



Environmental Scan
Health Promotion Canada – Intersectoral Network-of-Networks Project

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Introduction

Project Description

BECOMING AN INTERSECTORAL NETWORK-OF-NETWORKS: Leveraging the Health Promotion Canada platform to create an intersectoral and interdisciplinary space for promoting collaborative action on the social determinants of health and wellbeing.

Funding: \$170,000
Timeline: April 2024-March 2025

Health Promotion Canada ([HPC](#)), through a partnership with the National Collaborating Centre for Determinants of Health ([NCCDH](#)) and the Canadian Public Health Association ([CPHA](#)), has received \$170,000 in funding from the *Intersectoral Action Fund* of the Public Health Agency of Canada (PHAC) to undertake this one year project.

Planned project activities include:

May-June	Establish an Advisory Network and Project Working Group
June-July	Conduct an Environmental Scan to inform the co-creation of a national intersectoral and interdisciplinary space for promoting collaborative health promotion action
August	Host a hybrid meeting (in-person and virtual) in partnership with the Atlantic Summer Institute , with participants from potential intersectoral partner organizations to explore what this national intersectoral and interdisciplinary space could look like
Sept-Feb	Develop a potential prototype (virtual and other infrastructure) and a network and sustainability plan to guide the work of HPC over the next 3 years
Ongoing	Undertake a developmental evaluation process

Our Vision and Preliminary Theory of Change

Our **vision** is for an organizing structure, including a virtual space, uniquely designed to support an intersectoral network-of-networks to undertake collaborative action on the ecological, social and structural determinants of health at the national level. This does not currently exist in Canada.

Our **theory of change** is not fully developed (see Figure 1), but we think that creating an intersectoral network-of-networks will break down silos between groups focused on specific social determinants of health (like housing or poverty) and disciplines/settings (like public health, municipal government or NGOs providing social care). This will enable a collaborative approach to catalyzing actions for building well-being societies. Members will be supported to self-organize and strengthen their work around common interests and opportunities. Together we will be more effective in addressing underlying systemic issues like colonialism and racism. This will be felt at the community level, where new partnerships will be formed as a result of reaching out to the wider network to find individuals to collaborate on specific action. Over time, these transformative partnerships will increase community capacity to take action, including policy action.

The **goal** of this project is to co-create a network development and sustainability plan for implementation by HPC. This is intended to increase intersectoral collaborative capacity and responsiveness (of individuals, organizations, and networks) to promote health and partner on the work that is necessary to address the social and structural determinants of health and improve health equity.

This will be achieved through an **engagement process** based on co-designing with existing intersectoral national/regional networks and organizations actively focused on addressing various social and ecological determinants of health.

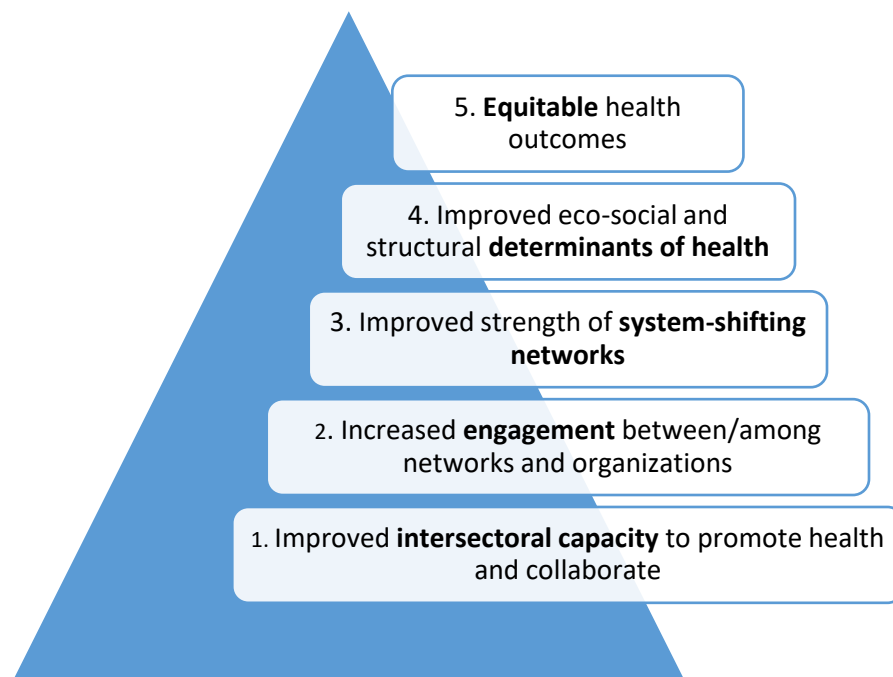


Figure 1: Key elements of our theory of change (so far!)

Our theory of change will be further developed to consider the importance of factors such as cross-sector alignment as a change mechanism, and the importance of ‘community voice’ strategies, especially active strategies that address power (Petiwala et al., 2021) and barriers to community and inter-sectoral engagement.

Purpose of the Environmental Scan and Guiding Questions

Purpose:

- Identify current virtual spaces and infrastructure being used to support intersectoral action in related areas, and regional/national-level networks-of-networks, and capture key elements and transferable learnings

This will:

- Inform the in-person Advisory Network meeting (Aug. 19/24)
- Engage intersectoral partners/organizations to explore shared purpose, identities and values across sectors that may be central to developing infrastructure to support collaboration

Guiding questions:

1. Core Concepts (helpful definitions, guiding theories)
 - What do we mean by 'network' and 'network-of-networks'?
 - How are we defining social, ecological, and structural determinants of health?
2. Shared Objectives (defining our impact)
 - What is our shared understanding of collaborative action and system transformation?
 - How might an intersectoral network-of-networks help us achieve our shared objective of intersectoral action for system transformation?
3. Learning and Leadership (helpful examples)
 - What are some examples of networks from a variety of sectors that appear to be sustainable and are addressing aspects of system transformation? (especially with a focus on the eco-social and structural determinants of health)
 - What can we learn from them?

Part 1: Core Concepts

Types of Networks

At the core, a **network** is a set of relationships. They can be formal and/or informal, and exist at both the individual level and organizational level. They are defined based on their purpose, permanence (e.g. temporary, long-term), leadership (e.g. top-down, shared, self-organizing), and scope (e.g. local, national). A **network-of-networks** can be understood as a way of describing scale.

Networks can take many forms, depending on their purpose (e.g. policy communities, strategic partnerships).

Examples of common types of networks include (Network Impact¹, n/d):

1. **Coalition/Alliance of Organizations** - A temporary alignment of organizations to achieve a specific objective such as electing a candidate or securing adoption of a new public policy. Usually disbands when the effort has been completed. Narrower in purpose/scope than a network. (Some alliances reorganize as a generative network once their campaign is over.)
2. **Membership-Based Association or Organization** - Organized mainly to pool resources and provide dues-paying members with services, often for professional development or representation within public-policy arenas. Association/organization staff does most of the work. More staff-driven, less member-to-member relationship driven, than a network. Focus is on serving members rather than members collaborating with each other.
3. **Community of Practice** - Organizations and individuals loosely align and coordinate around development, adoption, and spread of innovative practices and/or policies to address a particular set of problems or opportunities. Participants typically lack a firm sense of “membership identity” and do not make explicit reciprocal commitments. Communities of practice often have many sub-networks.
4. **Movement** - Large numbers of people loosely aligned around a large cause (e.g., civil rights, environmental protection), their passion ignited by a personal desire to right a wrong. Less coherent, focused, and coordinated—and much larger, sprawling—than a generative network. A movement may contain networks; networks may spawn a movement.

However, leaders working on social and structural change objectives around the world have been developing and exploring many different types of networks to meet our current need to tackle systemic challenges. An example is the ‘generative network’ described by Network Impact (n/d).

Generative Network - A generative network is a set of relationships that are maintained over time to activate as needed. Members are deliberate about building, strengthening, and maintaining ties so that they can be activated again and again.

Key characteristics of a generative network:

¹ Network Impact was founded in 2006 with a mission to promote the development and use of networks for social impact.

- **Member driven** - Members set the network's mission and goals and "make the rules," and members do most of the work.
- **Voluntary** - Membership in the network is voluntary and not a condition of receiving resources (e.g. funding)
- **Relationship focused** - Members develop enduring relationships with each other; the focus of relationship building is member to member, not with staff or other providers.
- **Flexible** - The network's structure is flexible and adaptable and changes as needed.
- **Decentralized** - Decision making is distributed, not the prerogative of a single "node"

Given our focus on intersectoral collaborative action focused on multiple objectives that will shift and change over time, a 'generative network' is likely to be a good fit.

Other approaches to networks can also be helpful as we are thinking about generating change that is transformational, often described as change 'at scale' (i.e. at the scale of the system). Steve Waddell at Networking Action² (n/d) describes the benefits of developing an 'action network' and is a leader and researcher of Global Action Networks (GANs). He describes them as (Networking Action, n/d):

Global Action Networks (GANs) - are a specific type of network. These are a new, innovative network that are addressing critical global issues like climate change, poverty, health, education, and human security. They do this by integrating seven characteristics:

1. Global and multi-level...local, regional, global
2. Entrepreneurial action learners...developing new tools, processes and relationships
3. Public goods producers...producing for public benefit
4. Diversity-embracing...collaborating across sectoral (business-government-civil society), linguistic, ethnic, north-south and other boundaries
5. Interorganizational networks...individuals have a role, but organizations are the key participants; neither hierarchy nor markets provide the principles, values or capacity
6. Systemic change agents...working on transformation, reform, and scaling up
7. Voluntary leaders...participants make commitments to push the boundaries of enhancing environmental, social and economic outcomes

These global, multi-stakeholder networks are organized around specific issues. They include Transparency International (corruption), the Forest Stewardship Council, Social Accountability International, the Marine Stewardship Council, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Microcredit Summit Campaign, the Global Water Partnership, and the Sustainable Food Lab.

Waddell makes the argument that these need to be supported with a specific set of competencies to be successful. He notes that although these competencies are similar for non-network strategies, networks require approaches that differ significantly from traditional organizations (Networking Action, n/d).

Action Network Competencies (centred around 'action legitimacy'):

1. Leadership
2. Network Development
3. Measuring Impact

² Networking Action: <https://networkingaction.net/>

4. Change
5. Communications
6. Learning Systems
7. Policy and Advocacy
8. Resource Mobilization

Social, Ecological and Structural Determinants of Health

One of the challenges of working across sectors on the social, ecological and structural determinants of health is the lack of a shared understanding and language about these concepts. A thorough review of how these concepts are understood and aligned across sectors is beyond the scope of this scan. Instead, we provide a simple description of these key terms as a starting point for discussion.

The Commission of the Pan American Health Organization on Equity and Health (PAHO, 2019) positions the social determinants of health as the ‘conditions of daily life’ and frame the structural determinants of health as the ‘drivers’ of these conditions. This linear approach is helpful from a policy perspective, allowing policies focused on the social determinants (oriented to mitigating the impact of the structural determinants) to be considered separately from policies targeting structural determinants and power structures embedded in social relationships.

The National Collaborating Centre for Determinants of Health (NCCDH, 2024) has recently released a primer on the determinants of health and uses the metaphor of a tree, where the roots are the ‘conditions of daily life’, and the soil is where the ‘drivers’ of these conditions are located. They draw on a recent definition of the structural determinants of health that centres concepts of power and oppression (Heller et al., 2024).

Oppression is a critical concept for system transformation in the context of health promotion. Oppression is a pervasive system of supremacy and discrimination that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression depends on a socially constructed dominant group (though not necessarily more populous) that is considered as being normal, natural, superior, and required over the “other”. This benefits the dominant group, who historically have greater access to power and the ability to influence the process that creates the social, ecological and structural determinants of health.

At the same time, the processes that drive the social and structural determinants of health also sit within, and influence, the natural ecosystems that constitute the ecological determinants of health. These determinants include the ecological processes and natural resources essential for the health and wellbeing of humans and other species (CPHA, 2015).

When taken together, these determinants of health constitute a wellbeing worldview that is essential for the transformative change we need for an equitable approach to promoting the health of people and the planet. See Figure 2 for a visual representation of these core concepts.

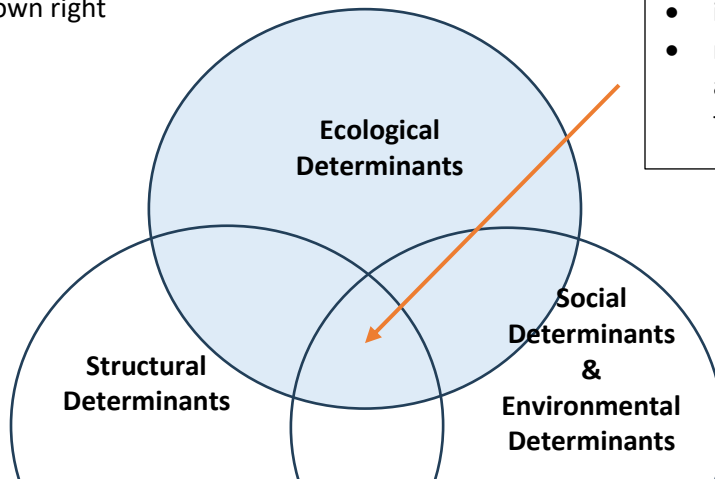
Ecological Determinants

- include ecological processes and natural resources essential for health and wellbeing of humans and other species
- is an interdependent system
- humankind has become a global geological force in its own right

Wellbeing Society

(positive relationship patterns)

- inclusive of both human and planetary health
- is a political choice
- requires a whole-of-society approach based on a world view that is integrative and relational



Structural Determinants

- are the 'drivers' of social determinants, and contribute to ecological and environmental determinants
- include written and unwritten rules that create/maintain/eliminate durable that include hierarchical patterns of advantage among groups via systems of oppression
- people and groups with more power work implicitly and explicitly to maintain their advantage by reinforcing or modifying these rules
- operate collectively through social, political, and economic structures

Social Determinants & Environmental Determinants

- are the 'conditions of daily life', experienced by individuals and groups
- social determinants include things like income, food security, safety, housing, education, across the lifespan
- environmental determinants include things like built environments (home and work), exposure to environmental threats (heat, cold, pollution) or pathogens

Figure 1: Determinants of a Wellbeing Society

Inter- Intra- Multi- Cross-Sectoral Collaboration

Another common language and conceptual challenge for this project is ensuring a clear understanding of what we mean by ‘sector’ and ‘intersectoral’.

At the simplest level, there are 3 sectors that are essential to our discussion:

1. Government - Also called the ‘public sector’, it vertically crosses all departments, and horizontally crosses all levels (local/municipal, regional, provincial/territorial, federal). The Ministry of Finance is an example at the provincial level, and the Urban Planning Department is an example at the municipal level.
2. Civil Society - Also called the ‘third sector’, is made up of ordinary citizens (individuals) and NGOs (non-governmental/nonprofit organizations, typically arms-length or independent of government with a social, economic, cultural, or religious purpose or mission). Examples of formal NGOs include societies, charities, associations, foundations, research organizations, and faith-based organizations. Examples of grass-roots organizations include coalitions, networks, and social movements.
3. Private Sector - For-profit business, both large and small, and industry (including some health and social care organizations), commerce, and free markets. Examples in health and social care include for-profit retirement facilities, drug rehabilitation centres, and day care centres.

In a soon to be published new edition of *Health Promotion in Canada* (Frohlich et al., editors, 2024), Dyck and colleagues use ‘intersectoral’ as a term that is inclusive of intra-, multi-, and cross-sectoral action and builds on commonly accepted definitions of intersectoral action for health promotion. Their definition agrees with the common definition that action should be undertaken by more than one sector, but does not agree that one of those sectors needs to be health-related, nor do the outcomes need an explicit health focus.

“[Intersectoral Action] for health promotion occurs when individuals and/or organizations from more than one sector of society work together on an area of shared interest that contributes to the promotion of individual, population, community, and/or planetary health and wellbeing, with the goal of achieving better results than those obtained working in isolation.

Sectors may include, at any or all levels/jurisdictions: government departments (local, regional, national), civil society (ordinary citizens, grassroots collectives or movements, non-governmental, nonprofit organizations), the private sector (for profit), and disciplines within and across sectors ...

As such, any collaboration that cuts across departments, disciplines, and jurisdictions (which are sometimes also called ‘sectors’ or ‘sub-sectors’) within a sector should be considered ‘intersectoral’ or ‘cross boundary’. Further, all outcomes associated with [social and structural determinants of health] should be included and integrated as ‘health promotion’ objectives. (Dyck et al., 2024)”

Part 2: Shared Objectives

A close examination of change theories and complex systems is beyond the scope of this environmental scan. However, it should be noted that they inform the way collaborative action and system transformation have been understood and applied.

Collaborative Action

At its core, collaborative action means ‘working together’. It is helpful to understand the concept of collaboration on a continuum, from looser relationships (e.g., communicate, cooperate) to tighter relationships based on greater trust (e.g., coordinate, collaborate, integrate) (Tamarack Institute, 2017).

Collaborative action and partnerships across sectors can look very different from each other. The intersectoral action ‘structure’ that is developed depends on the sectors involved, the level of collaboration, and the intended purpose or outcome. These purposeful structures are sometimes called ‘sectors’ in and of themselves, but they may be better understood as ‘mechanisms’ for intersectoral action. Examples include networks, partnerships, coalitions, alliances, enterprises, cooperatives, and movements (to name a few). Common outcomes for intersectoral action for health promotion include service delivery, social change/social connection, advocacy/lobbying, and policy change/healthy public policy (to name a few) (Dyck et al., 2024)

System Transformation

As noted earlier, the ecological, social and structural determinants of health constitute a wellbeing worldview that is essential for the transformative change (at a systems level) needed to achieve health and wellbeing for all. This challenge is being taken up by the philanthropic sub-sector, which has been moving from a charity approach to a systems change approach. See Figure 3 for a representation of the transition over time.

As philanthropic organizations focus on their social impact, they are recognizing that they need to attend to the ecosystem rather than the infrastructure.

“The main idea is to bring together all the field builders and influencers and the catalysts of change in the sector. And that’s why we now prefer to talk about a support ecosystem rather than a static infrastructure, as it better captures this diversity of players and the need for them to collaborate.” (Propel Philanthropy, n/d, pg. 38)

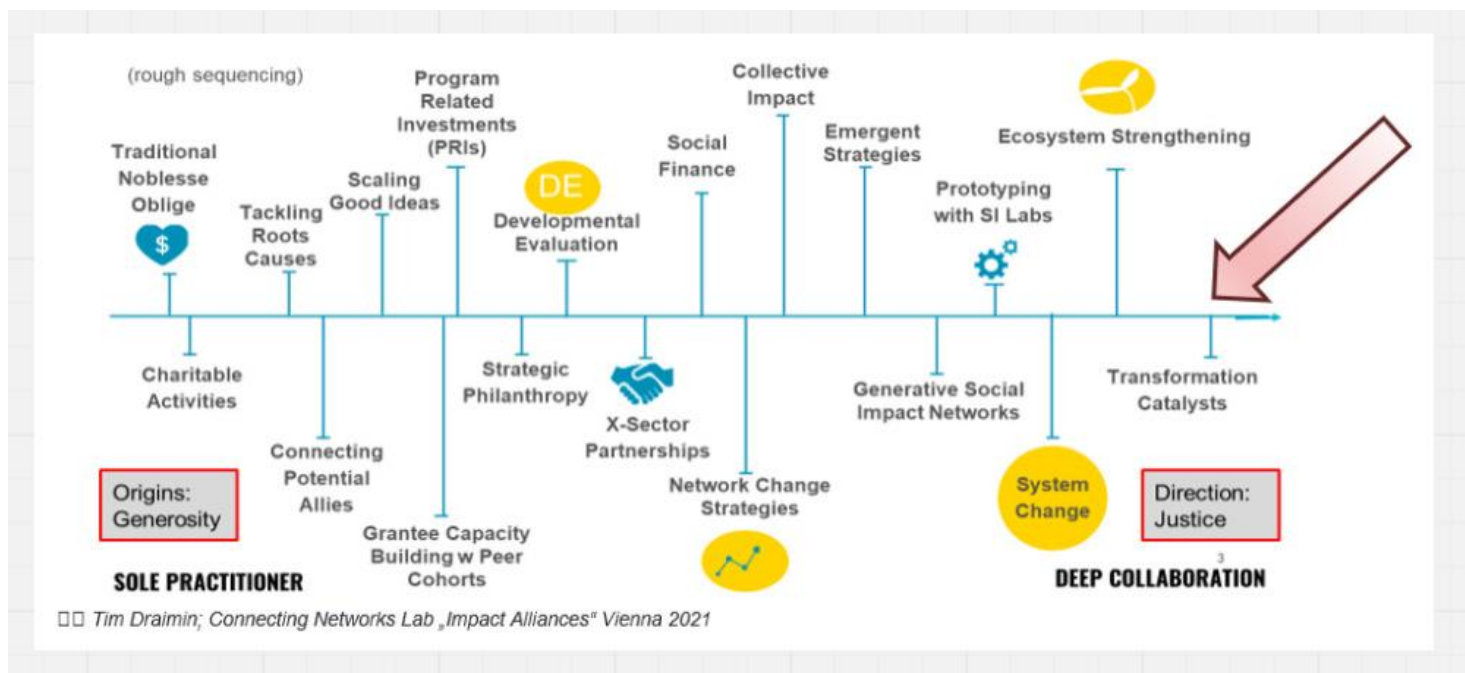


Figure 2: Evolution of the philanthropic approach (Tim Draimin, Senior Fellow, Community Foundations of Canada)

Large system change is also of interest to other parts of the civil society sector, as well as the public sector and private sector. Strategies for large system societal change look different depending on the purpose, conditions, and relationship of the 'change agent' or sector to the traditional power structure. See Figure 4 for a conceptualization of four different change strategies and their characteristics created by Waddell (2018).

For health promotion (and other!) practitioners working on complexity and systems change there are many resources available to support learning and leadership:

- [The Social Change Agency](#) (UK) – works with changemakers across all sectors to create lasting social impact
- [Network Weaver](#) (US)- learning framework for 'system shifting networks' (June Holley)
- [Complexity Frameworks](#) (Canada) - SFU, Faculty of Science, Complex Systems Frameworks Collection, created by Diane Finegood
- [Collective Mind](#) (US) – is a social enterprise focused on improving the practice and impact of networks.
- [Systems Leader's Field book](#) (US) – Academy for Systems Change
- [Systems Practice Toolkit](#) (UK) – NPC: thinktank and consultancy for the social sector

Characteristics of Change Strategies

The roles, rationales, and tactics of the four approaches to societal change

	DOING CHANGE	FORCING CHANGE	DIRECTING CHANGE	COCREATING CHANGE
Components	<ul style="list-style-type: none"> Creation Confrontation 	<ul style="list-style-type: none"> Destruction Confrontation 	<ul style="list-style-type: none"> Destruction Collaboration 	<ul style="list-style-type: none"> Creation Collaboration
Archetypal Role	Entrepreneur	Warrior	Missionary	Lover
Dynamic	<ul style="list-style-type: none"> Inventing Growing 	<ul style="list-style-type: none"> Mobilizing Challenging 	<ul style="list-style-type: none"> Reinventing Breaking 	<ul style="list-style-type: none"> Collaborating Coevolving
Necessary Conditions	Willingness to start small and face naysayers	Willingness to risk incurring harm	Willingness to take on tradition and power structure	Willingness of everyone to change
Danger	Irrelevance	Marginalization	Suppression	Co-optation
Relationship to Traditional Power	Outsider	Outsider	Insider	Insider
Question	What does living the new look like?	How do we press the old to become the new?	How can the old change itself into the new?	How can we work with the old to develop the new?
Archetypal Tactics	<ul style="list-style-type: none"> Startups Intentional communities 	<ul style="list-style-type: none"> Community organizing State force Strikes (capital, labor) Demonstrations Media campaigns 	<ul style="list-style-type: none"> Policy changes Organization breakups Rights legislation Legal cases 	<ul style="list-style-type: none"> Multistakeholder forums Public engagement Social labs

Figure 3: Four Strategies for Large Systems Change, Waddell 2018

Potential Impact of a Network-of-Networks

An interesting aspect of intersectoral action for change is how different sectors have different preferred change strategies with different roles and rationales, as per Waddell (2018). For example, actions taken by the public sector sit inside the traditional power relationship, while actions taken by NGOs sit outside the traditional power relationship, making different approaches necessary by each sector.

We are curious about the potential benefit of organizing across networks to collectively address common issues (e.g. climate change) and barriers to addressing these issues (e.g. lack of funding, time poverty) that cross over organizing and advocacy among these different sectors and networks.

At the moment there is a lack of structure to support working across the 4 strategies described by Waddell (2018). This is where a network-of-networks approach could be helpful.

Recent work by Waddock and colleagues provides a potential framework for how networks might convene transformation systems to achieve system transformation (see Figure 5) (Waddock, Waddell, Jones and Kendrick, 2022). They identify 3 clusters of functions for this purpose:

Connecting

- **Seeing:** Co-development of partners' understanding of the dynamics, structures, participants, and relationships in their transformation system. This understanding is the basis for powerful collaborative action.

- **Sensemaking:** Initiatives develop broadly shared understandings, visions, narratives, documents, and images of the (current and changing) transformation system and/or issues that need to be dealt with in that system, as well as shared aspirations, goals and solutions.

Cohering

- **Developing action agendas:** Bringing together transformation system participants to jointly identify actions to strengthen their collective impact and address deep systems challenges that typically impede transformation.
- **Co-creating transformation capacities:** Support the emergence of needed capabilities to co-create transformative leaders, metrics, communications, change and action strategies, structures, and resourcing.

Amplifying

- **Implementation:** Co-create processes to aid implementation of action plans.
- **Developing transformation infrastructure:** Supporting the emergence of transformation systems' infrastructure, including the capacity to connect, cohere, and amplify, and developing as transformation catalysts for their own transformation system.

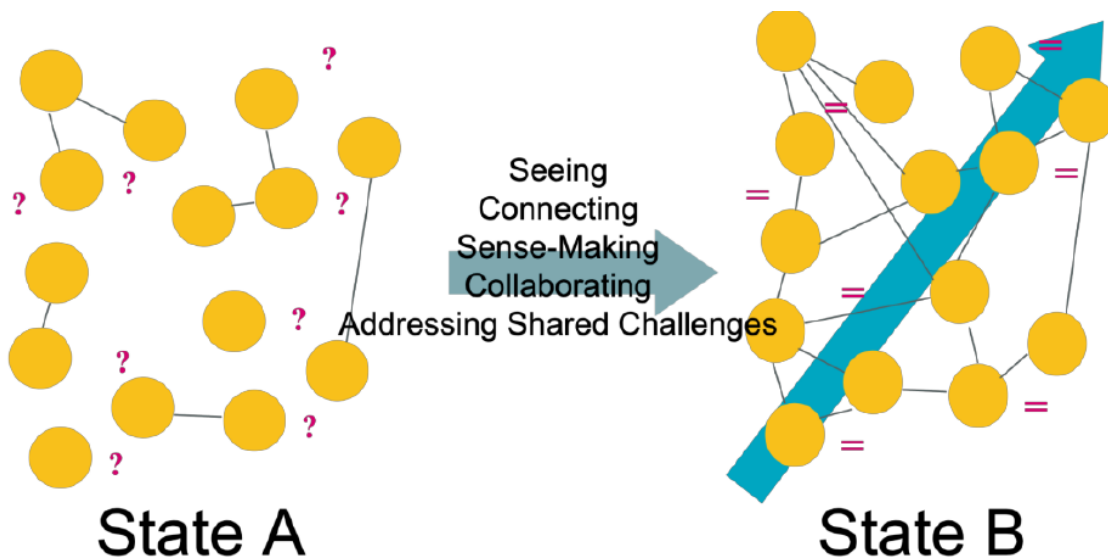


Figure 4: Emerging a transformation system (Waddock et al., 2022)

Part 3: Learning and Leadership

Building a database of networks focused on collaboration to address eco-social and structural determinants of health is beyond the scope of this environmental scan. However, we have identified some helpful examples of networks-of-networks, and health promotion networks, using a basic internet search, and putting the call out to our networks. We focused on networks from a variety of sectors working on transformative change, especially with a focus on the eco-social and structural determinants of health.

Network-of-Network Examples

(in alphabetical order)

Catalyst 2030

<https://catalyst2030.net/>

- Catalyst 2030 is a fast-growing global movement of people and organisations committed to advancing the UN Sustainable Development Goals (SDGs) by 2030

Catalyst 2030's distributed structure, allows members and stakeholders to easily connect, support each other and to collaboratively drive system social change.

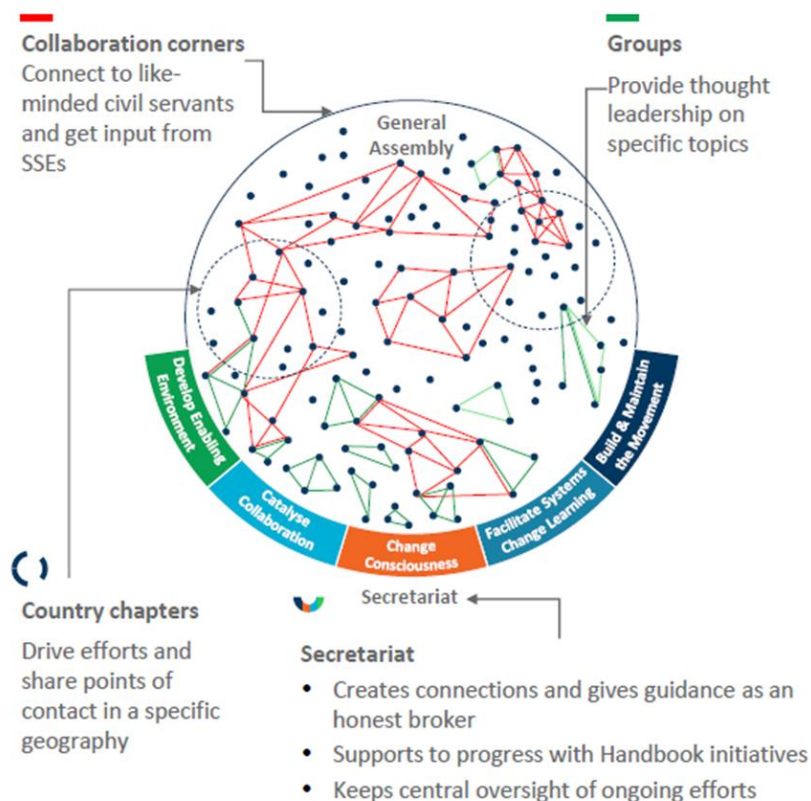


Figure 5: Catalyst 2030 (May 2023). *Turning Wheels: A guidebook.*

Fito Network

<https://medium.com/fito-network/the-next-big-horizon-uniting-networks-and-funders-across-sectors-to-transform-our-world-14515d0ddf7c>

- Working to unite some of the most creative and committed practitioners, thinkers, consultants, government leaders, and funders — from dozens of countries across all continents — to learn, co-create, and advocate on the global stage.

Future Earth

<https://futureearth.org/about/who-we-are/>

- Future Earth harnesses the experience and reach of thousands of scientists and innovators from across the globe. This global community is spread over a series of networks and governing and advisory bodies.

Percolab Coop

<https://www.percolab.com/livinglab/>

- Exploring the question: “How can we shift to a new paradigm of working, learning and governing with courage, care and consciousness...while creating more equitable economics?”

Projet Collectif

<https://projetcollectif.ca/presentation/>

(Please note, the translation was supported by Google)

Across Quebec, hundreds of thousands of people are involved in initiatives that aim to respond in a dignified, ecological, supportive and democratic way to the needs of society, such as food, housing, health, education, culture or transportation.

However, due to the size of the territory and the particularities of each community and each professional environment, it is currently very complex for all the people working on common solutions to meet up, help each other and collaborate, or simply to access the knowledge and learning gained from decades of work in the field. There is a lack of suitable tools, shared practices and spaces for pooling.

At Projet collectif, we facilitate collaboration as well as the sharing and dissemination of knowledge. To achieve this, we create ethical digital platforms, we support the animation of communities of practice, and we help organizations in their efforts to document, promote and disseminate knowledge.

By acting in complementarity with existing organizations, our action facilitates the deployment of communities of practice, access to strategic knowledge for social and environmental transformation, and the search for solutions to common and similar issues. Together, we contribute to increasing the capacities for collective action towards a more equitable and ecological Quebec .

WHO Health Services Learning Hub

<https://hlh.who.int/about-us/learning-architecture>

- Network of Networks – a convening of international organizations to leverage collective expertise on maintaining essential health services

Health Promotion Network Examples

Nonprofit Networks

1. [Ontario Nonprofit Network](#)
2. [Impact Organizations of Nova Scotia](#) (formerly Community Sector Council of Nova Scotia)
3. [Nunavut Association of Non-Profit Organizations](#)
4. [Alberta Nonprofit Network](#)

(See descriptions in: [Stronger Together: British Columbia Non-Profit Network Feasibility Study Report](#). Vantage Point, 2023).

Public Health

1. [CPHA](#)
2. [PHABC](#) (plus other provincial associations, should we list them all?)
3. [Pan Canadian Public Health Network](#) (inter-governmental)
4. Canadian Coalition for Public Health in the 21st Century (now defunct)

Campus, Research, Education

1. [Canadian Health Promoting Universities and Colleges Network](#)
2. [US Health Promoting Campuses Network](#)
3. [International Health Promoting Campuses Networks](#)
4. [Norwegian Network for Research and Education in Health Promotion Research](#)

Health Care

1. [International network of health promoting hospitals and health services](#)
2. [Prevention United](#), national network of mental health promotion practitioners (community of practice, Australia)
3. [Blog: The Ontario Health Promotion eBulletin](#) (last post 2020)
4. [LAMP Community Health Centre](#) (Etobicoke, ON)

Workplace

1. [European network for workplace health promotion](#)
2. [Indianapolis: community employer health](#)

Other

1. [International network of health promotion foundations](#)
2. [The Communication Initiative Network](#)
3. [Science Up First](#) (community of practice)
4. [Alliance for Healthier Communities](#) (communities of practice)
5. [RÉSEAU FRANCOPHONE INTERNATIONAL POUR LA PROMOTION DE LA SANTÉ](#) (REFIPS)
6. [International Union for Health Promotion and Education](#) (IUHPE)

Leadership

We searched for references on how organizations across sectors are implementing networks for transformational change. A complete literature review is beyond the scope of this environmental scan, but we were able to identify the concept of ‘field catalyst’ as an approach that is gaining traction in the community development sector, emerging out of 20 years of applying a Collective Impact approach. An example of this can be found in the work of the Tamarack Institute (Cheuy, 2023) exploring insights from the Collective Impact (CI) model, see Figure 7.

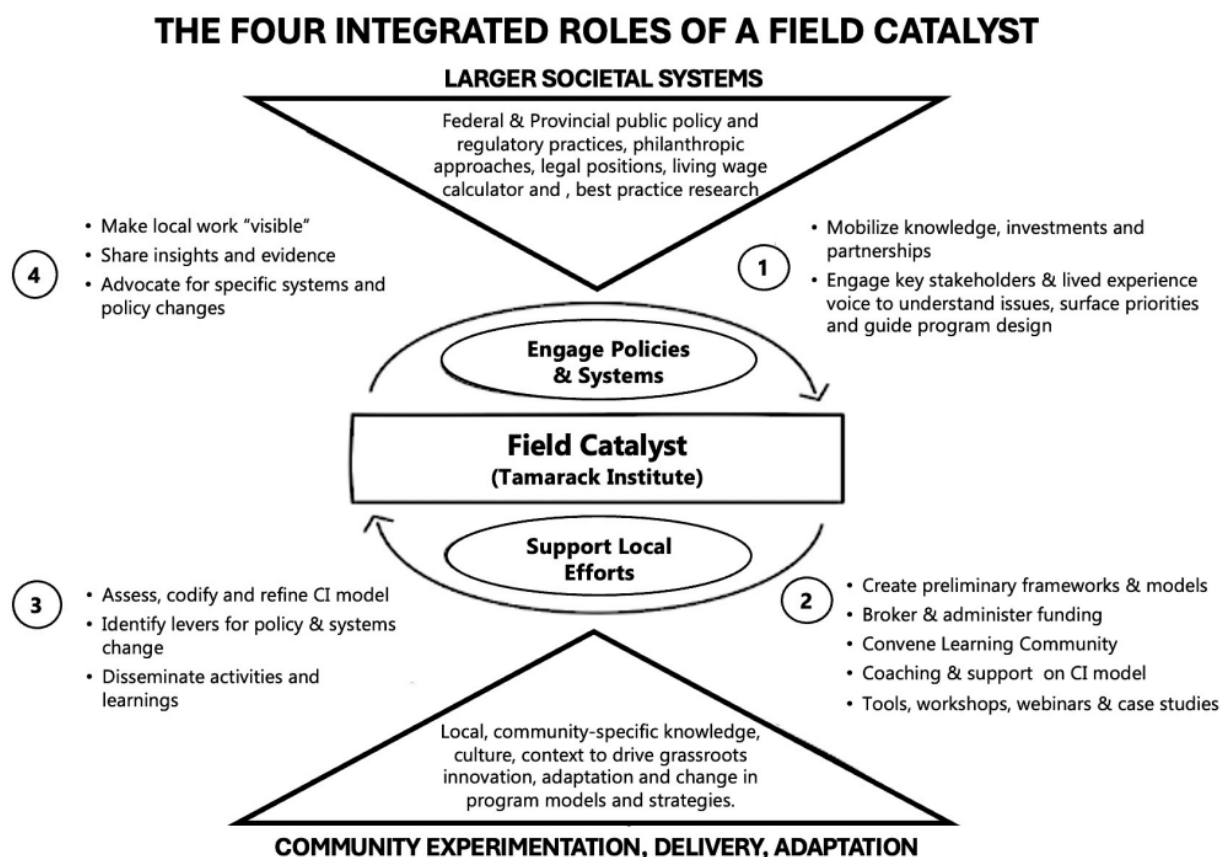


Figure 6: The Four Integrated Roles of a Field Catalyst (Cheuy, 2023)

The philanthropic sector is exploring ways to support the field catalyst role. A recent report describes how funding can support enabling conditions for field catalysts to thrive, in three categories (Famham et al., 2023):

1. **Building power** – by providing flexible, long-term capital and supporting field catalysts to build their organizational capacity
2. **Sharing power** – by supporting co-creation, centering the measures that matter to field catalysts
3. **Wielding power** – by making connections to other eco-system actors and using voice/platform to bolster field catalysts’ messaging

Next Steps

The Environmental Scan focused on 3 main clusters questions:

1. Core Concepts (helpful definitions, guiding theories)
 - What do we mean by 'network' and 'network-of-networks'?
 - How are we defining social, ecological, and structural determinants of health?
2. Shared Objectives (defining our impact)
 - What is our shared understanding of collaborative action and system transformation?
 - How might an intersectoral network-of-networks help us achieve our shared objective of intersectoral action for system transformation?
3. Learning and Leadership (helpful examples)
 - What are some examples of networks from a variety of sectors that appear to be sustainable and are addressing aspects of system transformation? (especially with a focus on the eco-social and structural determinants of health)
 - What can we learn from them?

Our intention is to provide a starting place (and common language) for exploring these questions further as part of the in-person Advisory Network meeting in August 2024, as well as within the larger 'building a network-of-networks' project.

Prior to the August meeting we will be conducting interviews with key informants from a variety of sectors to get insight into what they have been learning about intersectoral networks.

Following the August meeting we will be identifying gaps in our knowledge about what has worked and not worked in the development of networks to support intersectoral collaborative action in Canada. Based on this we will be developing additional data collection strategies to inform the project.

Any and all ideas and suggestions on next steps are welcome!

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