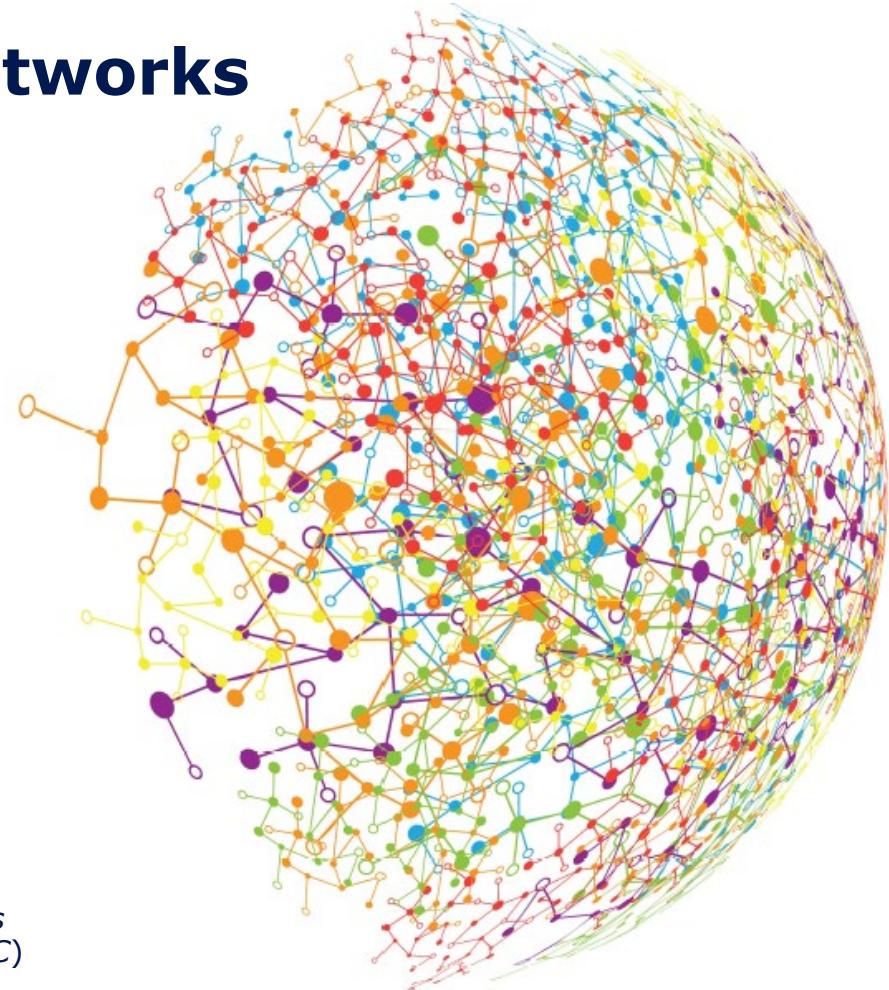


# **Strengthening Partner Networks for Healthcare-associated Infections and Antibiotic Resistance**

Success Framework for  
HAI/AR Partner Networks

February 2020

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National Center for Emerging and Zoonotic Infectious Diseases  
United States Centers for Disease Control and Prevention (CDC)*



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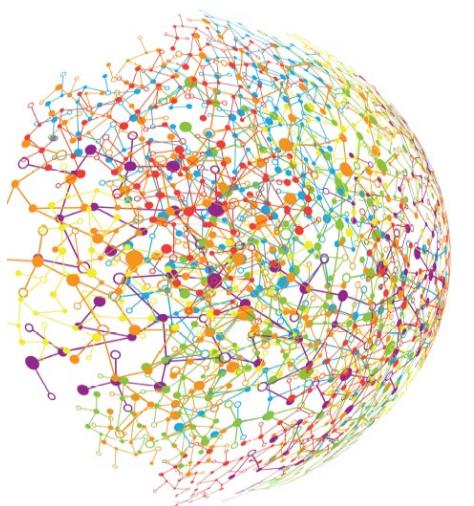
# Executive Summary

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CDC funds state-level programs to detect, prevent, respond to, and contain healthcare-associated infections (HAI) and antibiotic resistance (AR) pathogens. To advance their **effectiveness and sustainability**, these programs rely on strong **partner networks**. These partner networks help maximize the **technical and operational capabilities** of HAI/AR programs by leveraging partners' **resources, expertise, and influence** to prevent HAIs and reduce AR.

To guide states in **building, strengthening, sustaining, and evolving** HAI/AR partner networks, CDC has summarized themes and characteristics for successful HAI/AR partner networks and has developed a **success framework** and **recommended actions** to assist states in maximizing the impact of their work within their partner networks.

This document summarizes an initial version of the key elements, success framework, and recommended actions for strengthening HAI/AR partner networks. This document is intended to **complement existing guidance** provided by CDC on HAIs and AR, such as those outlined within the Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases Cooperative Agreement.



# Building Strong HAI/AR Partner Networks

## HAI/AR PROGRAMS

State-level HAI/AR programs are essential to US efforts to detect, prevent, respond to, and contain HAIs and AR pathogens. These programs rely on **technical capabilities** (e.g., laboratory and diagnostics, epidemiology, outbreak response, surveillance, antibiotic stewardship, data analytics, research and innovation) and the **operational capabilities** that enable them (e.g., skilled/trained workforce, resources, policies). **Partner networks** (i.e., any HAI/AR collaboration in a state between two or more partners) underpin many technical and operational capabilities, advancing state-level programs' effectiveness and sustainability.

## HAI/AR PARTNER NETWORKS

**Collaboration** among HAI/AR program partners is an essential component of effective HAI/AR detection, prevention, response, and containment efforts.<sup>1</sup> State-level HAI/AR programs utilize **partner networks** to maximize technical and operational capabilities by leveraging partners' **resources, expertise, and influence** to prevent HAIs and reduce AR.

### EXAMPLE PARTNERS

- ✓ State and local health departments
- ✓ State, regional, public health, academic, or commercial laboratories
- ✓ Academic institutions
- ✓ Hospital and healthcare associations
- ✓ Professional organizations
- ✓ Quality improvement organizations
- ✓ State health officials

### EXAMPLE PARTNER NETWORKS

- ✓ State and local health department connections
- ✓ HAI/AR Program Advisory Committee
- ✓ Topic-, partner-, or setting-specific collaboratives (e.g., long-term care, rural)
- ✓ HAI/AR Program, hospital association, healthcare association, and quality improvement organization coordination

<sup>1</sup> Association of State and Territorial Health Officials. (2018). *Healthcare-Associated Infection Programs: Enhancing Healthcare Infection Control Assessment and Response Meeting Report*. Arlington, VA

# **Overview**

## *Success Framework for HAI/AR Partner Networks*

# Introduction

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The success framework aims to ensure states are **maximizing their capabilities** for system-wide HAI/AR prevention by **engaging in effective partner networks** that leverage partners' resources, expertise, and influence to prevent HAIs and reduce AR.

## WHAT IS THE SUCCESS FRAMEWORK FOR HAI/AR PARTNER NETWORKS?

The success framework is a **question-based guide** to help users assess the progress, strengths, and areas for improvement within a partner network.

The framework is designed to support users in **determining actions** for building, strengthening, sustaining, and evolving HAI/AR partner networks.

## HOW DOES THE SUCCESS FRAMEWORK WORK?

The success framework guides users through questions aligned to four **partner network stages** (i.e., determine priorities, plan approach, implement activities, measure and adjust) to develop partner networks or identify areas for improving partner networks.

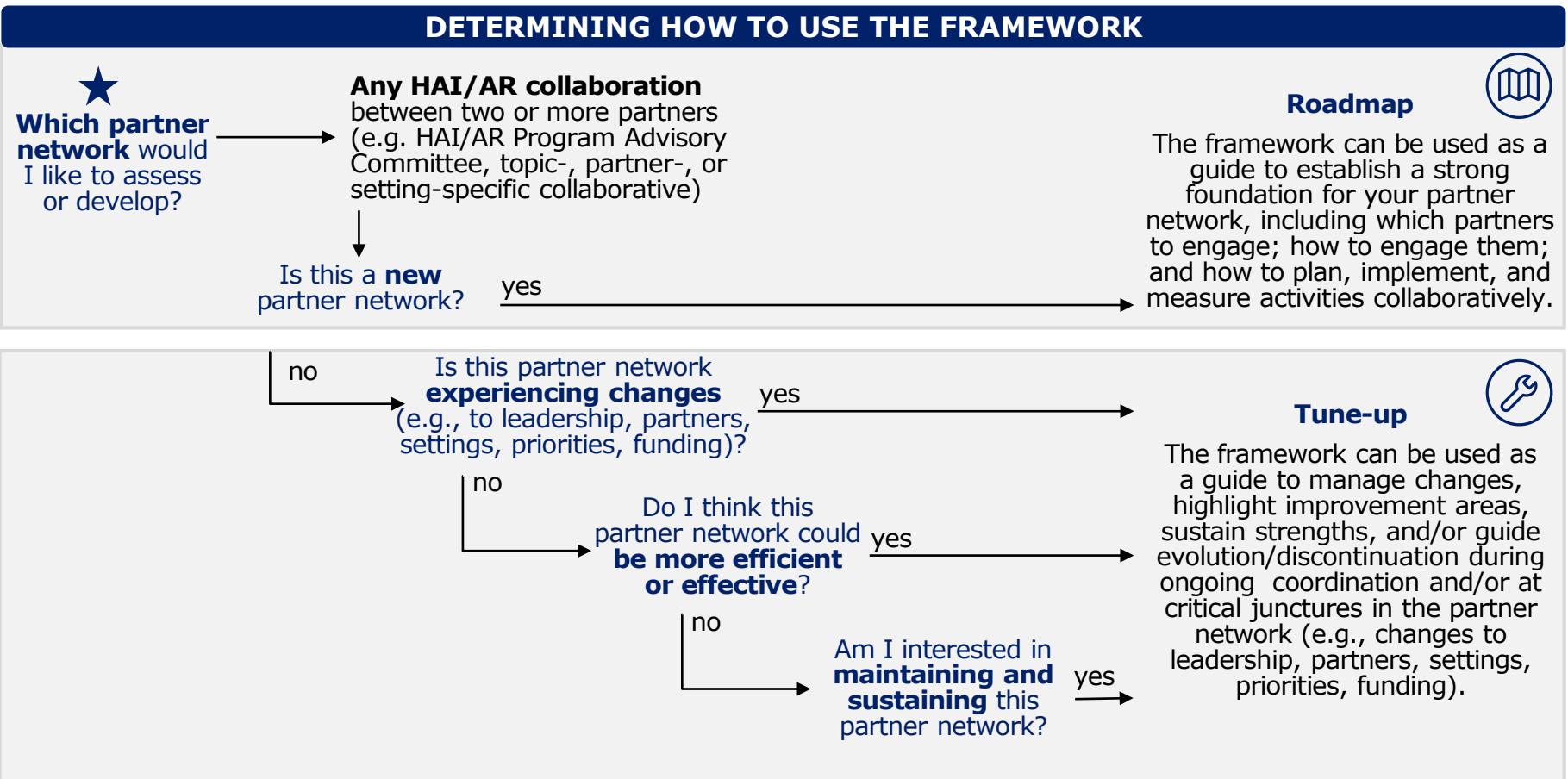
## WHO CAN USE THIS SUCCESS FRAMEWORK?

The success framework is designed to support users **leading state-level partner networks**.

THE SUCCESS FRAMEWORK IS ON [PAGE 10](#).

# Getting Started

Partner networks are dynamic and have different needs at different times. Users can determine whether they should use the framework as a **roadmap** for developing new partner networks or as a **tune-up guide** for improving, managing, sustaining, and evolving existing partner networks.



**THE SUCCESS FRAMEWORK IS ON PAGE 10.**

# **Success Framework for HAI/AR Partner Networks**

# Instructions for Success Framework

## 1 WHO CAN USE THE FRAMEWORK?

- **Anyone leading** state-level partner networks can use the framework.
- Users can determine who else from the partner network to collaborate with to use the framework.

## 2 HOW FREQUENTLY CAN I USE IT?

- The framework can be useful **at least once annually** for planning purposes.
- Given the evolving nature of partner networks, you may choose to use the framework more frequently for starting a new network, during ongoing coordination, and at critical junctures in the partner network (e.g., changes to leadership, partners, settings, priorities, funding).

## 4 WHERE CAN I START?

- The framework consists of four partner network stages. You are encouraged to review the framework from stage A.
- You may find your partner network to be in a later partner network stage (e.g., stage C or stage D) of the framework. As good practice for supporting the partner network's sustainability, you are encouraged to review the framework in its entirety starting from stage A.

## 5 HOW DO I USE THE FRAMEWORK?

- With your partners, **reflect** on your partner network, and **read** through all questions.
- For clarity and ease of use, the framework is organized in linear stages. Your partner network, however, may operate cyclically, in fits and starts, or some other non-linear way.
- The framework provides guiding questions for wherever your partner network is in implementation, reflection, and/or improvement.

## 3 WHAT CAN I DO BEFORE I START?

- **Identify** the partner network on that you would like to focus (e.g., state and local collaboration).
- **Determine** who else from within your partner network should join you in using the materials in this document to reflect on and improve the partner network. Convene these individuals.
- For help determining which partners to include and for convening the appropriate partners, **reach out to CDC** for suggested tools and guidance.

## 6 HOW DO I READ THE FRAMEWORK?

- **Page 10** provides an **overview** of the framework's partner network stages and questions for each stage.
- If you need additional support, **pages 13–16** provide detailed **actions** for each partner network stage.
- To **get oriented** to the framework, review the overview on **page 10**.
- **Read each question** in a column before moving to the next column (i.e., read all the questions in column A before moving to column B).

# Success Framework for HAI/AR Partner Networks

The success framework guides users through questions aligned to four partner network stages (A – D) to develop partner networks or identify areas for improving partner networks.

**To orient yourself**, read each question in a column, or partner network stage, before moving to the next column. If you answer ‘no’ to a question, reflect with your partners on why the answer is ‘no’ and what may be needed to answer ‘yes’.

**For additional support**, review recommended actions on [pages 13 – 16](#).

A. Determine Priorities	B. Plan Approach	C. Implement Activities	D. Measure and Adjust
<p><b>A.1</b> Does the partner network <b>review policies</b> (e.g., reporting requirements, contractual mandates) and available <b>data</b> (e.g., surveillance, assessment) to determine statewide HAI/AR prevention priorities?</p> <p><b>A.2</b> Does the partner network include the <b>right partners and people</b> to address data-driven priorities efficiently?</p> <p><b>A.3</b> Has the partner network <b>analyzed partners' funding streams</b> to determine the ability of funding to enable partners to address priorities?</p>	<p><b>B.1</b> Has the partner network established a <b>structure</b> for coordination, accountability, and decision-making?</p> <p><b>B.2</b> Has the partner network developed a <b>strategy</b> with shared goals and defined activities to address priorities?</p> <p><b>B.3</b> Has the partner network established a plan to <b>coordinate partners' resources</b> to achieve shared goals?</p>	<p><b>C.1</b> Does the partner network <b>implement planned activities</b> according to identified strengths, defined roles and responsibilities, and shared goals?</p> <p><b>C.2</b> Does the partner network <b>effectively communicate</b> its goals, activities, progress, and/or achievements?</p>	<p><b>D.1</b> Does the partner network analyze available data to <b>determine progress</b> towards shared goals?</p> <p><b>D.2</b> Does the partner network <b>make changes to priorities, strategies, activities, staffing, and/or resources</b> based on data and lessons learned?</p> <p><b>D.3</b> Does the partner network's <b>structure evolve</b> based on lessons learned and new priorities?</p>
<p>Details on <a href="#">page 13</a></p>	<p>Details on <a href="#">page 14</a></p>	<p>Details on <a href="#">page 15</a></p>	<p>Details on <a href="#">page 16</a></p>

# **Recommended Actions**

*Success Framework for  
HAI/AR Partner Networks*

# Instructions for Recommended Actions

## 1 WHO CAN REVIEW THE RECOMMENDED ACTIONS?

- **Anyone leading** state-level partner networks who **wants guidance** on how to answer ‘yes’ to the questions in the framework overview ([page 10](#)).
- Anyone who is interested in forming a state-level HAI/AR partner network.

## 2 WHAT DO THE LEVELS MEAN?

- The levels aim to provide a **range of actions** for partner networks of varying maturity.
- Level 3 actions are the optimal level of maturity for partner networks. Partner networks who are at a level 3 are encouraged to review and reflect on the lower maturity levels.
- Levels are cumulative, meaning that a level 3 action assumes that your partner network has already achieved corresponding actions for level 1 and level 2.

## 4 HOW DO I READ THE RECOMMENDED ACTIONS?

- The recommended actions ([pages 13–16](#)) each **correspond to a question in the framework overview** ([page 10](#)). For each question, there are three maturity levels of recommended actions.
- **Read each description** for each question before moving to the next question (i.e., read levels 1–3 across the page for A.1 before moving to A.2).

## 5 WHO IS RESPONSIBLE FOR RECOMMENDED ACTIONS?

- The **partner network** is the actor for most actions.
- Some actions pertain to **other** actors (e.g., individual partners, person or organization, leader, champion).
- The glossary ([pages 25–28](#)) contains descriptions of each actor.

## 3 HOW DO I USE THE RECOMMENDED ACTIONS?

- With your partners, **reflect** on the recommended actions and determine which actions may support your partner network’s needs for improvement.
- **Determine** the additional information, tools, or materials that may help your partner network take these actions.
- For suggested tools and guidance materials for taking action, reach out to CDC.

## A. Determine Priorities

Read descriptions across for each question before moving down to the next question. Levels 2 and 3 assume you have achieved the preceding level(s).

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><b>A.1</b> Does the partner network <b>review policies</b> (e.g., reporting requirements, contractual mandates) and available <b>data</b> (e.g., surveillance, assessment) to determine statewide HAI/AR prevention priorities?</p>	<p><b>Generate Awareness</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Individual partners <b>review policies</b> (e.g., reporting requirements, contractual mandates) to determine individual organizational priorities for addressing the burdens/needs</li><li><input type="checkbox"/> Individual partners <b>review available</b> surveillance, assessment, or other <b>data</b> (e.g., antibiotic use and stewardship data, ICAR assessment data) to determine individual organizational priorities for addressing the burdens/needs</li><li><input type="checkbox"/> The partner network has <b>identified</b> the <b>decisions and actions</b> they can make with available data, additional <b>information needed</b>, and <b>types of data</b> each partner can contribute</li><li><input type="checkbox"/> The partner network understands each partner's organizational priorities and has <b>identified opportunities</b> for collaboration</li></ul>	<p><b>Gain Regional or Population-level Understanding</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network <b>uses policies</b> (e.g., reporting requirements, contractual mandates) to determine shared priorities for addressing the burdens/needs</li><li><input type="checkbox"/> The partner network <b>uses regional or population-level data</b> to determine shared priorities for addressing the burdens/needs</li></ul>	<p><b>Gain Comprehensive Understanding</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network <b>uses policies and regional, population-level, facility-based, and assessment data</b> to determine shared priorities</li><li><input type="checkbox"/> The partner network <b>analyzes data on emerging threats</b> (e.g., by organism, infection, setting, population, geographic location, population, region, policies) to determine shared priorities</li></ul>
<p><b>A.2</b> Does the partner network include the <b>right partners and people</b> to address data-driven priorities efficiently?</p>	<p><b>Review Partner Landscape</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>determined its criteria for partner representation</b> (e.g., geographic mix, )</li><li><input type="checkbox"/> The partner network has <b>documented partners'</b> strengths, capabilities, scopes, goals, frequency of communication, possible leaders and champions, and other criteria for partner representation</li><li><input type="checkbox"/> The partner network has <b>reviewed the partner landscape</b> to 1) determine whether the partner network has the appropriate <b>mix of expertise</b> to address the priorities, and 2) <b>identify partner redundancies and gaps</b></li></ul>	<p><b>Map Strengths to Priorities</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>mapped partners'</b> strengths, capabilities, possible leaders and champions, and other criteria for partner representation <b>to shared priorities</b></li><li><input type="checkbox"/> The partner network <b>is composed of partners needed</b> to address shared priorities, based on identified strengths, capabilities, possible leaders and champions, and other criteria</li></ul>	<p><b>Identify Opportunities</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>reviewed</b> the partner landscape to determine 1) <b>how partners prioritize HAI/AR</b> within the scope of their responsibilities, and 2) <b>opportunities to leverage partner strengths</b>, capabilities, and influence to address shared priorities and reduce partner redundancies and gaps</li><li><input type="checkbox"/> The partner network <b>is composed of non-traditional and new partners</b> who may expand the influence and reach of the partner network (e.g., in new or different settings)</li></ul>
<p><b>A.3</b> Has the partner network <b>analyzed partners' funding streams</b> to determine the ability of funding to enable partners to address priorities?</p>	<p><b>Document Funding Landscape</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>documented information on funding</b> (e.g., streams, mechanisms, timeframes, parameters, uses) used by individual partner organizations, where possible and relevant to shared priorities</li></ul>	<p><b>Assess Gaps</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>reviewed funding information</b> to understand the gaps in funding available to the partner network to carry out activities needed to address shared priorities</li></ul>	<p><b>Identify Opportunities</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> The partner network has <b>identified opportunities to coordinate funds</b> (e.g., braiding, blending) to ensure the partner network can carry out activities needed to address shared priorities</li></ul>

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<b>B.1</b> Has the partner network established a <b>structure</b> for coordination, accountability, and decision-making?	<b>Define Roles and Responsibilities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> A person, organization, or group has <b>committed to leading/convening</b> the partner network</li> <li><input type="checkbox"/> A leader in the <b>health department has committed to championing its role</b> in the partner network</li> <li><input type="checkbox"/> Leaders in other <b>partner organizations have committed to championing their organizational roles</b> in the partner network</li> <li><input type="checkbox"/> Partner network leaders have <b>defined partner roles/responsibilities</b> (e.g., analysis, inspection, prevention) to optimize assets and reduce redundancy in the partner network</li> </ul>	<b>Define Operating Model</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>defined its operating model</b> by developing principles, policies, and/or procedures for partner network accountability and decision-making</li> <li><input type="checkbox"/> The partner network has <b>defined a communication frequency</b> (e.g., regular or need-based meetings) that 1) aligns to decision-making timelines for activity and resource planning, 2) keeps partners engaged, and 3) does not overburden partners</li> <li><input type="checkbox"/> The partner network has <b>identified communication channels</b> for coordination (e.g., phone calls, newsletters, meetings)</li> </ul>	<b>Establish Continuity</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Partner network leadership and organizational champions <b>consistently communicate with the partner network and other state or national actors</b> to maintain and advance the partner network</li> </ul>
<b>B.2</b> Has the partner network developed a partnership <b>strategy</b> with shared goals and defined activities to address the partner network's priorities?	<b>Define Vision</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>defined a shared partnership strategic vision</b> for HAI/AR prevention, based on data- and policy-driven priorities, as well as partner capabilities and strengths</li> <li><input type="checkbox"/> The partner network has <b>identified changes to partners' scopes of work</b> that could affect the development of a partnership plan</li> </ul>	<b>Develop Plan</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>developed a one-year partnership plan</b> with 1) shared HAI/AR prevention goals, 2) coordinated and partner-specific activities for achieving goals, and 3) implementation assignments, based on partner roles, responsibilities, strengths, capabilities, funding, and changes in scopes of work</li> <li><input type="checkbox"/> The partner network has <b>developed a three- or five-year partnership plan</b> with broad shared HAI/AR prevention goals</li> <li><input type="checkbox"/> The partner network has <b>established incentives</b> for organizations to ensure continued engagement in the partner network and commitment to achieving shared goals</li> </ul>	<b>Develop Measures and Adapt</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>developed or used existing implementation, outcome, and/or impact measures</b> to measure the partner network's success in achieving shared goals</li> <li><input type="checkbox"/> The partner network has <b>defined specific activities to address anticipated changes</b> to the disease landscape, measurement, and/or technology (e.g., new or evolving threats, new diagnostic methods)</li> <li><input type="checkbox"/> The partner network has <b>implemented and/or adjusted incentives</b> (e.g., honor roll, monetary reward) for organizations to ensure continued engagement in the partner network and commitment to achieving shared goals</li> </ul>
<b>B.3</b> Has the partner network established a plan to <b>coordinate partners' resources</b> to achieve shared goals?	<b>Plan for Coordination</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>developed an approach for tracking</b> how individual organizations are allocating resources (e.g., staff, funding) for shared goals</li> </ul>	<b>Coordinate Resources</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>deployed a plan to coordinate resources</b> (e.g., staff, funding) for activities defined in the strategy, which may include funding mechanisms and timelines and staff-sharing terms of reference</li> <li><input type="checkbox"/> The partner network <b>searches for funding and/or staff-sharing opportunities</b> to support activities that advance shared goals</li> </ul>	<b>Assess and Sustain Approaches</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>developed measures</b> for benchmarking, improving, and/or assessing outcomes and impact of coordinated resources</li> <li><input type="checkbox"/> The partner network <b>uses communication channels to share</b> lessons learned, outcomes, and/or impact of coordinated resources</li> <li><input type="checkbox"/> The partner network has identified <b>creative or supplemental funding</b> (e.g., grants)</li> </ul>

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<b>C.1</b> Does the partner network <b>implement planned activities</b> according to identified strengths, defined roles and responsibilities, and shared goals?	<b>Implement Activities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>implements planned activities</b> to achieve shared goals based on defined roles, responsibilities, strengths, and data-driven priorities to optimize assets and reduce redundancy in the partner network</li> </ul>	<b>Reflect and Manage Implementation</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>coordinates and monitors partner network activities</b> using shared management and accountability tools to optimize assets and reduce redundancy in the partner network</li> <li><input type="checkbox"/> The partner network <b>manages challenges to implementing partner network activities</b> to minimize or adapt to deviations in implementing planned activities</li> <li><input type="checkbox"/> The partner network <b>reflects on real-time implementation observations or lessons learned</b> and adapts planned activities as needed</li> </ul>	<b>Leverage New Opportunities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>identifies and uses windows of opportunity</b> (e.g., new legislation, administration changes, newly available funds, public interest, media attention) to advance implementation of planned activities</li> </ul>
<b>C.2</b> Does the partner network <b>effectively communicate</b> its goals, activities, progress, and/or achievements?	<b>Communicate</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>communicates internally</b> according to the defined frequency or pattern, which 1) aligns to decision-making timelines for activity and resource planning, 2) keeps partners engaged and progress moving, and 3) does not overburden partners</li> </ul>	<b>Share Knowledge</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>shares information and promising practices</b> (e.g., peer-to-peer mentorship, success stories) with each other to maintain transparency, interest, and commitment during implementation</li> </ul>	<b>Influence</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>uses organizational champions</b> and other influential people to communicate within organizations, the partner network, and beyond the partner network <b>to maintain buy-in and advance implementation</b></li> <li><input type="checkbox"/> The partner network <b>shares information and best practices with other states and/or national-level partners</b> for scientific, stakeholder education, and/or new partnership opportunities</li> </ul>

## D. Measure and Adjust

Read descriptions across for each question before moving down to the next question. Levels 2 and 3 assume you have achieved the preceding level(s).

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><b>D.1</b> Does the partner network analyze available data to <b>determine progress</b> towards shared goals?</p>	<p><b>Gain Broad Understanding</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network has <b>developed analysis plans</b> to capture and assess information <b>about collective progress</b> towards shared priorities at defined intervals</li> <li><input type="checkbox"/> The partner network <b>reviews</b> process, outcomes, and/or impact <b>data to determine collective progress</b> towards shared goals</li> </ul>	<p><b>Gain Comprehensive Understanding</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>uses shared management, accountability, and data visualization tools</b> to track activities and ensure they advance progress towards shared goals</li> <li><input type="checkbox"/> The partner network has <b>developed analysis plans</b> to capture and assess information <b>about collective progress and individual organizations' contributions</b> towards to shared goals at defined intervals</li> <li><input type="checkbox"/> The partner network <b>reviews</b> process, outcomes, and/or impact <b>data to determine collective progress and individual organizations' contributions</b> towards shared goals</li> </ul>	<p><b>Communicate Progress and Impact</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>shares</b> process, outcomes, and/or impact <b>results with each other</b> to maintain transparency, interest, and commitment</li> </ul>
<p><b>D.2</b> Does the partner network <b>make changes to priorities, strategies, activities, staff, and/or resources</b> based on data and lessons learned?</p>	<p><b>Reflect</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>participates in decision-making meetings</b> to review health, assessment, and activity data and identify new shared priorities and/or strategies at defined intervals</li> </ul>	<p><b>React</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>adjusts priorities, strategies, activities, staff, and/or resources</b> at defined intervals based on data and lessons learned from activities, funding approaches, and other partnership collaborations</li> </ul>	<p><b>Anticipate</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network <b>makes changes to priorities, strategies, activities, staffing support, and/or resources in anticipation</b> of emerging threats and/or changes in technology, measurement, funding, and policies</li> </ul>
<p><b>D.3</b> Does the partner network's <b>structure evolve</b> based on lessons learned and/or new priorities?</p>	<p><b>Reflect</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network's <b>structure evolves based on lessons learned</b> about the structure's effectiveness, including the principles and/or procedures that inhibited or facilitated the partner network in achieving its goals</li> </ul>	<p><b>React</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network's <b>structure evolves to reflect changes in the partner landscape or to priorities and/or goals</b>, including the introduction of new organizations or changes to HAI/AR landscape (e.g., policies or data by organism, infection, setting, population, geographic location)</li> </ul>	<p><b>Anticipate</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The partner network's <b>structure evolves in anticipation of changes</b> to leadership, champions, personnel, priorities, and goals</li> </ul>

# Appendices

# **Background**

*Success Framework for HAI/AR  
Partner Networks*

# Background on Success Framework for HAI/AR Partner Networks

The success framework was created based on information provided by states and feedback from CDC staff, state health departments, and local-, state-, and national-level partners.

## INFORMATION GATHERING

During routine work from October 2018 to June 2019, CDC **visited**<sup>2</sup> and had **focused calls**<sup>3</sup> with states where they recognized themes and observed the following:

- **Roles and contributions** of the HAI/AR Program and its partners involved in implementing prevention activities
- Key **facilitators** of, and **challenges** to, effective collaboration
- How the HAI/AR Program and its partners **use data** to inform prevention activities

CDC analyzed state data, reviewed literature on partner networks, and **identified themes** for successful partner networks.

## FRAMEWORK DEVELOPMENT

CDC developed the framework and **four stages** of partner networks identified in our analysis and literature review: determine the need, plan the approach, implement activities, and measure and adjust.

CDC developed **questions** to operationalize themes, or key elements, of successful partner networks: leadership, strategy, and structure; policies; communications; expertise and resources; implementation; monitoring and evaluation; and innovation and adaptability.

For each question, CDC developed **three levels of maturity** to ensure the framework can support new, evolving, and well-established partner networks.

## VALIDATION

In August 2019, CDC presented the success framework internally to obtain feedback on terminology and comprehensiveness. CDC obtained more detailed feedback on the framework's organization and framing from laboratory and epidemiology staff who work with states.

In October 2019, CDC **interviewed the five states** CDC visited earlier in the year, as well as Kentucky, to obtain feedback on framework's structure, uses, usability, and clarity.

In November 2019, CDC **tested the framework** with 15 states,<sup>4</sup> 4 partner organizations,<sup>5</sup> and 3 local jurisdictions<sup>6</sup> to determine differences in success framework's application to or use by various partner networks, as well as the maturity descriptions' relevance to various partner network types.

In February 2020, CDC **launched a pilot** to assess the usability of the framework.

<sup>2</sup> CA, CO, NE, TN, TA; <sup>3</sup> MA, MN, NY, SC, WI; <sup>4</sup> CA, CT, IA, IN, KY, MA, ME, MT, ND, NJ, NV, OH, OK, PA, WI; <sup>5</sup> APIC, ASTHO, CMS, SHEA; <sup>6</sup> Chicago, Houston, Philadelphia

# **Key Elements of HAI/AR Partner Networks**

# Background on Key Elements of HAI/AR Partner Networks

To guide states in building, strengthening, sustaining, and evolving HAI/AR partner networks, CDC has summarized **themes of successful partner networks** through the key elements of HAI/AR partner networks.

## BACKGROUND

Through visits, calls, and other interactions with state-level stakeholders, CDC has tracked themes of successful partner networks.

## OVERVIEW

Themes emerged on the structural and procedural components or qualities of successful state-level HAI/AR partner networks. These themes were summarized through the 7 key elements listed below.

## IMPLEMENTATION

To support efforts in strengthening state-level HAI/AR partner networks, CDC has developed a success framework ([page 10](#)) and recommended actions ([pages 13–16](#)). These intend to enable states in incorporating key elements into their partner networks.

### KEY ELEMENTS OF HAI/AR PARTNER NETWORKS



Leadership,  
Strategy &  
Structure



Expertise &  
Resources



Communications



Policies



Implementation



Monitoring &  
Evaluation



Innovation &  
Adaptation

# Key Elements of HAI/AR Partner Networks

				
DESCRIPTION	<b>Leadership, Strategy, &amp; Structure</b>	<b>Expertise &amp; Resources</b>	<b>Communications</b>	<b>Policies</b>
PURPOSE	<p>Developing shared goals and activities with defined roles and responsibilities through an established operating model with leadership, accountability, and approaches for coordination and decision-making</p>	<p>Ensuring the appropriate depth and mix of expertise and capabilities needed to address shared goals</p> <p>Analyzing funding or resource gaps and opportunities and establishing a plan to coordinate funding among partners to fill the gaps or maximize available resources</p>	<p>Communicating goals, activities, and progress to coordinate efforts, share knowledge, and influence future efforts and people</p>	<p>Understanding and tracking policy development and implications that influence the partner network and its priorities</p>
<i>Ensures that the partner network has continuity despite internal or external changes and is focused on evidence-based and impactful activities</i>	<i>Maximizes the partner network's capabilities, reach, effectiveness, and available resources</i>	<i>Strengthens the partner network's shared knowledge and trust to increase coordination, efficiency, and impact</i>	<i>Ensures the partner network collaboratively plans for and reacts or adapts to internal and external influences</i>	



# Key Elements of HAI/AR Partner Networks (continued)



## Implementation

Implementing planned activities according to identified partner strengths, shared goals, and defined roles and responsibilities



## Monitoring & Evaluation

Monitoring progress towards shared goals and identifying areas for improvement



## Innovation & Adaptability

Evolving partner network structure and adjusting priorities, goals, and resources in response to changing circumstances and lessons learned

### DESCRIPTION

### PURPOSE

*Ensures the partner network executes activities with purpose and in accordance with determined goals and objectives*

*Supports the partner network's evidence base, efficiency, and effectiveness, and informs the partner network's evolution*

*Advances the partner network's relevance, maturity, and sustainability*



Go back to success framework on page 10.

# Glossary

# Glossary (A – E)

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<b>Activity</b>	An actual event or action that takes place as part of a program or partner network (e.g., intervention, education campaign)
<b>Blending</b>	When a partner network integrates funds from two or more funding sources or programs to fund a joint program or initiative; costs usually are no longer allocated and tracked by individual funding sources (see <b>funding coordination</b> )
<b>Braiding</b>	When a partner network coordinates two or more of their individual funding sources to support the total cost of a program or initiative; costs are usually allocated and tracked by individual funding sources to ensure equality across partners and that there is no duplication (see <b>funding coordination</b> )
<b>Champion</b>	A person who voluntarily advocates for the adoption, implementation, and success of the partner network, including the activities or changes required in their own organization; individual ideally has a significant leadership or decision-making status or influence
<b>Communication channel</b>	A medium or method through which communication is shared between parties (e.g., newsletters, meetings, conference calls, workgroup or subcommittee meetings, advisory group meetings)
<b>EXAMPLES:</b> <i>HAI/AR Digest, G1/G2 project calls, CSTE subcommittee calls, regional calls</i>	
<b>Emerging threats</b>	Newly identified or recognized threats to public health (e.g., new pathogens, AR mechanisms) and their potential effect on specific settings, populations, and geographic locations
<b>Engagement</b>	The level of engagement for partners within the partner network, which could include the level at which a partner participates, attends meetings, communicates, etc.

# Glossary (F – O)

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<b>Funding coordination</b>	Documenting, communicating, and, if needed, sharing or integrating funds from two or more funding streams to support the partner network's activities efficiently and cost-effectively (see <b>blending, braiding</b> )
<b>Funding stream</b>	A distinct source of funds to support program or partner network activities  <b>EXAMPLES:</b> <i>Emerging Infections Program (EIP), Public Health Emergency Preparedness (PHEP) Cooperative Agreement, state funding, block grants, research grants, funded collaboratives</i>
<b>Goal(s)</b>	Statement(s) of the broad impact to which the partner network contributes
<b>Incentive</b>	Something that incites greater or enhanced commitment or effort for partners within the partner network (e.g., reward offered for increased productivity, governor's award, honor roll, monetary reward)  <b>EXAMPLES:</b> <i>recognition letters/awards, Centers for Medicare and Medicaid Services (CMS) national attention to top hospitals</i>
<b>Individual partner</b>	A single partner organization within the partner network (e.g., state health department, hospital association, long-term care association)
<b>Key element</b>	A component or quality that makes HAI/AR partner networks possible, successful, and sustainable
<b>Leadership</b>	Key decision-makers in individual partner organizations or of the partner network itself
<b>Non-traditional/ new partner</b>	A partner organization that has not typically engaged in the partner network and/or the state's HAI/AR program efforts (e.g., dialysis, dentists, rural)
<b>Operating model</b>	A representation of how the partner network delivers value, which may include their principles, policies, and/or procedures for partner network accountability and decision-making  <b>EXAMPLES:</b> <i>charters, advisory or steering committee structure, meeting structure</i>



# Glossary (P)

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<b>Partner landscape</b>	The current-state of partners within a partner network based on various criteria, including partner types, settings, strengths, capabilities, scopes, goals, frequency of communication, possible leaders and champions, and other criteria for partner representation
<b>Partner network</b>	Any HAI/AR collaboration in a state between two or more partners (e.g., topic-specific collaborative, HAI/AR Program Advisory Committee)
<b>Partner network stages</b>	The four stages of an advancing partner network, including A) determine priorities, B) plan approach, C) implement activities, D) measure and adjust
<b>Partner representation</b>	The presence or engagement of partner organizations in a partner network that represent a certain desired criteria or characteristic (e.g., geographic mix, mix of setting, mix of expertise)
<p><b>EXAMPLES:</b> <i>expertise (e.g., healthcare, epidemiology, consumers, payors, laboratory, quality), funds designated for HAI activities, ELC required partners or stakeholders</i></p>	
<b>Partnership plan</b>	A plan, that may include shared goals and defined activities, created by the partner network to address and work towards the partner network's priorities
<b>Person, organization, or group of people</b>	An individual person (e.g., state health official), partner organization (e.g., local health department), or group of people (e.g., HAI/AR Program Advisory Committee conveners) that is a part of the partner network
<b>Policy</b>	A declared rule, principle, or guideline to which individual partner organizations and/or the partner network must adhere (e.g., organizational mandates, payment structures, reporting requirements, oversight authorities)
<p><b>EXAMPLES:</b> <i>CMS statement of work, CMS conditions of participation, ELC requirements, state surveyor regulations, staffing or training regulations</i></p>	
<b>Priority</b>	A goal or activity that the partner network has determined to be more urgent or important to achieving than other goals or activities based on data, policies, funding, or other influences



# Glossary (R – W)

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<b>Redundancy</b>	An activity, objective, or priority that individual partners within the partner network, or the partner network itself, undertakes that is unnecessary or duplicative (e.g., overlapping activities between partners within the same partner network)
<b>Strategic vision</b>	A description of HAI/AR in the state if the partner network fully achieved its goals
<b>Strategy</b>	The partner network's package of goals, a partnership plan, and activities to achieve the strategic vision
<b>Structure</b>	The parameters for how the partner network is organized, including roles and responsibilities and the operating model that enables coordination, accountability, and decision-making in the partner network
<b>Window of opportunity</b>	A favorable opportunity for doing something that must be seized immediately if it is not to be missed (e.g., change in partner leadership/administration, new legislation, public interest, media attention)

**EXAMPLES:** *new HAI bill, new governor, new federal funds, new outbreak, national disaster, incidence of new AR threats, Food and Drug Administration (FDA) warnings, quality improvement organization scope of work changes*