Engaging People with Lived Experience: Pre-Relationship to Relationship Building Assessment Tool and Resource Guide

100 Million Healthier Lives

CONVENED BY **Institute for Healthcare Improvement**

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Assessment and Resource Guide

Engaging People with Lived Experience of Inequity: Relationship Building

This package consists of three resources:

1. 2019 Implementation Guide: Engaging People with Lived Experience: Relationship Building

Roary, Y., Rumala, B.B., Coleman, S.E., Knuckles, D., Turk, A., Glaze, E., Canedy C., FallCreek, S. Engaging People with Lived Experience: Relationship Building. Implementation Guide. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2019.

2. 2019 Pre-relationship to Relationship Building Assessment Tool and Resource Guide

Rumala, B.B., Coleman, S.E., Roary, Y., Canedy C., Turk, A., Knuckles, D., Glaze, E.,   FallCreek, S. Pre-relationship to Relationship Building Assessment Tool and Resource Guide. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2019.

3. 2017 Engaging Community Members with Lived Experience Synthesis Report

Coleman S, Byrd K, Scaccia J, Stout S, Schall M, Callender S, Anderson J, Behrman N, Budnik A, Smith D, Brown L, Douglas W, Bussey R, McDermott E, Munene E, Mullin F, Hatchett L, Pohorelsky J, VanLanen T, Pairolero B, Mann Z. Engaging Community Members with Lived Experience. SCALE 1.0 Synthesis Reports. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.

About the SCALE Series

This toolkit is based on the experiences and results of a collaboration between leaders of organizations and leaders with lived experience across multiple communities, nationwide. This team committed to digging deeper into how best to engage people with lived experience as partners in community improvement as a part of the 100 Million Healthier Lives movement. This work began in 2017 with a group who shared their experiences in working with teams to identify best practices in co-designing change efforts and developing tools for engaging people with lived experience.

From January 2015 to January 2017, with the generous support of the Robert Wood Johnson Foundation, four 100 Million Healthier Lives partner organizations (Institute for Healthcare Improvement [IHI], Communities Joined in Action [CJA], Community Solutions [CS], and Network for Regional Healthcare Improvement [NRHI]) began learning how to support communities across a wide range of contexts to accelerate their journeys toward a Culture of Health. Each partner brought complementary expertise to the table. The Institute for Healthcare Improvement (which serves as the convening partner for both 100 Million Healthier Lives and SCALE) brought a wealth of experience as a leading innovator in helping organizations and communities worldwide apply improvement science to solve complex problems at scale (100,000 Lives, Project Fives Alive). Community Solutions brought expertise in applying improvement science to create practical solutions in the social sector to address challenges such as homelessness at scale in the 100,000 Homes campaign. Communities Joined in Action brought its experience in convening communities across the country in pursuit of 100% access and 0 disparities. The Network for Regional Healthcare Improvement brought its experience in Aligning Forces for Quality and in applying technology to create community connection.

Through the **S**preading **C**ommunity **A**ccelerators through **L**earning and **E**valuation (SCALE) initiative, three of these partners (IHI, CJA, CS) co-developed a strengths-based model of community transformation, called Community of Solutions, in partnership with communities. A fourth partner (NRHI) learned how to support community transformation virtually. A formative evaluation, led by Dr. Abraham Wandersman, provided a rich context and an opportunity to rapidly understand what worked and to refine the model with communities. This paper is part of a series of synthesis reports commissioned by the Robert Wood Johnson Foundation to harvest the key lessons learned from the SCALE initiative as a practical offering to the field. The papers in this series include:
   1) Overview of SCALE and a Community of Solutions
   2) Foundations of a Community of Solutions
   3) SCALE: Using Improvement Methods and Design Thinking to Guide Action
   4) Engaging Community Residents with Lived Experience in SCALE
   5) Leading for Abundance: Approach to Generative Sustainability

100MLives has worked with many partners to make the community-based work possible, each of whom brings their unique expertise and knowledge to make this work a success. These partners include and are not limited to:
   ● SCALE Communities
   ● SCALE-Up Communities
   ● SCALE Coaches
   ● SCALE Implementation Team
   ● SCALE Evaluation Team

- [Institute for Healthcare Improvement](#)
- [Georgia Health Policy Center](#)
- [Heluna Health](#)

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Background

This assessment tool and resource guide is based on the experiences and results of a collaborative team of leaders of organizations and leaders with lived experience of inequities across multiple communities, nationwide. This team committed to digging deeper into how best to engage people with lived experience as partners in community improvement as a part of the 100 Million Healthier Lives movement. This assessment and resource guide, builds on the implementation guide (Roary, Rumala, Coleman et al, 2019) which focuses on building relationships and putting engagement tools into practice with a community of solutions framework in mind that embodies Leading Together (LT) for relationship building, Leading for Equity (LE) in relationship building, Leading for Outcomes (LO) in relationship building, Leading from Within (LW) in relationship building, and Leading for sustainability (LS) in relationship building.

Introduction

Pre-relationship building describes the preparation process and the intentional early stage connections that are formed in the relationship building process such as encounters leading up to the first collaboration meeting. For example, a community organization or community leader may desire to form a team to address improvement in their community together. Early stage connections would be identified in creating space to build familiarity, commitment, trust, and introducing activities towards stronger and intentional relationship building. Relationship building is the nurturing of ongoing relationships from the initial collaboration meeting and beyond (Roary, Rumala, Coleman et al, 2019).

Overview

This pre-relationship to relationship building assessment and resource guide is designed to provide both local and global communities at the individual and organizational level with user friendly tools for engagement. It can be used to assess readiness for pre-relationship and relationship building engagement, especially with People with Lived Experience with inequities and also provides easy access to existing resources, new resources and some guidance about how to move forward, and navigate next steps. The Engaging People with Lived Experience workgroup comprising of people with lived experiences of inequities, conducted listening sessions and workgroup meetings with community members through a process of co-leadership and co-design. The purpose of the listening sessions and meetings were to identify barriers to existing tools for relationship building, identify what is working and not working with relationship building, and identify needs to enable effective relationship building. From these sessions and further informed by Telling Our Amazing Story Together (TOAST) data, several recurring themes

arose in terms of needs at the pre-relationship to relationship building stage. The themes that arose were in the areas of a need for an assessment and also further understanding Lived Experience, Process, Co-design, Co-leading, Resources, Voice, Value at the pre-relationship building stage. Several community partners mentioned that when initially engaging both organizations and people, it was difficult to determine the readiness level of people and organizations in terms of engagement. Additionally, for engaging people with lived experience, there was a similar thought shared in terms of engaging people with lived experiences. In a few cases, partners were "guessing" without knowing of their readiness level. All partners from the listening sessions as well as associated feedback in leadership meetings felt that a tool to assess pre-relationship building at the individual and organizational level would be useful in proceeding with next steps. Partners also agreed that navigational guidance on existing and new resources and facilitative guidance for meetings from the People with Lived Experience (PLE) Team would be helpful in the process. To address the need, a pre-relationship to relationship building assessment tool and resource guide was developed. This pre-relationship assessment provides a space to have open and honest conversations in the partnership process and utilize tools to further strengthen the process.

Lived Experience and Relationship Building

People with Lived Experience (PLE) bring an important perspective to the relationship building process as a result of having a personal understanding of the inequities and solutions to bridge the inequities. They play an integral role in co-designing and co-leading in the relationship building process. Lived experience is collectively defined as expertise that does not come from training or formal education and informs knowledge from an experience in a person's past or present with an issue or challenge. People with lived experience are the expert. They know a system, process or issue from the perspective of those affected by, or trying to engage with, a resource. Lived experience experts know what is likely to work, and not to work.

Roary, Rumala, Coleman et al. (2019) explore common landmine challenges and teachable moments in relationship building, some of which include: Safe sharing, Valuing of work, time compensation, barriers in co-leadership and co-design for relationship building, engaging the unengaged, voice in a meeting, group harm.

This assessment provides an avenue to engage in meaningful conversation on challenges at the onset of the partnership with a community of solutions framework in mind of Leading Together (LT) for relationship building, Leading for Equity (LE) for relationship building, Leading from Within (LW) for relationship building, Leading for Sustainability (LS) for relationship building and Leading for Outcomes (LO) for relationship building.

Gaps and Needs

There is an opportunity to address a gap in terms of a user friendly and ready tool for a variety of stakeholders to use at the pre-relationship to relationship building stage. Once identified, the tools can be incorporated to address various needs in the group at the pre-relationship to relationship building stage of engaging people and organizations. This proposed tool provides a framework for individuals and organizations to deeply reflect on the stage they are in and access both existing resources, new resources, and navigational guidance towards next steps.

Assessment Categories

The assessment categories and questions were developed and informed from the People with Lived Experience (PLE) work group listening sessions, meetings, existing literature, and thematic areas from the TOAST Data. The areas explored include: Lived Experience, Process, Co-design, Co-leading, Resources, Voice, Value, Social capital (People, Resources, Power, Knowledge).

Pre-Relationship to Relationship Building Assessment

Category	Yes	No	NA
I am new to this collaboration			
I have collaborated with others in this meeting before			
Having a set of collaboration guidelines and norms that we jointly agree on would be helpful			
The meeting format is important to my level of engagement			
I do better with in person meetings			
I do better with virtual meetings (I.e., zoom, skype, phone etc.)			

I do better with a mixture of in-person and virtual meetings (i.e., zoom, skype, phone etc.)			
Having external members assist in facilitating some meeting(s) would be helpful			
I feel that being seen as an equal stakeholder in this collaboration with no hierarchies is important to me.			
I feel I am able to provide my opinions without feeling judged			
I know how to co-design in this collaboration			
I feel like I can be a valued member in the co-design process for this effort			
I understand the meaning of lived experience			
I know how to engage people with lived experience			
I have members on my team with lived experience in our focus areas			
Navigational guidance on how to engage individuals with lived experience would be helpful			
Resources on engaging people with lived experience would be helpful			
I have enabled those with lived experience to co-design in my previous efforts			
I have enabled those with lived experience to co-lead as part of efforts			

I understand the importance of engaging people with lived experience			
I would like to be part of the process of co-design for this collaboration			
I understand my role in this collaboration			
I understand the expectations in this collaboration			
I feel barriers to my involvement in this collaboration have been addressed			
I feel the process is clear in terms of how we will work with one another			
I feel like I can take ownership of projects that come out of the collaboration			
I feel I have the resources I need for a successful collaboration			
I feel valued as a member of this team			
I feel the agenda is flexible enough to answer needs for the community			
I feel it is important for information to be shared with me directly as an equal stakeholder			
It is important to discuss what worked and what did not work at the end of each meeting			
I know how to conduct listening sessions with community			

I view listening sessions as an important part of engagement			
I work better when tasks are assigned to me			
I work better with deadlines			
Sharing the strengths I bring to this collaboration are important			
Sharing areas I would like to learn from others are important			
I understand the concept of equity			
Addressing equity as part of this collaboration is important to me			

Resource Guide based on Assessment Area

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
Social Capital (People Resources, Power, Knowledge)	I am new to this collaboration	Yes/No	100mlives.org Developing Touchstones	Teachable Moment 2019 Implementation Guide	Onboarding from PLE Team for 100 M resources
Social Capital(People Resources, Power, Knowledge)	I have collaborated with others in this meeting before	Yes/No	100mlives.org Developing Touchstones	Teachable Moment 2019 Implementation Guide	
Process	Having a set of collaboration guidelines and norms that we jointly agree on would be helpful	Yes/No	- Habits of the Heart - Chai module - Live stories - Synthesis Report - Meeting facilitation guide Iron sharpens Iron (in pdf, no link yet) - attend a 100 M meeting	- Facilitative guidelines - Relationship Building Implementation Guide 2019	Meeting Facilitation from PLE Team Proposed Meeting Facilitation -

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
			- Touchstones for Collaboration		
Process	The meeting format is important to my level of engagement	Yes/No	- reference implementation guide - Iron sharpens Iron (in pdf, no link yet)	- 2019, Meeting facilitation Section	Meeting Facilitation PLE Team
Process	I do better with in person meetings	Yes/No	- 100 M in-person meeting example	- Bright spot/Case Study 100 M Meetings - 2019 Implementation Guide	Meeting Facilitation PLE Team
Process	I do better with virtual meetings (I.e., zoom, skype, phone etc.) (process)	Yes/No	- 100 M Connect Community - 100 M zoom resource - Meeting Facilitation Guide (Chelsea)	- 2019, Meeting facilitation Section	- Meeting Facilitation PLE Team -Team Coach -Specialized Coaching
Process	I do better with a mixture of in-person and virtual meetings (i.e., zoom, skype, phone etc. (process)	Yes/No	- 100 Million Healthier Lives	- 2019, Meeting facilitation Section	Meeting Facilitation PLE Team
Navigation	Having external members assist in facilitating some meeting(s) would be helpful	Yes/No	-team coach -specialized coaching	- Meeting Facilitation Guide Iron Sharpens Iron Playbook	-External Coach/ Meeting Facilitation from 100M PLE Team -Meeting Facilitation Guide

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
					-team coach -specialized coaching
(power dynamics)	I feel that being seen as an equal stakeholder in this collaboration with no hierarchies is important to me.	Yes/No	- Habits of the Heart - Chai module	Meeting Facilitation Guide	-Meeting Facilitation PLE (Third party)
Power dynamics	I feel I am able to provide my opinions without feeling judged	Yes/No	- Habits of the Heart	Meeting Facilitation Guide	-Meeting Facilitation PLE
Co-design	I know how to co-design in this collaboration	Yes/No	- Chai module - Co-designing with people with lived experience - Engagement toolkit	2019 Implementation Guide (reference, google link) - Case Studies -Lessons Learned	-Improvement Science
Co-design	I feel like I can be a valued member in the co-design process for this effort	Yes/No	- Chai module - Engagement Toolkit	- 2019 Implementation Guide Teachable Moments - Lessons Learned	- Meeting Facilitation PLE Team
Lived experience	I understand the meaning of lived experience	Yes/No	- Synthesis Report - Engagement toolkit - Chai module	More case studies to be developed	- Meeting Facilitation PLE Team
Lived experience	I know how to engage people with lived experience	Yes/No	- Synthesis report	- 2019 Implementation Guide	- Meeting Facilitation PLE Team

Assessment Area	Proposed Assessment/Question	Applicable rating scale/comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
			- Engagement Toolkit	- 2019 Pre-relationship building assessment - Facilitative guidelines	
Lived experience	I have members on my team with lived experience in our areas of focus.	Yes/No	- Engagement Toolkit	- 2019 Implementation Guide	- Meeting Facilitation PLE Team
Lived experience	Resources and navigational guidance on how to engage individuals with lived experience would be helpful	Yes/No	- Synthesis report - Chai module - Engagement Toolkit	- 2019 Implementation Guide - 2019 Pre-relationship building assessment - Facilitative guidelines	Navigational guidance from PLE team
Lived experience	Resources on engaging people with lived experience would be helpful	Yes/No	- Synthesis report - Chai module -Engagement Toolkit	- 2019 Implementation Guide (hyperlink- include google link) - 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	Navigational guidance from PLE team
Lived Experience Co-design	I have enabled those with lived experience to co-design in my previous efforts	Yes/No	- Live Stories	- 2019 Implementation Guide	People Sustainability
Lived Experience Co-leading	I have enabled those with lived experience to co-lead as part of efforts	Yes/No	Live stories- Engagement toolkit.	- 2019 Implementation Guide	People Sustainability
Lived Experience	I understand the importance of	Yes/No	- Synthesis Report		People Sustainability

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
	engaging people with lived experience		- Livestories-Engagement toolkit Suzette Shaw. Lived Experience Expert		
Co-design **Process**	I would like to be part of the process of co-design for this collaboration	Yes/No	Engagement toolkit Co-Designing with PLE Lived Experience Expert testimony	- 2019 Implementation Guide Teachable Moments	-Improvement Science
Process	I understand my role in this collaboration	Yes/No	Lived Experience Expert testimony	- 2019 Implementation Guide - 2019 Pre-relationship building assessment - Facilitative guidelines	- Meeting Facilitation PLE Team
Process	I understand the expectations in this collaboration	Yes/No	Touchstones for Collaboration	- 2019 Implementation Guide (hyperlink- include google link) - 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	- Meeting Facilitation PLE Team
Process	I feel barriers to my involvement in this collaboration have been addressed (process)	Yes/No	Suzette Shaw, Lived Experience Expert	- 2019 Implementation Guide (hyperlink- include 100m upload link) - 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	- Meeting Facilitation PLE Team

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team in this area (list areas)
Process	I feel the process procedures is clear in terms of how we will work with one another	Yes/No	Touchstones for Collaboration		- Meeting Facilitation PLE Team
Ownership **Voice**	I feel like I can take ownership of projects that come out of the collaboration	Yes/No	Touchstones for Collaboration Habits of the Heart	- 2019 Implementation Guide	- Meeting Facilitation PLE Team
Resources	I feel I have the resources I need for a successful collaboration	Yes/No		- 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	Guidance from the PLE Team
Voice/Value	I feel valued as a member of this team	Yes/No	Touchstones for Collaboration Habits of the Heart	- 2019 Implementation Guide (hyperlink- include google link) - 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	Guidance from the PLE Team
Process	I feel the agenda is flexible enough to answer needs for the community	Yes/No	Touchstones for Collaboration Habits of the Heart	- 2019 Implementation Guide - 2019 Pre-relationship building assessment - Facilitative guidelines	Guidance from PLE TEam
Process	I feel it is important for information to be shared with me directly as an equal stakeholder	Yes/No	Touchstones for Collaboration	- 2019 Implementation Guide (hyperlink- include google link) - 2019 Pre-relationship Assessment and	Guidance from the PLE Team

Assessment Area	Proposed Assessment/Question	Applicable rating scale/ comments	Available existing resources to help build capacity in this area	Proposed tools for development to address this (if applicable)	Navigational Guidance proposed from PLE Team
				Resource Guide (hyperlink- include google link)	
Process	It is important to discuss what worked and what did not work at the end of each meeting	Yes/No	Debriefing Document Template (include link)	- 2019 Implementation Guide (hyperlink- include google link) - 2019 Pre-relationship Assessment and Resource Guide (hyperlink- include google link)	Guidance from the PLE Team
Process **Voice Listening Sessions**	I know how to conduct listening sessions with community	Yes/No		- 2019 Implementation Guide	Guidance from the PLE Team
Process **Voice Listening Sessions**	I view listening sessions as an important part of engagement	Yes/No	Touchstones for Collaboration	- 2019 Implementation Guide	Guidance from the PLE Team
Process	I work better when tasks are assigned to me	Yes/No	Touchstones for Collaboration	- Facilitative guidelines	Guidance from the PLE Team
Process	I work better with deadlines	Yes/No	Touchstones for Collaboration	- Facilitative guidelines	Guidance from the PLE Team
Voice	Sharing the strengths I bring to this collaboration are important	Yes/No	Touchstones for Collaboration	- 2019 Implementation Guide	Guidance from the PLE Team
Voice	Sharing areas I would like to learn from others are important	Yes/No	Touchstones for Collaboration	- 2019 Implementation Guide	Guidance from the PLE Team

Equity	I understand the concept of equity	Yes/No	Synthesis Report	- 2019 Implementation Guide	Guidance from the PLE Team
Equity	Addressing Equity as part of this collaboration is important to me	Yes/No	Synthesis Report	- 2019 Implementation Guide	Guidance from the PLE Team

Glossary

Words and concepts can have many different meanings to different people. To be clear about some of the words and concepts used in this guide, and recognizing that individuals may represent their community, an organization, or institution a brief guide is included to some of the key words and concepts that are used.

See additional definitions [here](#), This will help define words and explanation of our concepts published synthesis report.

Word List & Concepts	Definitions & Explanations
Assessment	A tool used to identify specific opportunities for a person/community/organization.
Brightspot	A set of activities, an intervention, or a program that a community is working on to improve health, well-being, and equity. It is scalable and shows evidence of the impact of the work on the population or subpopulation in the community.
Case study	A process or record of research in which detailed consideration is given to the development of a particular person, group, or situation over a period of time.
Co-design	Co-design is the process of engaging community members directly in identifying and planning changes that are needed in their community to achieve health, well-being, and equity. Co-production is the process by which community members directly carry out the changes created during the co-design.
Co-leadership	Leadership shared among group members. Roles, responsibilities, and participation are shared among leaders based on strengths and gifts.
Community Institution	Institution working to improve health and wellbeing, lead complex change, and improve health equity in their community.
Community Leader	A community leader (also sometimes known as an Institutional Leader or Systems Leader) guides and organizes people, resources, and processes within a community to improve health, well-being, and equity. A community leader may be an elected or appointed governmental or agency official or someone who has been elected to a leadership position within a partnership or

	coalition or within their organization or community group.
Community Members with Lived Experience	Someone who has lived (or is currently living) with the issues the community is focusing on and who may have insight to offer about the system as it is experienced by consumers (e.g., a woman who was formerly or is currently experiencing homelessness who can offer insight into that experience).
Community Organization	Organization working to improve health and wellbeing, lead complex change, and improve health equity in their community.
Community of Solutions (COS)	Community of Solutions(COS) is a framework that supports communities in cultivating behaviors, processes, and systems that, over time, results in a Culture of Health and sustainable improvements in health, well-being, and equity. The community of solutions skills include leading from within (LW), Leading Together (LT), Leading for Outcomes (LO), Leading for Sustainability (LS) and Leading for Equity (LE).
Engagement	The process of establishing communication between organization/institution and target community
Equity	Conditions in which all people have the opportunity to attain their highest possible level of health and well-being, without barriers that prevent them from doing so.
Failing Forward	The notion that mistakes are not only to be accepted as an occasional occurrence in improvement projects, but should be viewed as critical parts of the learning and improvement process. It embraces the belief that teams that fail forward quickly learn faster, reach higher levels of performance, and create a safe environment for a wide variety of ideas to be suggested and tried.
Implementation Guide	A guide providing process and best practices toward implementing improvement.
Listening Sessions	A method of gathering information by asking a series of open honest questions with follow up questions asked for further clarity.
Lived Experience	- Expertise that doesn't come from training or formal education. - Knowledge from an experience in a person's

	past or present with an issue or challenge. - People with lived experience know a system, process or issue from the perspective of those affected, or trying to engage with a resource. - They know what works, what doesn't work, and what resources (formal or informal) are available. - They know what's needed to make things better.
Live Stories	U.S.-based company that provides an integrated civic data hub. Local health departments, school districts, businesses, and governments throughout the United States and around the world use this tool to discover, analyze, and publish civic data.
Relationship Building	The process of connecting with community individuals with lived experience and organizations.
SCALE 1.0	**S**preading **C**ommunity **A**ccelerators through **L**earning and **E**valuation (SCALE) 1.0 was a 20-month intensive "learning and doing" program made possible by the generous support of the Robert Wood Johnson Foundation. It was designed to assist communities to achieve unprecedented results in improving the health and well-being of people, populations, and the community at large. SCALE 1.0 was the first time this program was funded (SCALE 2.0, also supported by the Robert Wood Johnson Foundation, began in May 2017). SCALE supports communities in their efforts to address factors that contribute to health, to lead complex change, and to advance equity.
SCALE Communities	The communities participating in the SCALE Initiative. In SCALE 1.0, there were 24 SCALE communities. In SCALE 2.0, they are the 18 communities that are continuing their journey as part of Regions of Solutions

References

- 100 MIllion Healthier Lives Community https://www.100mlives.org/
- Developing Touchstones https://docs.google.com/presentation/d/1vxFsomCBrgpsw4nYdS1eDa-wA5CgF0O6ctXCq9vuXio/edit#slide=id.p8

  Developing Touchstones

- Habits of the Heart https://www.couragerenewal.org/PDFs/Five-Habits-of-the-Heart.pdf
- Community Health Accelerators Initiative (Chai) module http://transform.100mlives.org/
- Codesigning and engaging people with lived experience https://docs.google.com/presentation/d/17AyTpTQCXaIUi4oWjDeORKgOFWI11kcmBlY6GnGytM4/edit#slide=id.p3
- Meeting Debriefing Template
- Engaging People with Lived Experience Toolkit https://insight.livestories.com/s/v2/engaging-lived-experience-toolkit/f273c00f-b001-4e8f-954b-5d567429bb54/
- Suzette Shaw: Lived Experience Expert Testimony https://www.youtube.com/watch?v=6Sr7xuKdK5I&feature=youtu.be
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- Developing Touchstones

- Designing an Action Lab
  https://www.dropbox.com/s/0klr2f4b33j2l3c/Action%20Labs%20for%20SCALE.pdf?dl=0
- Habits of the Heart
- Community Health Improvement Plan

- Meeting Facilitation Guide Iron Sharpens Iron
- #CouchConversations with Lived Experience Experts including Suzette Shaw DWC Community leader-
- https://docs.google.com/document/d/1QOXdazoeWMIFQvTr1AhmNcFxWdupIz1yEhOSQlh0aRU/edit

Acknowledgments

SCALE Communities

Buckeye HEAL: Cleveland, Ohio

Downtown Women's Center: Los Angeles, California

Ethnic Community-based Organization for Refugees: Salt Lake City, Utah

Healthy Livable Communities Consortium of Cattaraugus County: Salamanca, New York

Healthy in the Hills: Williamson, West Virginia

Healthy Monadnock: Keene, New Hampshire

Healthy Waterville: Waterville, Maine

Health Improvement Partnership of Maricopa County: Phoenix, Arizona

Healthier Laramie County: Cheyenne, Wyoming

Proviso Partners for Health: Chicago, Illinois

San Gabriel Valley Healthy Cities Collaborative: Los Angeles, California

Southeast Raleigh YMCA: Raleigh, North Carolina

Summit County: Akron, Ohio

Tenderloin Health Improvement Partnership: San Francisco, California

Vital Village Network: Boston, Massachusetts

Wellness Now: Oklahoma City, Oklahoma

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Liz McDermott	David Gibbs	Deb Nichols
Bisi Chikwendu	Melvin Jackson	Clark Jackson
Jonathan Scaccia	Shemekka Coleman	Aimee Budnik
Soma Stout	Drew Martin	Marie Schall
Holly Hayes	Ana Gee	
Abe Wandersman	Laura Brennan	