

SCD Table A. Study Variables and Survey Items

Dependent variables	Survey items
<p>Positioning for sustainability</p> <p>- <i>Clear goals, strategies, and appropriate leadership</i></p> <p>- <i>External environment</i></p>	<p>From your experience in the alliance, please indicate your level of agreement with the following statements about how well the alliance is positioned for the next five years:</p> <ul style="list-style-type: none"> a) The alliance has identified clear goals and objectives to guide its work for the next five years. b) The alliance has adopted the right strategies, programs and initiatives to achieve its stated objectives over the next five years. c) The Alliance has the appropriate leadership to guide the organization for the next five years. d) State or local economic conditions (e.g., economic growth, market competition, etc.) are likely to hinder the alliance's efforts to achieve its objectives over the next five years. e) State or local political conditions (e.g., policy environment at the state and local level) are likely to hinder the alliance's efforts to achieve its objectives over the next five years.
<p>Challenges to sustainability</p>	<p>How likely do you think it is that the alliance will face the following challenges sometime over the next five years?</p> <ul style="list-style-type: none"> a) The alliance will have difficulty attracting or keeping the "right" people on the alliance board/key leadership group - that is, people with the skills, talents, or political connections needed. b) The alliance will have difficulty getting alliance board members to make a strong enough commitment or dedicate enough time to the alliance. c) The alliance will have difficulty getting the broad-based support it needs from the community. d) The alliance will have difficulty securing the financial resources needed to do its work. e) The alliance will have difficulty attracting or retaining staff who have the skills and experience needed. f) The alliance will face competition from other entities/organizations who want to perform the same or similar work as the alliance.
<p>Overall Future Performance</p>	<p>From your perspective, how likely are the following things to occur over the next five years?</p> <ul style="list-style-type: none"> a) The alliance will become recognized (or continue to be recognized) as a national leader in one or more areas of its work. b) The alliance's work will lead to measurable improvements in the quality of health care provided in its service area. c) The alliance's work will lead to measurable improvements in the health of people in its service area.
Correlates of Alliance Sustainability	
Alliance effectiveness	
	<p>From your perspective, how effective has the alliance been to date in each of the following areas?</p> <ul style="list-style-type: none"> a) Providing a neutral forum for key stakeholders to discuss community health care issues b) Recruiting and retaining the right mix of community leaders to set the direction of the alliance c) Identifying the efforts most needed in the community to improve quality of care or improve community health d) Recruiting and retaining the right staff to manage and implement alliance initiatives/programs e) Positioning itself as a leading voice for health or health care in the community

Perceived effectiveness	f) Establishing strategic relationships with key leaders in the community/state (government representatives and agencies, media, civic/community organizations, etc.) g) Making measureable improvements in the quality of health care provided in the community h) Making measurable improvements in health outcomes in the community i) Securing the financial resources needed to do its work
Alliance as collective	
Clear and shared vision, strategies, ownership	From your perspective, please indicate your level of agreement with the following statements related to the culture of the alliance: a) Participants in the alliance have a clear, shared vision for health or health care in the community. b) Participants in the alliance are in agreement about the best strategies to achieve our priorities. c) Participants in the alliance lack a sense of ownership of the alliance (<i>reverse scored</i>) d) Participants in the alliance lack access to the organization's plan or other information that outlines its strategic priorities/direction (<i>reverse scored</i>)
Individual commitment	
Level of participation	How long have you participated in the alliance? <ul style="list-style-type: none"> ○ Less than 1 year ○ 1-2 years ○ 3-5 years ○ 5 years or greater Over the last six months, approximately what percent of your time did you devote to activities of the alliance? <ul style="list-style-type: none"> ○ Less than 5% ○ 5% to 10% ○ Greater than 10% but less 25% ○ 25% to 50% ○ Greater than 50% but less than 75% ○ Greater than 75%

