



# Vita Practice Book

Submitted by Vita Practice Committee

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## BACKGROUND

This document reflects the work of the Vita Practice Committee to support the mission, and build on the accomplishments of, the Vita Health and Wellness initiative (“Vita”) through implementation of these Core Values:

- **Strengthen relationships** between, and maximize the impact of, partners’ collective efforts.
- **Focus on prevention**, addressing the *upstream* or social determinant causes of health status.
- Address the needs of the community through effective **family and community engagement** (*See Guidelines, Appendix A, E.*)
- Measure and **demonstrate the impact** of its work through the collection, use and dissemination of qualitative and quantitative data
- Improve the health and wellbeing of the **broader community** through participation citywide improvement strategies
- Strengthen the community-based **care ecosystem**, applying members’ expertise to fill gaps in the social safety net, leverage resources and engage other interests as needed, while practicing collaborative innovation
- **Emphasis on equity**: work with families, educators, public officials, and community partners to remove systemic, structural, and organizational barriers that perpetuate inequities and injustice.

Beginning in January 2018, the Vita Practice Committee met monthly to: discuss best practices on what makes effective collaborative projects work; reflect on situations in which challenges arise; and to share methods on fostering future collaborations with the goal of strengthening the greater Stamford community.

The Practice Committee has sought to extrapolate and further define the Core Values into practical terms. Comprised of leaders from Charter Oak Communities, Family Centers, DOMUS, Children’s Learning Centers (CLC) of Fairfield County, United Way of Western Connecticut, Child Guidance Center and the Stamford Public Schools, the Committee endeavored to transfer the wisdom and feedback gained over the course of these meetings into a “playbook” – or **Practice Book** - for community organizations to refer to as they engage in community collaborations.



As the Practice Book evolves, it will develop or obtain, where available, informal standards so that they may be applied on a consistent, effective basis. It will act as a resource to members in program design, management and evaluation to facilitate their adoption. In this way, and over time, the Practice Book will lead to adoption of conventional *standards of care* for effective, informed collaboration.

In a key takeaway, members agreed that, for the most part, collaborations take time to mesh. Synergy doesn't happen overnight and needs to be fostered continually. Partnership = Process.

### THE VITA PRACTICE BOOK

Vita Health and Wellness and other initiatives to address complex socioeconomic challenges, including Stamford Cradle to Career (SC2C), generally adhere to the principles of [collective impact](#) (C-I). Responding to the inherent challenges in achieving true multi-sector collaboration, the following conditions of C-I facilitate the accomplishment of mutual objectives.

The Five Conditions of Collective Impact	
<b>Common Agenda</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>Shared Measurement</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>Mutually Reinforcing Activities</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>Continuous Communication</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>Backbone Support</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Stanford Social Innovation Review; Kania and Kramer; 1/21/13



By adopting the C-I framework, initiatives such as Vita and SC2C have established the operational framework within which multiple programs and projects may be implemented. In the language of computing, the principles of collective impact would be the “operating system”; whereas social, educational, health and other programs may be seen as “software applications”. It is these applications to which one would apply the following Core Values.

Vita’s Core Values represent the guiding principles by which the Vita Collaborative approaches new opportunities, informs program design and perceives its responsibility to the Stamford community. The following section describes each value and offers some practical guidance.

### **Core Value One: Strengthen Relationships**

- Vita seeks to strengthen relationships, share information and advocate for the respective missions of partner organizations (i.e. the “Collaborative”). Vita programs and initiatives intend to maximize the impact of partners’ collective efforts.
  - Strengthen Relationships: In order to achieve maximum impact, partner organizations first need to build personal rapport and trust by mutually understanding both the scope of services and goals being addressed by each. Once a respectful connection is developed, it is possible to reduce silos and further develop alignment.
  - Share Information: Understanding the landscape requires sharing, reviewing and discussing data, relevant studies, emerging challenges & opportunities. This shared dialogue will be most productive the more open and honest organizations are, with fewer competitive barriers. It also requires us to bring experts to the table that can further our knowledge regarding issues impacting our organizations and our clients.
  - Advocate for Missions: Partner agencies cross-advocate for each other and promote programs, services and critical interests. To serve a community a continuum of care of resources is needed; therefore all collaborating agencies must be knowledgeable to support the full cross section of services available.
  - Maximize Impact: As funding challenges affect all partner organizations, the Collaborative seeks to increase efficiencies, reduce friction and capitalize on available synergies.

### **Core Value Two: Focus on Prevention**

- Vita-sponsored programs focus on prevention, addressing the upstream or social determinant causes of health status. They are data driven, evidence-based, where possible, and cross disciplinary, as warranted.



- Focus on Prevention: Identify community needs and implement programs addressing both causal and corollary factors. By focusing on the prevention of diseases and illnesses Vita programs will help residents of Stamford's West Side live healthier, longer lives while impacting disproportionately high healthcare costs. Effective prevention includes clients and community members as partners in identifying and implementing solutions as well as to identify systemic and structural barriers to equitable access and quality.
- Data Driven: Partners will advocate for more open data exchange and the funding to develop shared data systems. The Vita initiative will collect and use the most applicable data available, share data with partner programs and the public, and leverage data to create and fund programs and policies for a healthier neighborhood.
- Evidence Based: Identify, use and/or adapt evidence-based approaches, where practical. Evidence-based approaches offer proven practices to ensure that resources will be directed towards strategies that are effective and result in positive outcomes.
- Cross Disciplinary: Recognize, stimulate and pursue cross-sector interventions, as appropriate to the challenge being addressed. Vita will develop a shared framework that integrates the separate work of partner programs into a coordinated effort to combat issues from all perspectives.

### **Core Value Three: Community Ownership**

- Preventatively addressing the health & wellness needs of the community requires effective and ongoing community engagement, which supports shared values and public buy-in. Vita partner agencies help community members take ownership of their wellbeing by creating a demand and marketplace for health along with stimulating a "healthy sense of entitlement".
  - Community Engagement: Partner organizations will work together to encourage and support robust community engagement at all levels. All sectors, including local businesses, religious institutions, appointed and elected officials shall be engaged to work toward a common set of goals for positive outcomes and permanent change. Authentic community engagement includes building awareness and information sharing, involving and mobilizing the community toward improvement, and co-developing solutions and strategies with community members.
  - Stakeholder Ownership: To sustain the collaboration, leaders and partner organization shall embrace the mission, strategies, outcomes and benefits of the Collaborative.



- Healthy Entitlement: Residents shall develop an understanding and concept of the services and resources available, and to which they are *entitled*, through education, communication, practices, social groups and social media.

#### **Core Value Four: Demonstrating Impact**

- Vita is committed to measuring and demonstrating the impact of its work through the collection, use and dissemination of qualitative and quantitative data. A critical piece of demonstrating impact is developing a culture of continuous improvement by using local data, community expertise and national research to identify areas for improvement in a disciplined manner that ensures investment is in practices that work. (The Vita Impact website ([www.vitaimpact.com](http://www.vitaimpact.com)) illustrates the impact of Vita partner programs across multiple areas and supports the thesis that collaboration represents more than the sum of its parts.)
  - Demonstrating Impact: Promote programs where outcomes are tracked as far *downstream* as is practicable. To achieve meaningful, quality measurement we will need to design and implement programs to serve cohorts that can be tracked over time, and collaborate with institutions having research expertise, such as a university.
  - Data Collection/Dissemination: Support performance objectives with robust data design & collection, and share data for critical feedback. We will collaborate with experts to design shared measurement systems that include common sets of measures. Collecting data and measuring results consistently, at the community level and across all participating organizations, not only ensures that all efforts remain aligned, it also enables program partners to hold each other accountable and continue learning from each other.
  - Qualitative & Quantitative Data: Build on the movement toward collection of qualitative data and integrate with quantitative data to better describe multifaceted impact. The aim of qualitative research is to understand the social reality of individuals, groups, and cultures as nearly as possible as its participants *feel it or live it*. Qualitative data can be used to explore unanswered questions from our quantitative research, such as when we have unexpected results, and to provide illustrative materials that show how and why our quantitative methods produced the results that they did.

#### **Core Value Five: Focus on Health and Wellbeing of the Broader Community**

- Vita will assist in improving the health and wellbeing of the broader community, as identified in citywide improvement strategies, by focusing on access to care, mental health and substance abuse, and chronic disease prevention and management.



- Support CHIP Design & Implementation: Continue to strengthen the Collaborative's integration with and support for the Community Health Improvement Plan (CHIP), from planning through implementation. The CHIP will evolve and data will be updated, pursuant to the Community Health Needs Assessment, every three years.
- Addressing Health Deficiencies: Stamford's low-income and undocumented populations have less access to certain services and exhibit unsatisfactory health outcomes. The goals of the CHIP are consistent with the Vita mission, and to the extent possible the Collaborative will work to address gaps in care and services.
- Reducing Health Disparities: Vita partner organizations provide critical health and other support services to Stamford's most vulnerable residents. The Collaborative, with partners acting both individually and collectively, will continue to identify and prioritize those disparities, and strive for equitable outcomes for all. Systemic inequities and opportunity gaps are defined locally, using both quantitative and qualitative data and context to highlight inequities to shift mental models, change power dynamics and establish more equitable policies. Ultimately, the work is to eliminate disparities and change systems to advance more equitable opportunities.

### **Core Value Six: Strengthen the Care Ecosystem**

- The Vita Collaborative will strengthen the community-based care ecosystem - its members having unique expertise to fill gaps in the social safety net, leverage resources and engage other interests as needed. As such, Vita partners will continually pursue opportunities for collaborative innovation. Building on aligning existing resources and strengths in the community will help to maximize impact.
  - Strengthen Ecosystem: Develop concept that the local provider and support network is an integrated *ecosystem*. Identify opportunities to improve and promote its functionality. Determine what "elements" (i.e. partners) are needed to make the ecosystem thrive, what can be added via the internal network and what specialties need to be added from the outside.
  - Fill Gaps in Safety Net: Identify gaps, overlaps and inefficiencies in the community-based care ecosystem. Develop and advocate for collaborative solutions to better serve the needs of Stamford's vulnerable populations. Review studies and other external sources that have relevant application to the Stamford community in order to inform practice and forecast potential challenges.
  - Leverage Resources & Engage Others: Seek to multiply the impact of social interventions through collaboration, in various forms. "Widen the circle" to include additional providers, partners, disciplines and spheres, as needed.



Develop criteria to determine whether organizations are capable and willing to collaborate, and explore potential new partners against these standards.

- Assess Opportunities: Promote the practice of “continuous improvement” and innovation in cross-sector collaboration, striving to be *best-in-class*. Develop connections with other communities and practitioners to participate in a robust, progressive network of social enterprise. Collect and review both quantitative and qualitative data to inform areas of growth/improvement.



## APPENDIX A

- A. Vita Mission Statement:** The Vita Health & Wellness initiative is a collaborative of organizations committed to supporting residents of Stamford in achieving good health and improved quality of life. Vita seeks to harness the power of collective action by catalyzing a community commitment to healthful living and achieving the broader objectives embodied in the 'social determinants of health'.
- B. Definition of Collaboration** (offered by Practice Committee): The act of two or more organizations coming together in the interest of creating a new service or process to address a complex, multi-dimensional issue. Collaborations should have mutually defined goals that lead to measurable outcomes. In order to be successful, partners of the collaboration must leverage each other's expertise in service delivery, leadership, and other assets to create effective pathways to lasting solutions.
- C. Barriers and Challenges to Collaborating:\***
- General resistance to partnering
  - Organization's lack of capacity and expertise
  - Competition
  - Personality and culture
  - Prior partnership history
  - Different organizational interests
  - Structure/2<sup>nd</sup> Structure
  - Inward facing
  - Leadership interest and commitment
  - "Control" issues
  - Staffing Challenges and Capacity
  - Personality differences
  - Difference in Values and Ideals
  - Relationship Disruptions

\*The above barriers can also be considered facilitators to partnerships depending on the circumstances.



**D. Importance of Trust in Collaborations:** When embarking on any partnership intended to meet the “Needs of the Community”, a level of trust must be developed amongst all parties in order to drive the initiative forward. The following are key *building blocks* of trust:

- Common Missions – When organizations are likeminded in their missions and aim to improve the lives of a similar population, an element of trust is established.
- Expertise – In order to address complex societal issues, no one organization can solely provide equitable solutions. Tapping into the strengths and expertise of other organizations helps to create a more holistic approach and builds trust.
- Clear Vision – An understanding of the issue the partnership aims to address – as well as the expectation and roles of each stakeholder – is critical.
- Organizational Leadership – Organizations with leaders that embrace a “culture of collaboration” and empower their staff to participate in partners can facilitate a sense of trust.

By establishing trust at the onset of a partnership, the sense of ownership of each stakeholder involved increases organically. Each stakeholder has a natural investment in the outcome of the initiative and collectively expects the partnership’s efforts will invoke change. It’s also important to note that in many partnerships, change and progress happens incrementally. As trust amongst the partners, more and more momentum builds and turns into measurable results. These results validate the work of the partnership and further deepens the level of trust across the collaborative.

**E. Family and Community Engagement: Guiding Principles**

<INSERT GUIDING STATE OF CT PRINCIPALS>



## APPENDIX B

### Guidelines for Core Values

#### **Core Value One: Strengthen Relationships**

Vita seeks to strengthen relationships, share information and advocate for the respective missions of partner organizations (i.e. the “Collaborative”). Vita programs and initiatives intend to maximize the impact of partners’ collective efforts.

#### **WHAT...**

- **Strengthen Relationships:** In order to achieve maximum impact, partner organizations first need to build personal rapport and trust by mutually understanding/respecting both the scope of services and goals being addressed by each, and collectively.
- **Share Information:** Understanding the landscape of challenges and opportunities (deficiencies and assets) requires sharing, reviewing and discussing data, relevant studies, emerging needs and best practices.
- **Advocate for Missions:** Partner agencies increasingly *cross-advocate* for each other and promote programs, services and critical interests of each other (i.e. as integral to their clients’ complex needs).
- **Maximize Impact:** As funding and capacity challenges affect all partner organizations, participating in the Collaborative will leverage individual efforts.

#### **WHY...**

- **Strengthen Relationships:** Partner organizations accept that complex and persistent societal challenges cannot be solved through unilateral or mono-sectoral approaches, but require coordinated multi-sector solutions.
- **Share Information:** Information regarding client needs, performance measurement and effective practices is generally held in silos. General information and program data must be shared for organizations to collaborate effectively.
- **Advocate for Missions:** When diverse organizations establish trust and belief in each other’s missions they are able to advance their collective interest (i.e. “a rising tide lifts all boats”).
- **Maximize Impact:** Strong and enduring relationships can amplify the impact on societal challenges and build long-term success. When complex challenges are recognized as having interdependent causes, coordinated intervention will have a *multiplier effect*.



## **HOW...**

- **Strengthen Relationships:** Once a respectful connection based upon mutual dependency is developed, it is possible to reduce silos and further develop alignment.
- **Share Information:** Shared dialogue will be most productive the more open and honest organizations are, with fewer competitive barriers. We will also bring experts to the table that can further our knowledge regarding issues impacting our organizations and our clients.
- **Advocate for Missions:** To serve a community a continuum of care of resources is needed; therefore all collaborating agencies must be knowledgeable to support the full cross section of services available.
- **Maximize Impact:** By establishing strong, trusting and productive relationships, the Collaborative will increase efficiencies, reduce friction and maximize impact to clients and the community.

## **Core Value Two: Focus on Prevention**

Vita-sponsored programs focus on prevention, addressing the upstream or social determinant causes of health status. They are data driven, evidence-based, where possible, and cross disciplinary, as warranted.

## **WHAT...**

- **Focus on Prevention:** Addressing the *upstream* or social influencers of health is an effective way of reducing health disparities and improving poor health in disadvantaged populations.
- **Data Driven:** Data systems that typically exist within individual disciplines, or sectors, must be merged to assemble and manage complex indicators and outcomes.
- **Evidence Based:** Evidence based practices, to the extent that they exist among complex interventions, offer tested approaches for achieving impact.
- **Cross Disciplinary:** Since social influencers are multi-disciplinary in nature, effective interventions must be similarly integrated.

## **WHY...**

- **Focus on Prevention:** By focusing on the prevention of diseases and illnesses Vita programs will help residents of Stamford live healthier, longer lives while impacting disproportionately high healthcare costs.
- **Data Driven:** By collecting and using the most applicable data available and sharing it with partner programs and the public Vita will leverage data to create and fund programs and policies for a healthier population.
- **Evidence Based:** Evidence-based approaches ensure that resources will be directed towards strategies that are effective and result in positive outcomes.



- Cross Disciplinary: A shared framework that integrates the separate work of partner programs is needed to facilitate coordinated efforts to combat issues from all perspectives.

### **HOW...**

- Focus on Prevention: Identify community needs and implement programs addressing both causal and corollary factors.
- Data Driven: Partners will advocate for more open data exchange and the funding to develop shared data systems.
- Evidence Based: Identify, use and/or adapt evidence-based approaches, where practical.
- Cross Disciplinary: Recognize, stimulate and pursue cross-sector interventions, as appropriate to the challenge being addressed.

### **Core Value Three: Community Ownership**

Preventatively addressing the health & wellness needs of the community requires effective and ongoing community engagement, which supports shared values and public buy-in. Vita partner agencies help community members take ownership of their wellbeing by creating a demand and marketplace for health along with stimulating a “healthy sense of entitlement”.

### **WHAT...**

- Community Engagement: All sectors – including nonprofit, business, religious and governmental – must be aligned to address the health and wellness challenges affecting the community and its constituents.
- Stakeholder Ownership: Sector leaders will establish a high level of investment to drive the actions of the collaborative.
- Healthy and Equitable Entitlement: Residents will develop an understanding and concept of the services and resources available, and to which they are entitled.

### **WHY...**

- Community Engagement: Uniting a cross-section of sectors creates a shared understanding of community needs and facilitates the setting the shared goals and common language to move toward positive outcomes and permanent change.
- Stakeholder Ownership: Investment from key stakeholders facilitates a higher level of collaboration and leads to more successful outcomes. A high level of stakeholder ownership also facilitates sustainable partnerships.
- Healthy and Equitable Entitlement: By making residents aware of the services available in the community, they can become more empowered to take control of their own wellbeing and that of their families.



## **HOW...**

- **Community Engagement:** Leverage the expertise and perspectives of community sectors to develop strategic solutions to overcoming barriers to overall health and wellness. This spirit of collective sharing can lead to greater community buy-in.
- **Stakeholder Ownership:** Engage key community stakeholders in leading the development of shared goals, values, strategies, outcomes and benefits of the collaboration.
- **Healthy and Equitable Entitlement:** Residents will apply their belief in healthy and equitable entitlement through education, communication, practices, social group and social media outreach.

## **Core Value Four: Demonstrating Impact**

Vita is committed to measuring and demonstrating the impact of its work through the collection, use and dissemination of qualitative and quantitative data.

## **WHAT...**

- **Demonstrating Impact:** Promote programs where outcomes are tracked across sectors and influencers, and as far *downstream* as is practicable.
- **Data Collection/Dissemination:** Support performance objectives with robust, multi-factor data design and collection, and share data for critical feedback.
- **Qualitative & Quantitative Data:** Build on the movement toward collection of qualitative data and integrate with quantitative data to better describe multifaceted impact.

## **WHY...**

- **Demonstrating Impact:** Clear and documented demonstration of impact is key to obtaining support, buy-in, resources and, ultimately, alignment of policy priorities.
- **Data Collection/Dissemination:** Collecting data and measuring results consistently, at the community level and across all participating organizations, not only ensures that all efforts remain aligned, it also enables program partners to hold each other accountable and continue learning from each other.
- **Qualitative & Quantitative Data:** The aim of qualitative research is to understand the social reality of individuals, groups, and cultures as nearly as possible as its participants *feel it or live it*.



## **HOW...**

- **Demonstrating Impact:** To achieve meaningful, quality measurement we need to design and implement programs to serve cohorts that can be tracked over time, and collaborate with specialized entities having research expertise.
- **Data Collection/Dissemination:** We will collaborate with experts to design shared measurement systems that include common sets of measures reflecting interdependent cause and effect.
- **Qualitative & Quantitative Data:** Qualitative data can be used to explore unanswered questions from our quantitative research, such as when we have unexpected results, and to provide illustrative materials that show how and why our quantitative methods produced the results that they did.

## **Core Value Five: Focus on Health and Wellbeing of the Broader Community**

Partnering organizations are key to improving the health and wellbeing of the broader community, in part by collaborating on Stamford Hospital's Community Health Improvement Plan (CHIP). By doing so, the collaborative will address health deficiencies and reduce health disparities in the community with special emphasis on access to care, mental health and substance abuse, and chronic disease prevention and management.

## **WHAT...**

- **Support CHIP Design & Implementation:** As the primary authority of health in the Stamford Community, Stamford Hospital's CHIP provides a baseline *roadmap* to overcoming challenges to overall community wellness. The CHIP will provide further guidance as Vita partners explore collaborative initiatives aimed to address community health.
- **Addressing Health Deficiencies:** Stamford's low-income and undocumented populations have less access to certain services and exhibit higher levels of chronic disease than more affluent and stable populations.
- **Reducing Health Disparities:** Employ collaborative approaches to drive systematic and strategic approaches to ensure that underserved populations receive the services they need will help reduce health disparities.

## **WHY...**

- **Support CHIP Design & Implementation:** Support for the CHIP will further strengthen the Collaborative's integration with strategies endorsed by Stamford Hospital, and guide planning and implementation.



- Addressing Health Deficiencies: The goals of the CHIP are consistent with the Vita mission and, to the extent possible, the Collaborative will work to address gaps in care and services.
- Reducing Health Disparities: Vita partner organizations provide critical health and other support services to Stamford's most vulnerable residents. Leveraging the expertise of partner organizations can lead to successful outcomes.

### HOW...

- Support CHIP Design & Implementation: Through collaborative discussion and planning, the CHIP will evolve and data will be updated, pursuant to the Community Health Needs Assessment, every three years.
- Addressing Health Deficiencies: Special focus will be placed on access to care, mental health and substance abuse, and chronic disease prevention and management. Partners will employ initiatives intended to close the gaps for underserved populations.
- Reducing Health Disparities: The Collaborative, with partners acting both individually and collectively, will continue to identify and prioritize those disparities, and strive for equitable outcomes for all.

### **Core Value Six: Strengthen the Care Ecosystem**

The Vita Collaborative will strengthen the community-based care ecosystem - its members having unique expertise to fill gaps in the social safety net, leverage resources and engage other interests as needed.

### WHAT...

- Strengthen Ecosystem: Develop the concept that the local provider and support network is an integrated *ecosystem*.
- Fill Gaps in Safety Net: Identify gaps, overlaps and inefficiencies in the community-based care ecosystem.
- Leverage Resources & Engage Others: Seek to multiply the impact of social interventions through collaboration, in various forms.
- Assess Opportunities: Promote the practice of "continuous improvement" and innovation in cross-sector collaboration, striving to be *best-in-class*.

### WHY...

- Strengthen Ecosystem: The care ecosystem (or *safety net*) is, in fact, the system by which individuals access care and, thus, should be responsive in kind.
- Fill Gaps in Safety Net: To the extent that the ecosystem is *whole*, well integrated, accessible and navigable, it will better and more appropriately serve community needs.



- Leverage Resources & Engage Others: Given current delivery models and the general scarcity, or insufficiency, of funding, we must leverage existing resources and attract participation from both traditional and non-traditional interests wherever possible.
- Assess Opportunities: Continuous and effective feedback is required to assess communities that are not being adequately addressed and, similarly, to expose gaps or weaknesses in the ecosystem.

### **HOW...**

- Strengthen Ecosystem: Identify opportunities to improve and promote its functionality. Determine what elements (i.e. partners) are needed to make the ecosystem thrive, what can be added via the internal network and what specialties need to be added from the outside.
- Fill Gaps in Safety Net: Develop and advocate for collaborative solutions to better serve the needs of Stamford's vulnerable populations. Review studies and other external sources that have relevant application to the Stamford community in order to inform practice and forecast potential challenges.
- Leverage Resources & Engage Others: "Widen the circle" to include additional providers, partners, disciplines and spheres, as needed. Develop criteria to determine whether organizations are capable and willing to collaborate, and explore potential new partners against these standards.
- Assess Opportunities: Develop connections with other communities and practitioners to participate in a robust, progressive network of social enterprise. Collect and review both quantitative and qualitative data to inform areas of growth/improvement.