

PROJECT GOAL: Leverage the experience and expertise found in state agencies and MA community partners in a strategic way to increase the capacity to serve individuals eligible for state agency services and the wider constituency who would benefit from respite.

Rubric: Levels of Organizational Integration

Level of Integration	Purpose	Strategies and Tasks	Leadership and Decision Making	Inter-professional Communication
Independent (none) 0	None identified	Shared strategies and tasks do not exist	No shared leadership or decision-making structures	Nonexistent or very infrequent and unplanned
Network 1	Create a web of communication Identify and create a base of support to explore interests	Loose or no shared structures Flexible, roles not defined Few clear tasks	Nonhierarchical Flexible	Very little inter-professional conflict Communication among members is planned, but infrequent
Cooperating 2	Work together to ensure tasks are done Leverage or raise money	Member links are advisory in nature Few structures and shared tasks Distinct organizational missions	Nonhierarchical, decisions tend to be low stakes Facilitative leaders, often voluntary Several people form a 'go-to' hub	Some degree of personal commitment and investment Minimal inter-professional conflict Communication among members is clear, but largely informal
Partnering 3	Share resources to address common issues Organizations remain autonomous but support something new to reach mutual goals together	Strategies and tasks are developed and maintained Tasks are delegated Documented overlaps in organizational mission	Central leadership group identified Partners share equally in the decision-making process	Some inter-professional conflict Communication system and formal information channels developed Evidence of problem solving and productivity
Unifying 4	Extract money from existing organizations and merge resources to create something new Commitment for a long period of time to achieve short- and long-term outcomes	Formal structure to support strategies and tasks Specific short- and long-term strategies and tasks are identified A shared organizational mission	Decision-making mechanisms are in place Strong, visible leadership Committee and subcommittees formed Roles and responsibilities are clear and designated	High degree of commitment and investment Possibility of inter-professional conflict is high Communication is clear, frequent and prioritized

