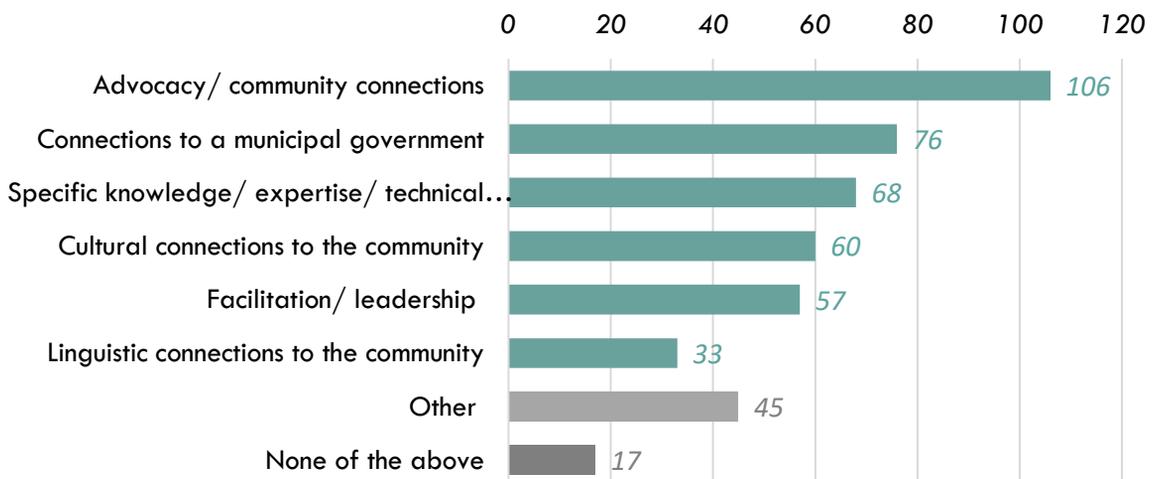
Partners reported a diverse array of tangible and intangible resources that they exchange within the Healthy Wey network. Tangible resources are those that help to “keep the lights on.” Intangible resources consist of the various forms of social, intellectual, and cultural capital needed in order to be a relevant and vital voice in the community. Two forms of intangible resources—cultural connections to the community and linguistic connections to the community—are of particular importance in working to achieve equity and inclusion.

The most commonly exchanged resources were advocacy/ community connections and connections to a municipal government.

Question: What kind(s) of **tangible resources** does your organization contribute to this organization? (Select all that apply; n = 175 relationships reported for this question)



Question: What kind(s) of **intangible resources** does your organization contribute...



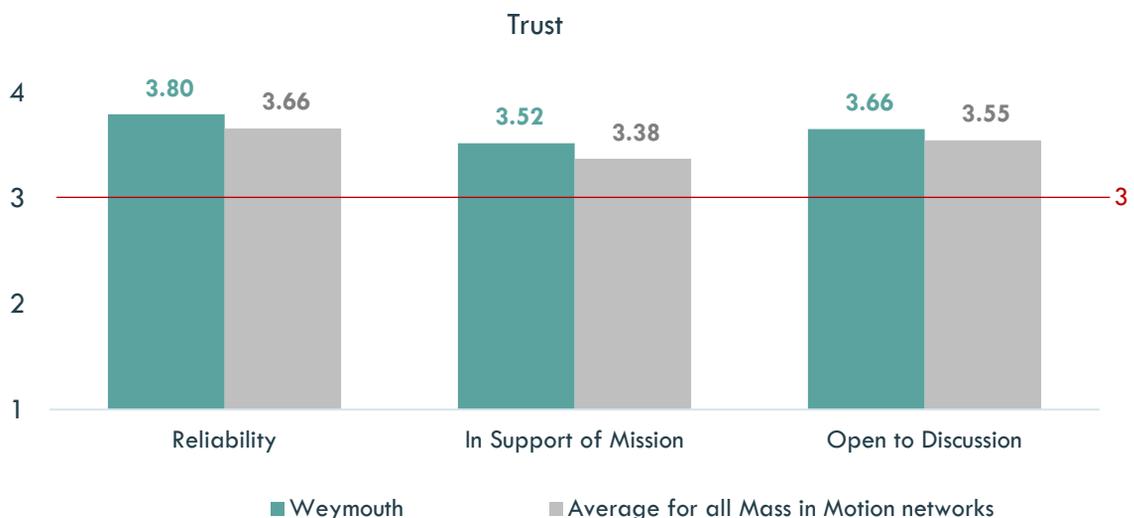
Trust and Value in Relationships

The levels of trust and value that partners perceive to exist in network relationships are important in building and maintaining collaborative capacity. Levels of trust in the Healthy Wey network are reported in the bar graphs below, and levels of value are reported on the following page.

Trust in inter-organizational network relationships facilitates effective information exchange and decision-making, and reduces duplication of effort among groups that may have previously competed. The survey assessed trust between network partners on three validated dimensions: reliability, mission congruence, and openness to discussion (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive.

The bar graphs below depict the average trust scores within the Healthy Wey network in green and compare them to the average scores across all 27 Mass in Motion community networks. Healthy Wey members placed a high level of trust in their network relationships. In particular, members find each other to be very reliable.

	<p>Reliability: To what extent does this partner follow through on commitments?</p>
	<p>Mission Congruence: To what extent does this partner share a mission with your organization and the larger network?</p>
	<p>Openness to Discussion: To what extent is this partner willing to engage in frank, open, and civil discussion, especially when disagreement exists?</p>

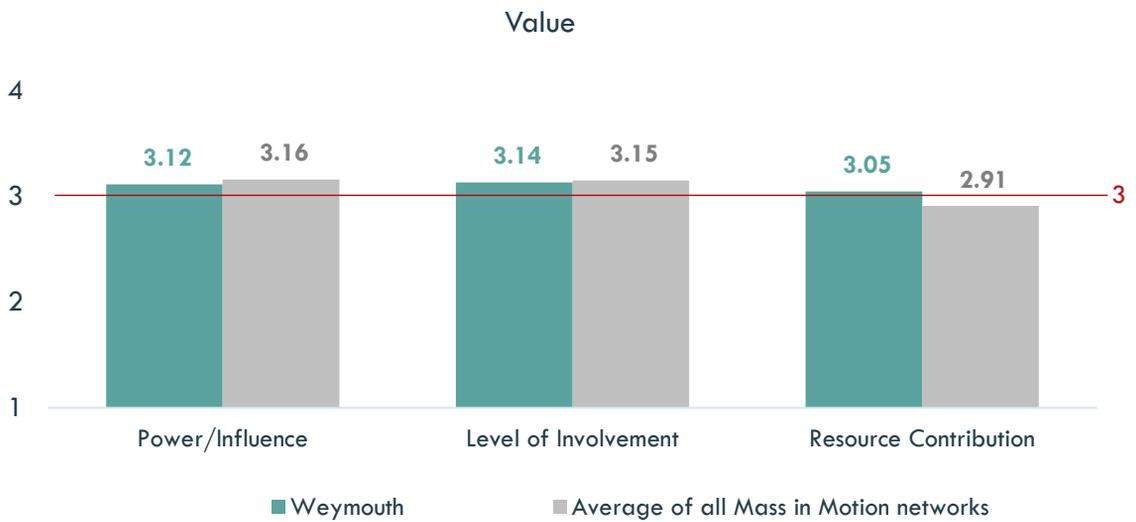


Trust and Value in Relationships (Cont.)

Organizational partners bring different forms of value to a network. The survey assessed three validated dimensions by which partners may be valued: power and influence, level of involvement, and resource contribution (see definitions below). As with trust, survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive.

Understanding the perceived value of network relationships is important in leveraging the different ways in which members contribute to the network. The bar graphs below depict the average value scores of relationships within the Healthy Wey network in green and compare them to the average scores across all 27 Mass in Motion community networks. As compared with the network’s trust scores, Healthy Wey members reported lower value scores in their partnerships. Of the three dimensions of value, survey respondents rated their network partners’ level of involvement the highest and resource contribution the lowest.

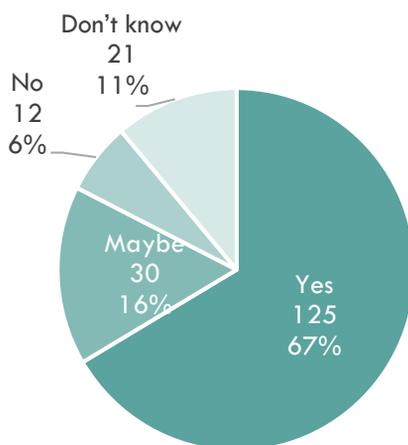
	<p>Power & Influence: To what extent does this partner hold a prominent position in the community by being powerful, exerting influence, displaying leadership, and achieving success as a change agent?</p>
	<p>Level of Involvement: To what extent is this partner involved in and devoting time to doing work related to the mission of the network?</p>
	<p>Resource Contribution: To what extent does this partner contribute resources related to the mission of the network?</p>



Sustainability of Relationships

The work of the Healthy Wey network is sustainable, but access to adequate funding and other resources are needed. Network members reported that a majority (67%) of their partnerships would continue without the presence of the network. When asked to identify the resources that would be needed to maintain the mission of Healthy Wey without the network, members mentioned a number of resources, highlighting funding and coordination.

Question: Would your organization's current partnership with this organization around the Mass in Motion mission continue to exist if the Healthy Wey or the statewide Mass in Motion program were no longer present?
(n = 188 relationships reported for this question)



Question: What resources or conditions are needed in your community to ensure that this mission will persist even if the work of Healthy Wey ends?
(n = 14 respondents answered this question)

The leadership, vision and passion of the staff who support Healthy Wey have been critical to its success. They have been effective in engaging multiple sectors at various levels and ensuring resident voice is infused throughout the program planning process. Access to healthy food and physical activity has increased under their leadership with many programs now permanent. Long-term sustainability may depend on identifying an agency who could provide back bone support.

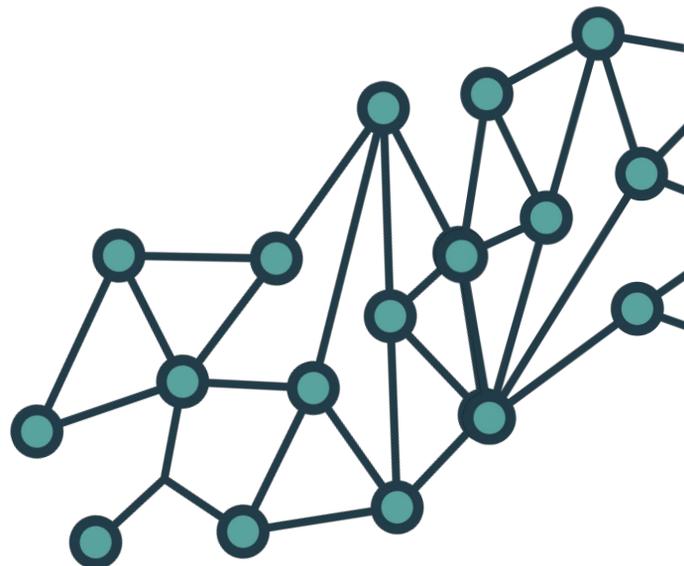
Funding is always needed. Opportunities to bring food directly to the community (such as the Weymouth Market, Weekend Backpack Program, etc.) are important. Activity opportunities such as BOKS are also beneficial.

A volunteer base excited about the wellness in the community and events to showcase wellness.

Questions and Action Steps To Consider

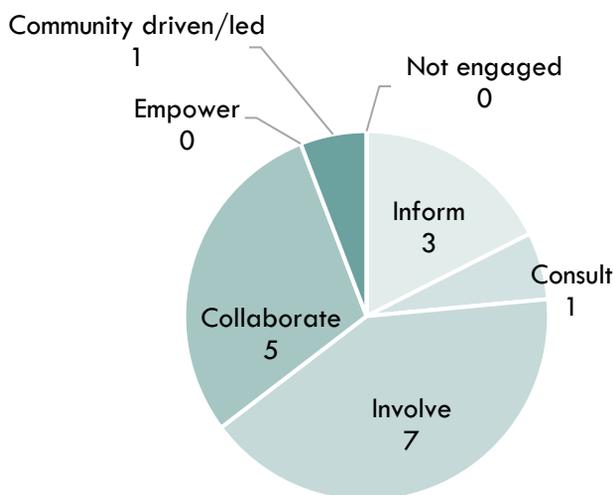
- Relationships take time, energy, and trust to cultivate, which may be in short supply for network members who are already wearing multiple hats within their organizations. Some network leaders and members find it useful to take a “relationship budgeting” approach to managing collaboration. The primary question driving relationship budgeting is this: With how many and at what intensity can relationships be effectively managed with the resources available, such that we can still achieve the outcomes we desire?
- It may only be necessary that most members be connected at a cooperative or coordinated level in order to accomplish the network’s goals. Consider assessing whether levels of member involvement and contribution could be rotated, and what minimum level of relationship intensity is required so as to reduce the burden of more relationships, more meetings, and more commitments, and minimize the risk of member burnout.
- A primary purpose of networks is to pool members’ resources and expertise so that these assets can be leveraged to address needs and problems in the community. Assess whether the resources contributed in network relationships are being properly leveraged to achieve network goals. Consider whether there are ways the network could facilitate the further exchange of resources, skills, and knowledge among members. Identify gaps and redundancies in resource contributions to devise member recruitment, engagement, and retention strategies.
- Does the inventory of resources currently being exchanged in network relationships offer any insights into how the network could strengthen its future sustainability?
- A review of the network’s average trust and value scores often identifies clear strengths of the network to celebrate, as well as opportunities for improvement. Which dimensions of trust and value scored highest and lowest relative to the other dimensions?

What is the overall **impact** of Mass in Motion?



Community Engagement and Equity

Equitable and inclusive engagement of residents in the work of the network is crucial to achieving true community impact. Among network members, the most common form of engagement with is community involvement, which is defined as working directly with community residents throughout the process to ensure their concerns and aspirations are consistently understood and considered. The survey asked respondents to rate how, on average, their organization engaged with community residents using a scale from their organization being “not engaged” with residents to their organization being “driven or led” by the community. The pie chart below illustrates how network members assessed their community engagement, and the table at bottom describes each level of engagement.



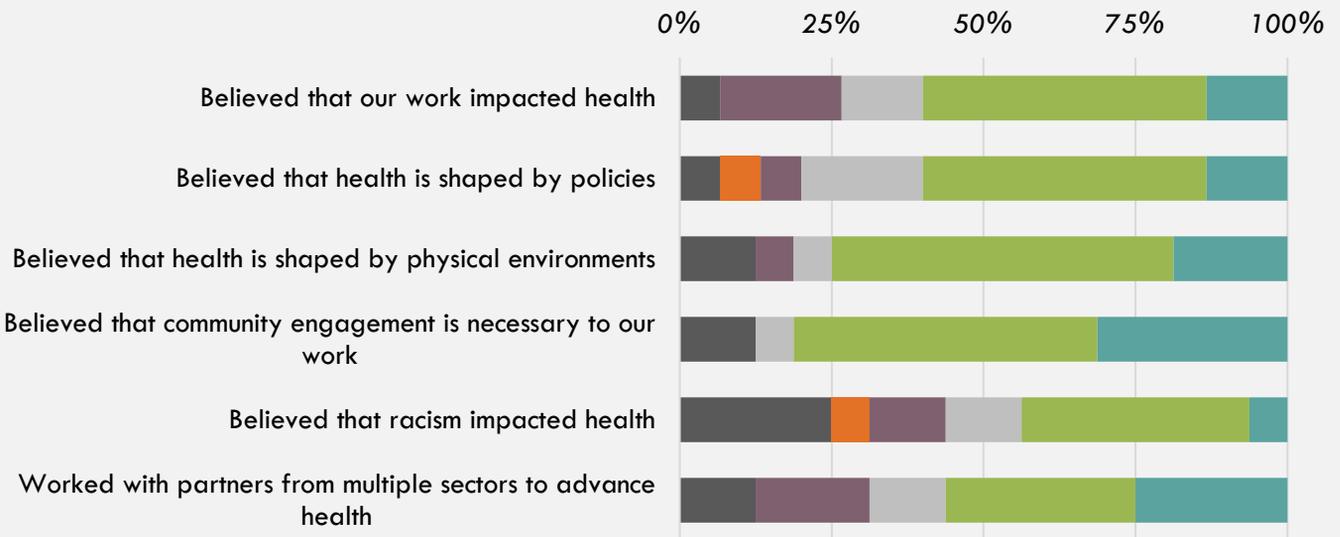
Inform	Provide community residents with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
Consult	Obtain community residents' feedback on analysis, alternatives, and/or solutions
Involve	Work directly with community residents throughout the process to ensure their concerns and aspirations are consistently understood and considered
Collaborate	Partner with community residents in each aspect of a decision including the development of alternatives and identification of the preferred solution
Empower	Place the decision-making in the hands of community residents
Community driven/led	Support the actions of community-initiated, -driven and/or -led processes

Impact on Network Members' Beliefs and Practices

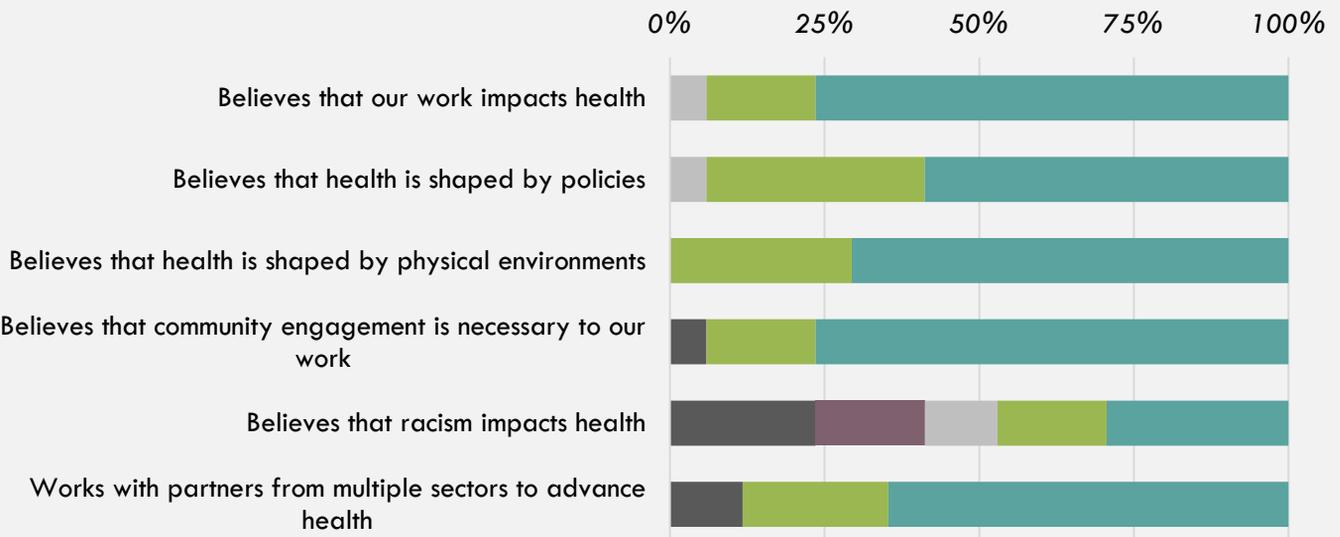
Network members' beliefs and practices have changed substantially as a result of partnering in the network. With Healthy Wey's support, members have shifted to adopt Mass in Motion values and practices related to determinants of health, community engagement, and multi-sector collaboration. The below charts illustrate this impact on member organizations.

■ Not sure ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

BEFORE OUR PARTNERSHIP WITH Healthy Wey, MY ORGANIZATION:



AFTER OUR PARTNERSHIP WITH Healthy Wey, MY ORGANIZATION:

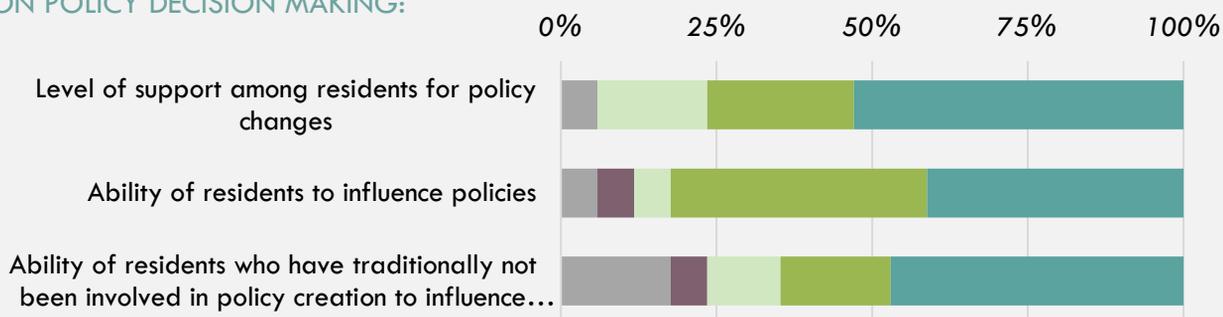


Impact on Community Practices, Conditions and Health

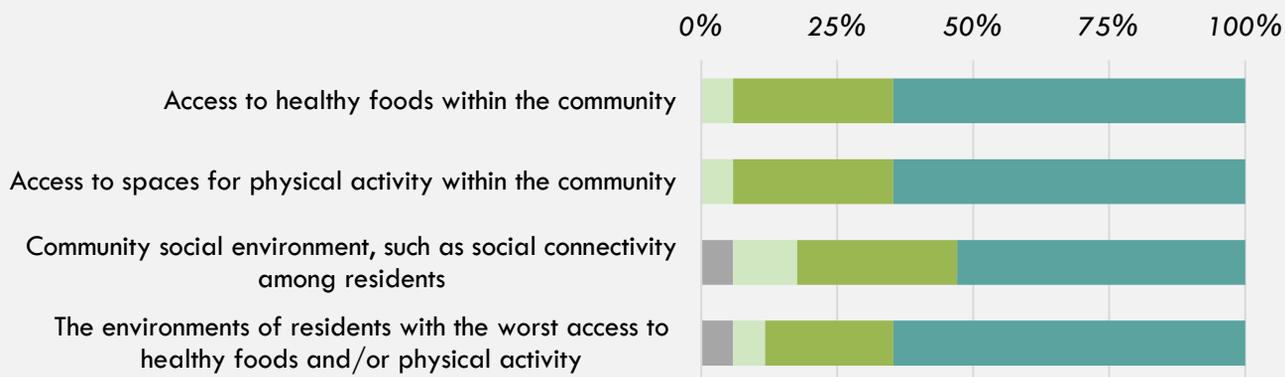
The Healthy Wey network aims to implement proven policies and practices to create environments that support healthy living. The survey asked partners to rate the degree of impact the network has made toward these aims. Most respondents believe the network has had a major or moderate positive impact on engaging residents in policy-related decision making within the community, creating physical and social environments that support healthy eating and active living, and improving resident health.

■ Not sure ■ Negative impact ■ No impact ■ Minor positive impact ■ Moderate positive impact ■ Major positive impact

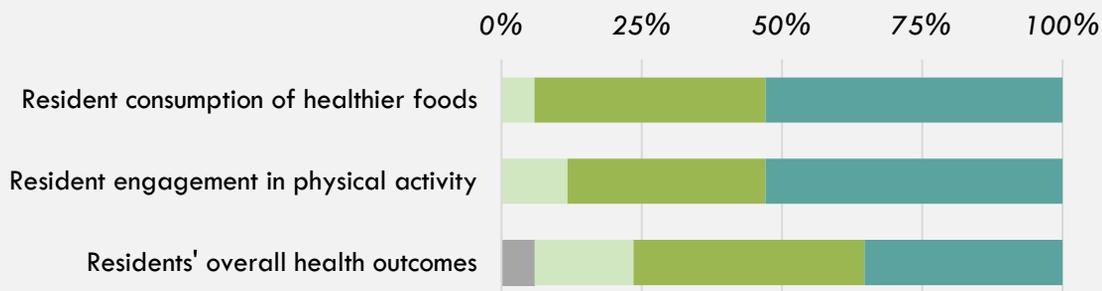
IMPACT ON POLICY DECISION MAKING:



IMPACT ON PHYSICAL AND SOCIAL ENVIRONMENTS:



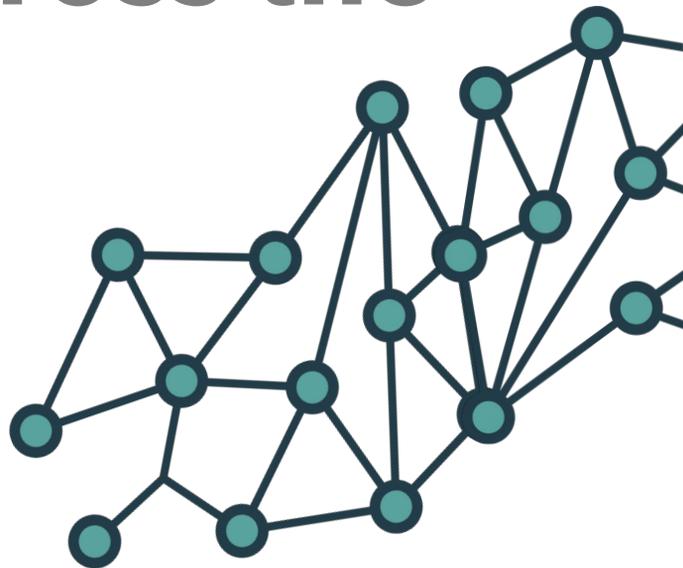
IMPACT ON RESIDENT HEALTH:



Questions and Action Steps To Consider

- A central premise of the Mass in Motion initiative is that without equitable and inclusive engagement of residents as members of the network, true impact on healthy eating and active living in the community cannot be achieved. Consider how network members can support each other in advancing further along the engagement continuum, from the current most common form of resident engagement to higher levels of community engagement.
- Measuring the outcomes and impact of a collaborative network fosters partner accountability to the mission of the network and builds a collective understanding of what network activities do and do not work. Based on the results presented in this section of the report, which outcomes has your network been most successful in achieving, and which outcomes has it been least successful in achieving? What factors explain these findings?
- Do members of your network agree on how the network has impacted community practices, physical and social environments, and resident health? If there is disagreement on some of these community impacts, what factors explain the differences in opinion? If the network does not agree on if success is being achieved and what success means, it may be difficult to be successful.

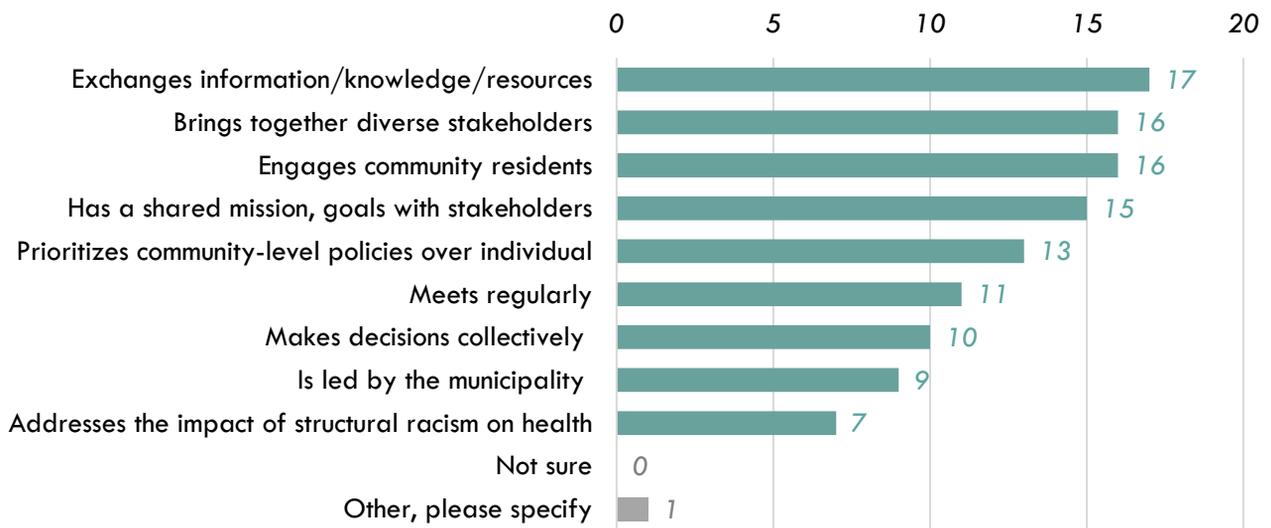
What are the opportunities for improvement and growth across the network?



Network Strengths and Barriers

Most network members believe that Healthy Wey has had a positive impact on community conditions, practices, and health because the network exchanges information and resources, brings together diverse stakeholders, and engages community residents. Most network members cite lack of financial resources as a barrier preventing the network from having a bigger impact.

REASONS WHY NETWORK HAS HAD A POSITIVE IMPACT:



BARRIERS PREVENTING NETWORK FROM HAVING A BIGGER IMPACT:

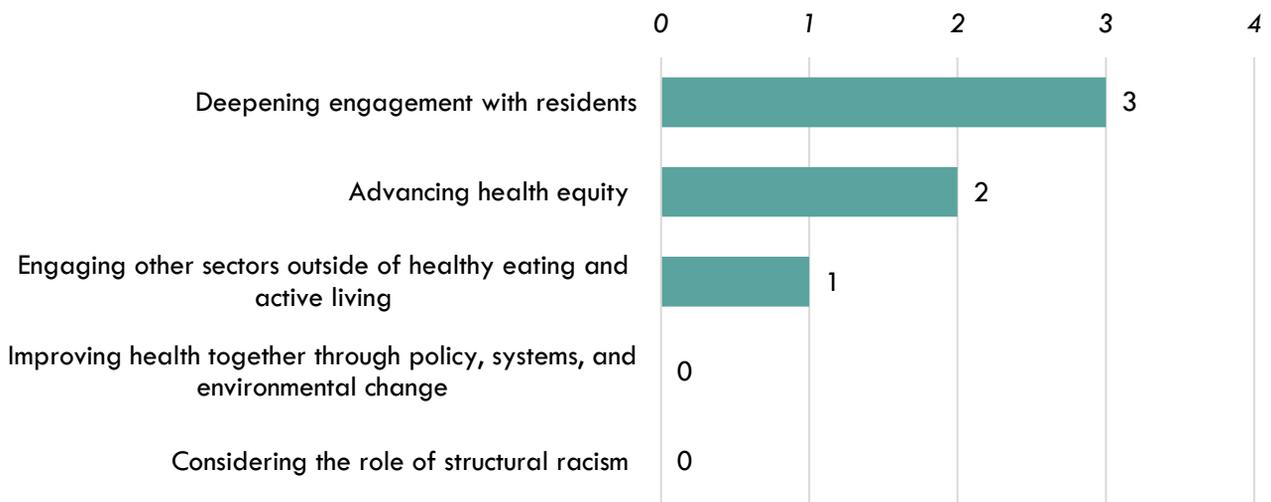


Work with Secondary Partners

Two network members listed 3 organizations as additional critical partners, or “secondary partners,” in their work on healthy eating and active living. (Refer to page 8 for the list of secondary partners.) Respondents were not sure if these secondary partners were valuable to include in the Healthy Wey network in the future.

Of the network members that listed secondary partners, both reported incorporating at least two Mass in Motion approaches into their work with those partners (see chart below). Additionally, when network members were asked to what extent the Healthy Wey network influenced the use of an approach with a secondary partner, both respondents said that use of one or more approaches was partially or strongly influenced by the Healthy Wey network.

WHICH APPROACHES DO YOU INCORPORATE IN YOUR WORK WITH THESE PARTNERS?



Additional Feedback From Network Members

Healthy Wey is often mentioned as a program model that should be replicated across the metro-Quincy region. It has elevated awareness of the importance of healthy food and physical activity. A consistent funding source has given the program flexibility and an opportunity to be innovative while following best-practice models.

I do believe that we have developed strong partnerships and getting policies in place will help sustain the work into future years. We also have achieved significant accomplishments through the adopted policies, system wide changes and changes to the built environment.

The commitment and work done by Valerie Sullivan, and others on this incredible program, is above and beyond.

Our cooperation with Healthy Wey has been wonderfully productive.

Val Sullivan is a tremendous asset, does a terrific job and is certainly a pleasure to work with! I especially like the Healthy Wey Eating Initiative involving restaurants around town and the walking to school efforts.

Recommended Next Steps

- ✓ Discuss the characteristics of the overall network with network partners, and make sense of the network maps together.
 - Are there secondary partners that should be invited to become formal members of the network?
 - Are there sectors, types of organizations, or target populations that are under- or over-represented in the network?
 - Is the network overly dependent on just a few members?

- ✓ Consider whether changes in the nature of the network relationships would improve collaboration or increase impact.
 - Are members limited by too many relationships stuck at “awareness,” or overwhelmed with a high percentage of “integrated” relationships?
 - Are there ways the network could facilitate the further exchange of resources, skills, and knowledge among members?
 - Do certain forms of value and trust characterize the network? Do these represent strengths to build on or opportunities for improvement?
 - Could the network become more inclusive and deepen the level of community engagement in its mission? How is the lived experience of community members valued in the network?

- ✓ Use the process outcomes in this report to track, demonstrate, and celebrate progress toward long term goals.

Thanks for connecting with us!

