

**Healthy Boost**



# Peer-review report

**Healthy Boost – Urban Labs for Better Health for All in the  
Baltic Sea Region, 2021**

## Imprint

This publication has been developed within the European project **Healthy Boost – Urban Labs for Better Health for All in the Baltic Sea Region - boosting cross-sectoral cooperation for health and wellbeing in the cities**. The Healthy Boost consortium consisted of the following partners: City of Turku (FI), Metropolia University of Applied Sciences (FI), Lithuanian University of Health Sciences (LT), Jelgava Local Municipality (LV), Riga Stradiņš University (LV), City of Poznań (PL), Suwalki Municipality (PL), Nofer Institute of Occupational Medicine (PL), Västerbotten County Council (SE), Pskov City Administration (RU), City Hall of Cherepovets (RU), Science Park Tehnopol (EE), Tartu City Government (EE), City of Helsinki (FI), Klaipeda City Public Health Bureau (LT).

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<b>Contract:</b>	<b>Healthy Boost</b> – Urban Labs for Better Health for All in the Baltic Sea Region - boosting cross-sectoral cooperation for health and wellbeing in the cities Project no. R085
<b>Title:</b>	Peer-review report
<b>Version:</b>	10/2021
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<b>Layout:</b>	Västerbotten County Council
<b>Cover picture:</b>	Healthy Boost project

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**How to cite:** Ballin, M. & Nordström, A. (2021). Peer-review report. Deliverable 4.2 of the Healthy Boost project, co-funded by the European Development Fund.  
<https://www.regionvasterbotten.se>

## Project note

The EU co-funded project **Healthy Boost – Urban Labs for Better Health for All in the Baltic Sea Region - boosting cross-sectoral cooperation for health and wellbeing in the cities (2019–2021)** addresses the health burden of city residents due to unhealthy lifestyles. Cities such as Poznań, Klaipeda, Jelgava, Tartu, and Turku experiment with different methods of community participation, health learning or cross-sectoral cooperation. The main objective of the project is to make urban policies for health and well-being more innovative, more effective, and more integrated. This includes work on cross-sectoral cooperation with potential to be used in other fields as well.

Cross-sectoral cooperation can boost health and wellbeing in the Baltic cities. The Healthy Boost project brings together fourteen partners representing different levels of governance within various sectors. Their aim is to improve the capacities of local authorities to enhance health and well-being of citizens through cross-sectoral cooperation.

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## 1. Brief summary

The main purpose of the WP 4.2 Peer Review was to evaluate the cities' use and experiences of the 'Model for Cross-Sectoral Cooperation'. Specifically, the regional analysis of the results will be used to bring learning for further development, revision, unification, and generalization of the Model by Riga Stradiņš University in WP 4.3.

Overall, piloting cities in the Healthy Boost project found usefulness of the Model for cross-sectoral cooperation in different stages of their projects and with benefits relating to important factors such as improved organization, preparation, structure, communication, motivation, risk assessment and risk minimization. The Model also promoted creative thinking and seeing things from different perspectives, which was helpful in critical situations or in preventive work to avoid certain risks. The design of the Model was flexible and thus had high generalizability potential to other projects. Overall, most cities found that the Model exceeded their expectations. Importantly, the Model was suggested to be improved through adding or revising certain components related to: specificity, such as indicators of success; instructions on how to use the Model, such as case-examples; and layout, such as restructuring the order of stages and domains. This would be valuable for improving the Model and especially making it easier for beginners entering the field of cross-sectoral cooperation to understand how to apply and utilize the Model in their own setting. This in turn would increase the probability of successful user experience of the Model, subsequently increasing the chance that it is further recommended and spread to other partners and organizations not currently aware of the Model.

## 2. Procedure and material for assessment

The WP 4.2 - Peer Reviews - comprised four Group of Activities: 4.2.1 – Post pilot peer-review questionnaires. 4.2.2 – Post pilot peer-reviews. 4.2.3 – Individual peer-review analysis. 4.2.4 – Regional peer-review analysis.

A questionnaire was constructed (4.2.1) which consisted of two parts – the 'User Experience Questionnaire' and individually formulated questions (Appendix 1). The questionnaire was sent out to the coordinator of each piloting city on March 1 and returned on March 8 (4.2.2). The aim of the questionnaire was to collect feedback from pilot cities regarding the usefulness of different components of the Model and their experiences of certain attributes of the Model. Once returned, the answers were studied and formed the basis for the design of a forthcoming interview. Specifically, each pilot city coordinator participated in a one-on-one online interview with Västerbotten (4.2.2) The interviews were semi-structured as some questions were based partly on the responses to the questionnaire. Interviews took were conducted online through Microsoft Teams between March 15 and March 24. The interviews were recorded and later transliterated. After the interview, the answers to the questionnaire as well as the information given from the interview were combined and described for each city separately (4.2.3). Finally, an overview and regional summary was performed by summarizing the general usability and experiences from all cities together, including suggested areas of improvement of the Model (4.2.4).

## 3. Individual analysis

### 3.1. Tartu City Government (FI)

#### 3.1.1. Attributes of the Model

Overall, the impression of the attributes of the Model was positive. Most notably, the Model was very supportive, interesting, and exciting to use by helping them to solve problems that arose with their partners regarding motivation and communication or when they were stuck in cooperation and did not know how to proceed. It also promoted thinking outside the box, which was useful when they encountered problems. The fact that the Model does not give straight answers but rather help the end-user to find the solutions to their problems on their own, was an important advantage.

The paper version of the Model had limited space for extensive written comments, consequently making it difficult to put down extensive comments as well as recalling what they meant with their comments if a significant amount of time had passed between the time of the comment and the time of reading the comments. Therefore, they suggested an online version of the Model which would not only be more inventive but more importantly it would enable surveillance and evaluation of one's progression regarding cross-sectoral cooperation, thus improving its efficiency. In an online version it would also be easier to write down extensive comments and notes to the Model, of valuable use during a long project period.

#### 3.1.2. Usability of the Model

They used the Model in their project team by going through the questions of the Model as a checklist and discussing it amongst each other during their team meetings. They primarily found the Model useful as a supportive tool in times of problem when they were stuck or did not know how to proceed. For instance, when they had issues with communication with their partners, the 'communication' domain of the Model helped them improve communication and find a solution to their problems. Although they could not mention certain situations where the Model was difficult to use, they highlighted that it takes a while, a learning period, to understand that the Model is a flexible tool with no rights or wrongs.

They did not involve their other partners in using the Model because their partners had insufficient time or lacked interest. Also, because they initially were unsure how to use the Model, they were afraid of involving their partners too much and risk a negative impact on their partners motivation. To successfully involve other partners in using the Model, it requires sufficient time of preparation from the pilot coordinator to decide exactly what they want to achieve from cooperating with their partners in using the Model.

The Model was somewhat useless during the 'mapping' and 'planning' stages, due to the Model not being finished at the time of these phases of the project. Because they had previous experience in working with health promotion projects, they had already addressed similar issues as those mentioned in these stages of the

Model, thus they did not think they suffered from not having access to the Model in the beginning of their project. However, they highlighted that ‘mapping’ and ‘planning’ stages may be very useful for teams who are new to working with health promoting projects.

The Model was somewhat useful in the ‘implementation’ and ‘evaluation’ stages. The most useful situations were in times of problems or obstacles, when they turned to the Model for ideas on how to proceed. Specifically, issues regarding communications were overcome by the use of the Model, and the specific domain of the Model which Tartu found to be extremely useful was the ‘communication’ domain. They specifically mention the importance of communication in relation to motivation. For them, it was difficult to motivate their partners because of financial incentives of their partners, which Tartu could not affect. They realized that as they were unable to motivate them, they had to focus on effective communication in order to move forward in the project. This is where the Model helped them to take action, be stricter and stay on track in terms of their timeline. This situation gave them valuable experiences for future collaborations, stressing the necessity of clear and structured communication plans that are established prior to the start of a project. In contrast, ‘leadership’ and ‘coordination’ domains were not useful. These domains were described as overlapping, with similar questions that were repetitive. Also, ‘leadership’ was useless because of a pre-existing established distribution of leadership and responsibilities. However, they highlight that this would likely be different in another type of organization.

### **3.1.3. Summary**

In sum, the best thing about the Model was that it was flexible and could be used according to personal preferences and different situations. While a limitation was that the Model was unable to help them motivate partners with solely financial interest, a strength was that Model was especially important for promoting effective communication in such situations, when partners had different types and levels of motivation. Another limitation and area of potential improvement was the ‘coordination’ and ‘leadership’ domains which were perceived as overlapping. Another suggestion for improvement was an online version of the Model, which would facilitate writing comments and revising these and evaluating the progress of cross-sectoral cooperation throughout the pilot. Overall, the Model slightly exceeded their original expectations as they initially had feelings of skepticism, which the Model overcame when it turned out to be valuable, especially in terms of problem solving and communication.

## **3.2. Jelgava Local Municipality (LV)**

### **3.2.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was positive. The most positive attributes were that the Model was supportive, easy, and interesting to use. The flexibility of the Model made it supportive and the fact that it was well-structured, easy to navigate through, and well-elaborated made it easy and interesting to use. The Model also promoted critical thinking and reflections. The fact that it was initially difficult to understand how to use the Model had a negative impact on perceived efficiency. However, following a learning period they



felt that it became more efficient. A good thing was that the Model did not give straight answers, but rather it helped you to find solutions yourself. The flexible and general approach of the Model means it can be used in different organizations and projects, increasing its generalizability. The Model was thought as very inventive because they had no previous experience of similar tools, and the Model was well structured and easy to navigate through, although the actual content within the Model was relatively traditional.

### **3.2.2. Usability of the Model**

The Model was used as a checklist in their project team meetings by analyzing their progression in cross-sectoral cooperation and whether they were succeeding or failing in certain areas. It was mostly used in situations when they were facing an obstacle or was stuck, where looking at the Model gave them new ideas and made them see things from different perspectives, helping them reach a solution. For example, during the implementation of the pilot project when they had to focus on improving communication and motivation of their partners. By using the Model and the specific domains for these areas, they were able to recognize the problems and understand certain points that they needed to improve further in terms of their communication with their stakeholders as well as motivation. The Model helped them by promoting creative thinking and viewing problems from several different perspectives.

In terms of motivation, the Model helped them to understand that all involved partners of the project have separate individual goals. The Model helped them to realize this and find shared goals among partners, boosted the cooperation process. In terms of communication, the Model helped them realize that they needed to discuss and reach consensus regarding preferred communication strategies with their partners, which were of great value especially during the implementation of their pilot.

They did not involve any partners in the use of the Model because they had a narrow target group consisting of children and they also wanted to focus on trying to understand the Model themselves. They found the Model to be extremely useful in the 'implementation' stage where it helped them to constantly evaluate their cooperation performance and helped them improve and change their behavior in a positive direction if needed. The Model was somewhat useful in the 'planning' stage but only on a theoretical level where they looked at the Model and evaluated their previous actions retrospect. The Model was useless in the 'mapping' and 'evaluation' stage but only because they did not have access to the Model in the beginning of the project and had not reached the evaluation phase yet.

They found the domain 'risk identification' to be somewhat useless because they had difficulties understanding its purpose. As described, the most important and serious risks regarding implementation of the pilot cannot be predicted. Risks had already been assessed before the project started but they felt they could have looked at risk identification in the other stages of their pilot as well. The fact that they did not look at the risk identification domain in the earlier phases of their pilot might have led to conflicts with their partners regarding motives and goals. For example, they assumed that all partners shared a common goal and interest, but later they realized that the companies they worked with had more of a financial interest and vision. They believed that if



they had used the risk identification domain of the Model earlier this dilemma might have been avoided or solved more easily. As mentioned, they found that the 'leadership' and 'coordination' domain were useful. These domains helped them to plan and assign different responsibilities for everyone in their project team. Also, the 'motivation' domain was perceived as useful for improving cross-sectoral cooperation. Specifically, once they realized that motivation among partners might be different, they used the Model to evaluate motivation among their partners. They found that some had financial motives while they themselves were more focused on the quality of the outcome. Consequently, they organized meeting where they used the Model to establish a common goal which motivated all partners, thus ensuring satisfaction among all partners and reducing the risk of some losing interest and motivation.

### **3.2.3. Summary**

In sum, the best thing about the Model was that it helped improve cross-sectoral cooperation despite that they had pre-existing experience of cross-sectoral work. It was especially useful during implementation and evaluation stages of their project. The knowledge and experiences that they earned through piloting the Model will be useful in future work in their municipality. The Model was a sustainable tool with extended benefits also to other projects. It was supportive, well-structured, and interesting to use. No major limitation was identified, but there is a learning period, meaning that at first it can seem difficult to use the Model but provided sufficient time is spent on using it, it becomes clearer. The Model slightly exceeded their original expectations they had when entering the Healthy Boost project. They expected a short tool with simple yes and no answers. However, they were positively surprised by the fact that a more comprehensive and flexible model was actually more useful, specifically highlighting the importance of a generic flexible tool with respect to generalizability, because there cannot be one specific Model designed to perfection that can be used in the same way in all projects. The fact that the Model did not give them straight answers, but rather helped them to find the solutions themselves by thinking outside of the box, was something they appreciated a lot. Also, the Model helped to identify and evaluate the different types of motivation among project partners, and subsequently, the Model was used to establish a common ground of motivation.

## **3.3. Pskov City Administration (RU)**

### **3.3.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was positive. The most positive were that the Model was perceived as very supportive, efficient, and clear. Despite previous experience in working with cross-sectoral cooperation, the Model was supportive especially in the beginning of the project, during mapping and planning stages. The structure and flexibility of the Model made it efficient and clear to use. However, they requested more detailed instructions on how to use the Model. For example, some questions with yes/no answers and subsequent guidance depending on the answer, to know whether one is on the right track of successful cross-sectoral cooperation or not. The Model was perceived as relatively boring and conventional, mainly because of the lack of questions with specific given answers as well as the length of the Model.

### 3.3.2. Usability of the Model

The Model was used during project team meetings, when planning focus groups and during seminar series, both face-to-face and online. The Model was used both during these meetings through discussions, as well as in the preparing for the meeting, focusing on motivation and communication. They also used the Model for educational purposes for new team members being introduced to cross-sectoral cooperation. In addition, the Model was used to successfully involve other partners in the use of the Model by education and introduced it during seminar series, where partners were able to work with the Model which helped them recognize its benefits. The Model was also useful by helping them realize the importance of involving partners as well as citizens in health promotion work, by recognizing everyone's value and importance to cooperation. There was however a learning period, as the Model was a bit difficult to grasp initially, partly due to its flexibility with no rights or wrongs. Some kind of benchmark or guidance to know if you are on the right track of cooperation would be valuable.

The 'mapping' and 'planning' stages were extremely useful because they had many things going on in the beginning of their pilot. Specifically, in these stages the Model helped them ensure involvement of all sectors of society and also to promote communication and motivation of all partners. The successful result of this is reflected in the fact that they have received positive feedback from the city that they want to continue with similar projects. In contrast, 'evaluation' stage was somewhat useless. They realized during their work that evaluation is critical, but the Model should have highlighted the importance of evaluation even more, throughout all periods of a project. The risk is otherwise that this is forgotten, which was the case for Pskov. Thus, clearer instructions on the importance of continuous evaluation may be useful.

The 'risk identification' and 'communication' domains were extremely useful. For instance, the Model helped to risks regarding potential loss of human resources in the project, as illustrated when one employee left. As for communication, they were used to working mainly with personal meetings, but the Model helped them expand their communication resources and skills and taught them to choose a best option of communication depending on the situation and the joint preference of their partners and themselves. In contrast, 'motivation' domain was somewhat useless, but only because their partners were already very motivated, so they never had big use of the Model for this purpose. Yet, they realized the difficulties of motivating business who only have financial incentives, and here the Model is important for creating other common shared motivations and goals. In this sense, the Model included some examples of specific questions/statements/advice that are useful for motivating certain partners with financial incentives.

### 3.3.3. Summary

In sum, the best things about the Model were its structure and flexibility making it easy to use through a variety of stages depending on personal preferences and needs of the pilot, as well as its potential use as educational material. Without the Model, they think they would have been more frustrated and unstructured in the work, with a risk of a more chaotic process. In this sense, the Model helped them to organize and boost the structure of their work, and it improved their results and helped them understand the importance of involving

all sectors of society for health promotion. The Model slightly exceeded their original expectations. While they expected a shorter tool, they were positively surprised by the comprehensiveness of the Model, which was easy to use despite that it was long. The flexibility makes it easy to generalize and apply in other settings and for other partners depending on different needs. The most important changes to be made to the Model would be some more guidance regarding the importance of evaluation as well as some kind of guidance that allows for an assessment of whether the user is on the right path towards successful cross-sectoral cooperation or not.

## **3.4. City of Turku Central Administration (FI)**

### **3.4.1. Attributes of the Model**

Overall, the impression of the Model was rather neutral. Yet, the concept of the Model was easy to understand, the instructions were sufficient, and the model was flexible as its questions could be used in a variety of ways and adapted according to situations needs. Therefore, the Model was perceived as very clear to use. The Model was perceived as conventional and usual because the design was very common, but this was not an important limitation.

### **3.4.2. Usability of the Model**

The Model was mostly used during implementation of workshops and when planning meeting agendas. Because meetings are a natural part of the work, it was easy to implement the Model in these situations. The ‘risk identification’ and ‘motivation’ domains were the most frequently used when planning meetings. The fact that the questions were adapted in the different stages of the Model to reflect the phases in the project was an important benefit. They involved their partners in the use of the Model, mainly through the preparations for the meetings. The Model was helpful to raise awareness of cross-sectoral cooperation among partners, and the feedback given by the partners in this regard was positive, where they became more and more interested in using the Model themselves. Further the Model helped bring up things for discussions that are otherwise taken for granted or ignored due to habits, which in turn helped to avoid or prevent potential conflicts, thereby boosting cooperation.

They recommend making an online version of the Model because that would make it easier to write down comments/notes to the Model as well as updating them continuously. An online version could also have a clickable “table of contents” to make it easier to navigate back and forth in the Model. Further, an online version of the Model would facilitate involvement of other partners in the use of the Model when you do not always meet face-to-face. Furthermore, the extensiveness of the Model makes it difficult to use it when in a hurry, but the upsides outweigh the downsides. Especially when the Model is used regularly, you can use it step by step, depending on your needs and time, which was very helpful. Because the Model was used regularly, an online version of the Model would make it easier to write comments and revise these, and also see the progress.

The 'mapping' and 'planning' stages were extremely useful because these are critical phases of a project. As mentioned, the Model helped bring up to discussion questions that are otherwise assumed or taken for granted, which boosted cooperation even with colleagues where a relationship and cooperation was pre-existing. Without the Model in these phases, the risk of conflicts arising through the project would have been bigger.

In contrast, 'implementation' stage was somewhat useless because it was difficult to understand when to use this stage, as the work is not always linear. There were also some overlapping questions regarding 'risk identification

in the 'implementation' stage ("Is cooperation going according to previously planned activities and strategies" vs "Is the responsibility for project implementation distributed fairly"?) Further, they recommend the question "What are the signs that information and sensitive data is at risk?" to be changed to the statement "How partners can ensure that information and sensitive data will not be compromised", in order to have a more proactive and positive approach. For example, "All the partners do not follow the agreed upon data protection and security measurements" could be revised to "All the partners follow the agreed upon data protection and security measurements". Further, adjustments could be made in the 'communication' domain in the 'assessment' stage, where it would be good to ask not only what aspects to assess but also how to assess and how to choose the most useful indicators to measure the internal/external communication.

Overall, most domains were extremely useful. Specifically, 'risk identification' and 'motivation' were especially useful because their work demanded a lot of internal interaction with different city sectors where motivation is seldom discussed. By using these domains of the Model, they were able to find and create common goals and motivation, beyond financial interests, which helped to improve cooperation and avoid conflicts by minimizing risks.

### **3.4.3. Summary**

In sum, the best things about the Model were that it was flexible, well-structured and could be adjusted to personal preferences, meaning it can be generalized and applied in other settings. They recommend including some case-examples of how cities can use and implement the Model as this would be helpful to those just entering the field of cross-sectoral cooperation. Such case-examples may with benefit be incorporated in an online version of the Model. The Model slightly exceeded their original expectations. The first impression was that the Model seemed very extensive with many questions but when they understood that the Model was flexible and could be used according to preference it became more useful. This could for example be highlighted even more if case-examples of how the Model can be used are implemented, to avoid feeling overwhelmed.

## **3.5. Suwalki Municipality (PL)**

### **3.5.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was rather neutral. Most notably was that it was quite interesting and clear to use because of its clear overview and that it was well-structured. The Model was quite comprehensive, and it was suggested that a lighter version of the Model could be more supportive in the way that it would make it easier to attract an interest from potential partners and promote the Model. Also, the Model was deemed to be rather conventional although this was not thought of as a problem.

### **3.5.2. Usability of the Model**

The Model was mostly used regularly in preparation work in the project, mostly during project team meetings and workshops. All stages and domains were deemed to be somewhat useful. For example, the 'planning' stages of the Model was helpful as it stimulated rethinking from different perspectives, boosting creativity and in the end improving the cooperation with the partners. The 'risk identification' domain was also useful to help identify potential risks other than those commonly thought of. The 'planning' and 'implementation' stages of the Model were also used for planning efficient communication with partners and to help reorganization in specific situations of implementation such as when the project and the associated budget had to be changed due to the pandemic.

The ability of the Model to help with preparation and organization was especially helpful during stressful situations and may have potentially prevented some conflicts/issues to arise during the project. In this sense, the 'motivation' domain of the Model was also useful to ensure adequate and common motivation in difficult times such as the pandemic, and to help maintain good cooperation by rethinking their actions.

Other partners were not very involved in using the Model, mainly because of the narrow target group including children. However, the Model was shown to other adult stakeholders on a few occasions, but a lighter version of the Model would have been useful in this context.

One highlighted benefit of the Model was its flexibility and general questions, meaning that there was a high probability of always finding questions that suited your needs and the situation. However, it was mentioned that sufficient time needs to be available that can be spent on using the Model thoroughly, it is not to be used when in a hurry. Therefore, as mentioned, a lighter version of the Model may be good for not only promoting the Model to new potential partners, but also to promote the Model to new project employees who enter the team in the middle of a project. Another benefit was that the Model made you constantly rethink your thoughts and actions which was helpful for the cooperation. Despite some previous experience in cross-sectoral cooperation, the Model was found to be valuable and used regularly. Given that it was well structured and very generalizable it was said to be a potential useful tool in future projects.

### **3.5.3. Summary**

In sum, the greatest benefits of the Model were that it was well designed, structured and clear to use. It helped to improve preparatory work, communication, and motivation. It also promoted reflective and critical thinking and stimulated creativity. The flexibility and generic design of the Model means it can be used in future projects. The expectations were that the Model would just be another document with limited value or use. However, after using the Model it was deemed to exceed the expectations and it could easily be used without previous experience with similar tools as the instructions were simple. An area of improvement would be to make some kind of lighter version of the Model to facilitate promotion of the Model to new partners or colleagues. An online digital version of the Model was not thought of as a necessity, neither were the inclusion of case-examples to show how the Model can be used and applied.

## **3.6. City of Poznań (PL)**

### **3.6.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was positive. Primarily, the Model was found to be extremely clear and easy to use. The instructions to the Model were described in an easy language making it clear and easy to use, and the structure with stages and domains was very clear, and the graphic layout of the Model was attractive and made it easy to remember the Model. The Model was in the middle between efficient/inefficient. In situations when the Model was useful, it was indeed efficient. However, in certain situations with specific issues, the Model was not very helpful because its general questions were unable to solve the issue which required more specific solutions. The Model was found to be conventional and usual, but this was not deemed to be an important limitation. They prioritized usefulness over inventiveness.

### **3.6.2. Usability of the Model**

Primarily, the Model was used as a checklist to help improve the organization and structure of the project work when the pandemic threw everything upside down. Other partners were not directly involved in using the Model simply because there was no time for this given the situation with the pandemic. However, it is planned that the Model will be used for evaluation of the planned co-creation workshops. Regardless, the Model helped by highlighting the most important things to focus on during stressful periods. The Model made you rethink and reflect a lot more than usual in order to find creative solutions to your problems/challenges. It also helped to raise awareness of the importance of establishing a fruitful relationship with other partners and also to recognize the importance of motivation. Especially during the planning and implementation of the project, the 'motivation' and 'communication' domains were extremely helpful to enhance motivation and communication with partners whom they had not previously worked with. Similarly, because these partners were new, the Model helped to highlight the importance of risk identification, which helped to build a friendly relationship and avoid conflicts. The 'assessment' stage had the potential of being very important because this is something that is often forgotten, and the Model helped raise an interest in this area. However, it was found to be somewhat useless because it did not provide the new tools or way of thinking that was hoped for. However, their

expectations were very high in this area, thus the general questions of the Model were probably insufficient to meet their needs. The 'leadership' domain was somewhat useless because this was very overlapping with the 'coordination' domain. Consequently, it was recommended that these two are merged together.

### **3.6.3. Summary**

In sum, the best things about the Model were that it was very clear and easy to use which was helpful to improve organization and structural work of the project. Using the Model as a checklist is great to know if you are doing the right things for cooperation, especially in the beginning of a project. This was highlighted to be of particular importance and value to beginners in this field. While the Model turned out to be slightly below their expectations, this was likely because they already had previous experience in similar work, thus the Model would have had to provide even more specific questions and content to match their specific requirements in certain situations. However, the general structure of the Model was overall not an issue but was rather deemed a necessity to make it useful for many different organizations and projects. Areas of improvement included merging the 'coordination' and 'leadership' domains together. Another improvement would be to change the layout of the Model so that each stage includes all the domains, rather than the opposite. In other words, when you are in the planning phase of your pilot, and you look at the planning stage in the Model, you have all the different questions for all the domains gathered at the same place. Currently, it is the other way around. This would also make it easier to promote the Model and introduce it to other partners.

## **3.7. Klaipeda City Public Health Bureau (LT)**

### **3.7.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was positive. For instance, it was very easy and clear to use given that its concept was very comprehensible with a good structure. Yet, the Model as not very supportive because it was too general and lacked specificity for the health promotion sector. More specific guidance or instructions how it can be applied in health promotion would be valuable. For example, it was recommended that to become more specific, a few more specific questions for the health promotion sector could be included and content regarding how to cooperate with sectors outside of health promotion. They had no previous experience from a similar tool or working method, which was deemed to be one of the reasons for this recommendation. Another way to improve supportiveness through specificity would be to add some case-examples in the introduction of the Model, describing examples of how it can be applied and used in health promotion projects.

### **3.7.2. Usability of the Model**

The Model was primarily used as a checklist within the project team. Specifically, the stages and domains were used as a guideline throughout the project to judge whether they were on the right track of cooperation and had everything in order. They managed to slightly involve other partners in using the Model before the pandemic broke out. For example, they used the Model when they together with stakeholders developed their virtual reality tool. Specifically, the 'planning' and 'implementation' stages of the Model were used the most



where it helped them make sure that they had everything in place and all relevant questions answered. In this sense, the 'motivation' and 'communication' domain were perhaps the most useful ones. Given the pandemic, more pressure was put on establishing a solid communication strategy, but also ensuring motivation, the Model helped to boost these factors. While certain partners may have more financial motives to participate in cooperation, creating a good communication and common ground of motivation was thought to be essential for establishing a fruitful relationship that increases the probability of future collaboration with this partner in other projects as well. While they judged the Model to be somewhat useless in 'mapping' and 'evaluation' stage that was explained as the fact that they had passed the mapping phase of their project once they received the Model, and that they had not reached evaluation phase. Yet, having gone through the entire Model, they thought in retrospect that the questions in the mapping stage would have been useful for them.

### **3.7.3. Summary**

In sum, the best things about the Model were that it helped to boost the motivation, both their own and their partners, helping to create a common ground and vision. The planning stage was useful to ensure availability of resources for cooperation. Yet, the Model was slightly below their expectations because they expected it to be more specific to the public health sector. While they recognize the great potential of the Model, its usefulness, and its value, they would personally have preferred more specific questions in the Model. Consequently, suggested areas of improvement include either some more specific questions to health promotion sector, or some case-examples showing how the Model can be used and applied in health promotion projects. Another improvement would be to change the layout of the Model so that each stage includes all the domains, rather than the opposite. In other words, when you are in the planning phase of your pilot, and you look at the planning stage in the Model, you have all the different questions for all the domains gathered at the same place. Currently, it is the other way around. An online digital version of the Model was not thought of as a necessity as the paper version was good enough and easy to use during face-to-face meetings.

## **3.8. City of Helsinki (FI)**

### **3.8.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was rather neutral. The supportiveness and efficiency of the Model was rated as moderate. Specifically, while the 'planning' stage of the Model was somewhat utilized in the beginning of their project to help develop some unity with their partners, the fact that the questions were broad and general made it less supportive and efficient than what they hoped for. The Model was deemed to be rather conventional and usual, in part because its visual layout and graphic was not very inviting with several pages of just text and lines. Such documents are common in the field, therefore, a design that is less monotonic would be more inviting to spark an interest in the user. For example, it would be good to add some case-examples of how the Model can be used and implemented in different projects. That would make it more concrete for the user by diving into the topic more in depth rather than being very general. This in turn would make the Model more supportive, efficient, interesting as well as inventive.

### 3.8.2. Usability of the Model

The Model was primarily used for preparatory internal work and in planning for collaboration with their partners, with mixed results. The Model was used as a checklist to identify any questions or views that they had not thought of which the Model could help them with. Their partners were not directly involved in using the Model, rather the Model was used in preparation phases before interacting with Partners, so an indirect sort of involvement. They recognize that the pandemic caused a lack of time to involve the partners in the actual Model even more, but also the generic design of the Model was obstructive as it was not deemed easy to make the partners interested in the Model and get a grasp of it. The generic design also made it difficult to use the Model on a regular basis, rather it was used on occasion in specific situations. They felt that it was unclear whether the Model was aiming to boost already existing cross-sectoral cooperation, or to raise awareness for those not currently working with cross-sectoral cooperation. Because they had vast experience in the field, the general content of the Model was something they were already aware of. Therefore, the Model was unable to contribute with much to the certain needs and situations in which they required more specific support. They highlighted that the Model is likely to be of more use to beginners in the field rather than experienced organizations.

The 'mapping' stage together with 'risk identification' was probably the most useful components of the Model as they facilitated risk assessment and helped to try to avoid those risks. However, they mentioned two main challenges in cross-sectoral cooperation: changes in personnel and lack of commitment from partners. Unfortunately, the Model was not able to target these factors as it would have required more specific in-depth questions targeting these factors. For example, the 'leadership' domain was somewhat useless, and it was suggested that although the Model discussed what characterizes a good leadership, there was a lack of information regarding what to do when leadership is lacking/absent. Regarding commitment, it was described that this is somewhat related to motivation. However, in theory, partners could have motivation but fail when it comes to commitment. This is something that may be useful to consider for the Model.

### 3.8.3. Summary

In sum, the best things about the Model were that it helped them in their preparatory work and when planning for collaboration with their partners. Here, the 'mapping' stage and 'risk identification' domain were probably the most useful components. The Model was thought to be a good introduction to the topic of cross-sectoral cooperation, raising awareness of its different levels and aspects and giving you tools to start building this kind of collaboration. They also see themselves using the Model when thinking of involving partners or collaborating with partners with little experience in cross-sectoral cooperation. Still, the Model was far below their expectations, possibly due to the fact that they already had vast experience in this field and expected something that would be of more specific value to them on a higher level. Therefore, suggested areas of improvement would include going deeper into certain topics such as commitment and the risks of personnel changes. Also, it would be good to include some case-examples of how to use the Model. Finally, it would be good clarifying the aim of the Model – is it for boosting cooperation and increasing its efficiency in those with pre-existing experience in

the field, or is it thought to be used for raising awareness among beginners? Personally, they liked the paper version of the Model, and did not necessarily require an online version of the Model. However, because the preferences and needs are different for people, they recognized that an alternative online version may be useful for some.

## **3.9. City Hall of Cherepovets (RU)**

### **3.9.1. Attributes of the Model**

Overall, the impression of the attributes of the Model was positive. Primarily, the Model was perceived as very efficient and supportive, and also inventive and leading edge. Specifically, because the Model could be applied and adjusted according to different phases and aspects of the project it was perceived as supportive and efficient. In addition, besides supporting the management of the project it also promoted cross-sectoral cooperation within the project, which was important as it had extended benefits to the project-specific outcome. The inventiveness of the Model related to its ability to help promote cross-sectoral cooperation in various conditions (such as stages) and in a broader perspective that it also helped enhance the social responsibility of different organizations when working with health promotion. However, the Model was only moderately easy to use because of disadvantages related to its methodology. Specifically, indicators of successful utilization of the Model were lacking, and it would have been good to have case-examples presenting how the Model could be applied.

### **3.9.2. Usability of the Model**

The Model was primarily used to help support project implementation and coordination. Specifically, it was helpful to assess risks, to ensure adequate motivation among partners, to assess available and necessary resources and expand cross-sectoral cooperation to include many partners. For example, the Model turned out to be helpful to manage the coordination in the project, to understand the motivation of partners and help achieve a mutual understanding between partners, as well as ensuring effective communication with partners. Thus, their partners were very much involved in using the Model, primarily at training seminars during the project where they worked through all the components of the model. While the Model was deemed good for analyzing and reflecting upon cross-sectoral cooperation in the project, tools for evaluating the successfulness of cross-sectoral cooperation were lacking. This would be important to help assess potential mistakes and weaknesses that were present in the project in order to correct these to the next project. In other words, some indicators of successful cross-sectoral cooperation would be useful that could be used to gather feedback from partners to understand to which extent that their partners thought that cross-sectoral cooperation was successful.

All stages and domains of the Model were deemed useful. For example, in the 'mapping' and 'planning' stages, the Model was valuable and helpful with respect to selection of partners, understanding of the motivation and

competences of partners, and risk assessment in the project related to both partners and funding. Furthermore, the Model helped establish effective communication strategies with all partners. As mentioned, the most important improvement regarding the stages would be to develop some kind of methodology including for example indicators, which would facilitate evaluation of the successfulness of the cross-sectoral cooperation. Furthermore, it was proposed that some indicator to allow for determination of the relative importance of each partner to the project would be useful.

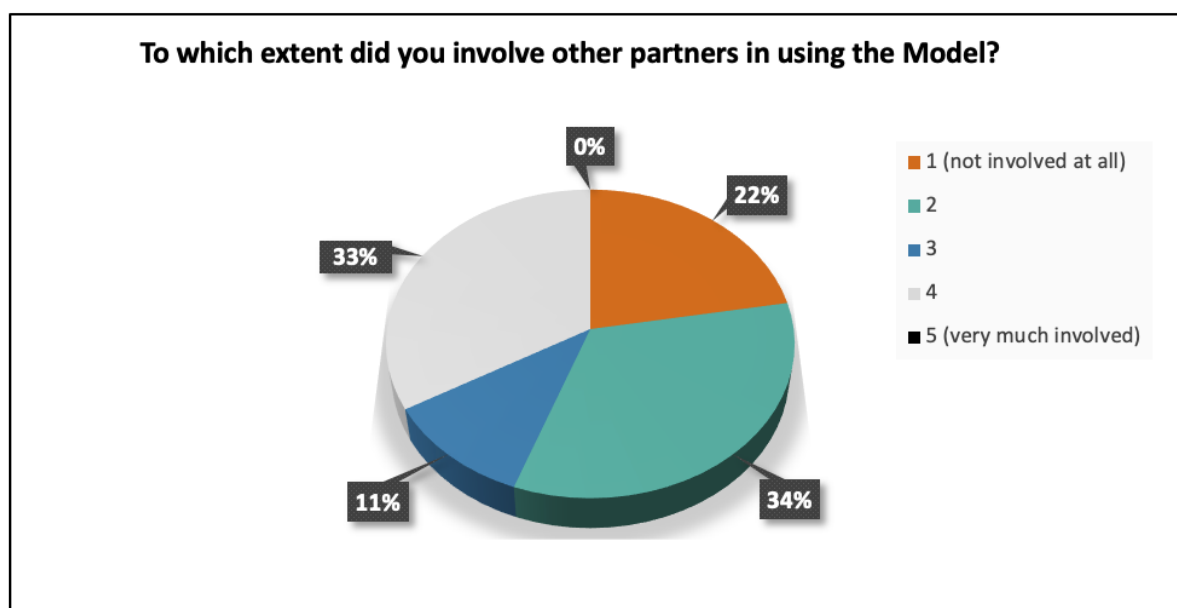
### **3.9.3. Summary**

In sum, the best things about the Model were that it was helpful for project implementation and coordination through improving risk assessment, ensuring motivation among partners, enabling assessment of available and necessary resources, establishing good communication, and promoting involvement of new partners in the project. To improve cross-sectoral cooperation and the Model, it would be good if it could be more clearly described how to use the Model, for instance through case-examples, and also some indicators of successful cross-sectoral cooperation and utilization of the Model. The Model specifically exceeded their original expectations through its benefits with respect to improving organization, coordination, and attraction of potential partners.

## **4. Regional analysis**

### **4.1. General usability of the Model and involvement of partners**

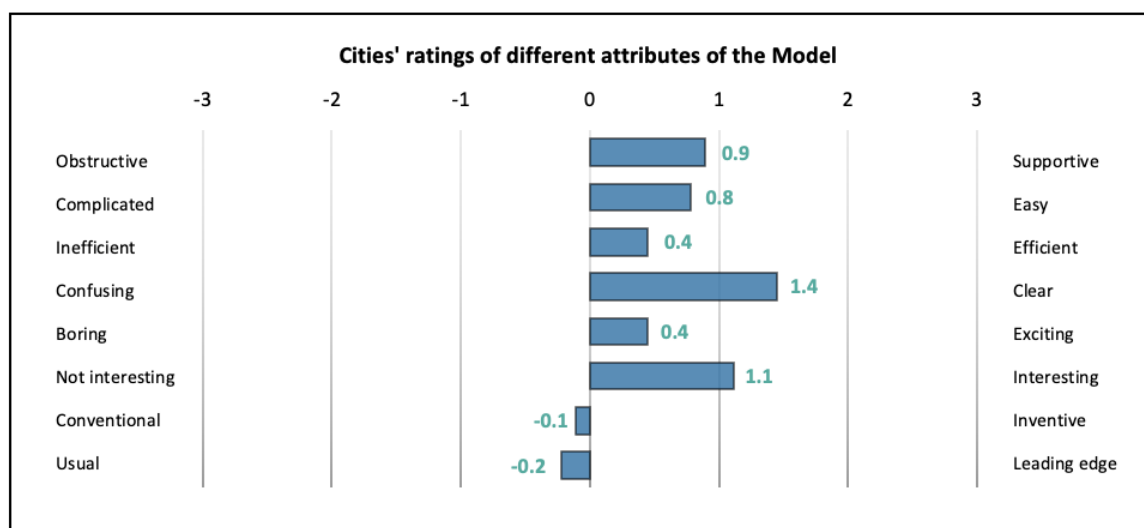
Overall, the piloting cities used the Model in different areas, but with many similarities. Specifically, the Model was often used as a checklist to help plan and implement meetings and workshops, to assess potential risks, and to help in general preparatory work and overall organizing and structuring the project. Using the Model as a checklist was also useful for assessing whether they were working towards successful cross-sectoral cooperation. The Model also helped cities to come up with new ideas and find solutions to certain issues by promoting creative thinking and seeing things from different perspectives. This was helpful in situations when they were stuck with certain problems or wanted to avoid ending up in such problematic situations. In this sense, the Model was often used to promote internal as well as external communication strategies and motivation. As shown below, a majority of cities reported that their associated partners were not very involved in using the Model, although one third of cities reported that they involved other partners. Reasons for not directly involving other partners in the use of the Model were mainly related to lack of time by either cities or partners, or lack of motivation by partners, or that cities had to prioritize on understanding and learning how to use the Model themselves. Some cities stated that they indirectly involved their partners by applying the Model in their own work ahead of interacting with their partners, thus, the partners were in some sense involved in using the Model without knowing it.



**Figure 1.** Proportion of cities who involved other partners in the use of the Model to a certain extent ranging from 1 (not involved at all) to 5 (very much involved).

## 4.2. Experiences of different attributes of the Model

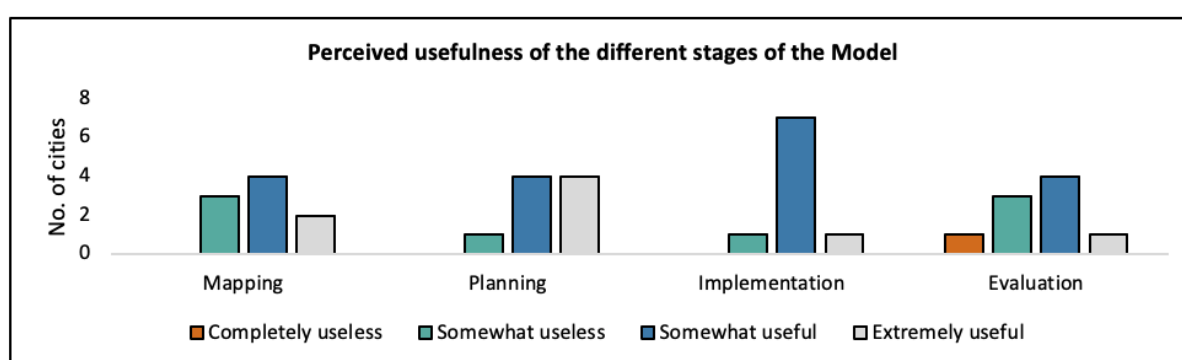
Mean values for six of the eight attributes of the Model were in a beneficial direction. Four of these were established as positive attributes, including the attributes 'supportive', 'easy', 'clear', and 'interesting'. Overall, factors which seemed to be associated with these positive attributes were that the Model was well-structured and flexible while being helpful for problem solving, enhancement of internal and external motivation and communication, promotion of creative thinking and seeing things from different perspectives. Remaining attributes were considered in the range of neutral, with no clear overall picture that was co-existing across cities.



**Figure 2.** Mean values for the attributes of the User Experience Questionnaire considering all piloting cities (n=9). Values  $\geq 0.8$  are considered positive, values  $\leq -0.8$  are considered negative, and values in between are considered neutral.

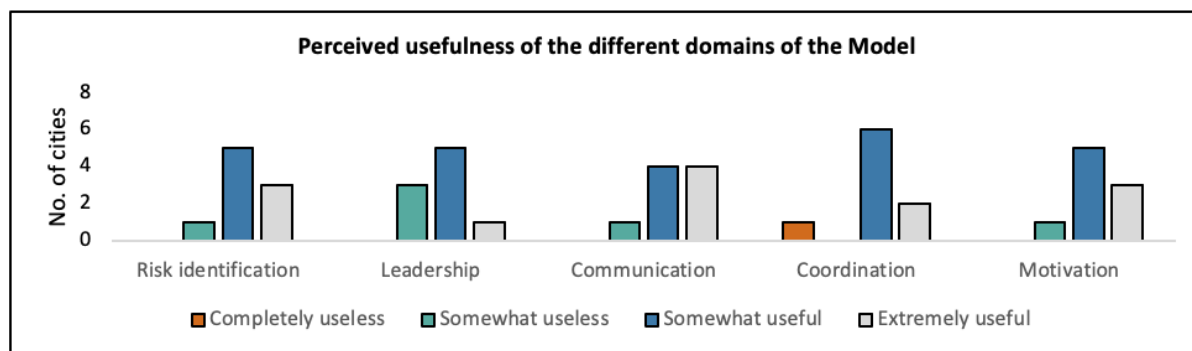
### 4.3. Usefulness of the stages and domains of the Model

All stages of the Model were mostly perceived as somewhat useful or extremely useful, with ‘planning’ and ‘implementation’ stages receiving the highest number of positive ratings and the fewest number of negative ratings. Also, the perceived usefulness of some stages is likely to be slightly underestimated and may potentially be slightly higher in reality. The reason for this is that several cities explained that they rated these stages as useless because they had either already moved passed, or not yet reached these stages by the time they had access to the Model and the primary peer-review analysis took place.



**Figure 3.** Cities’ perceived usefulness of each stage of the Model.

Similarly, all domains were dominated by positive ratings of similar magnitude. A minor deviation from this pattern was shown for ‘leadership’ and ‘coordination’, possibly related to the fact that some cities thought these domains were somewhat overlapping, which made it difficult to distinguish between the two.



**Figure 4.** Cities' perceived usefulness of each domain of the Model.

## 4.4. Benefits, disadvantages, and suggested areas of improvement of the Model

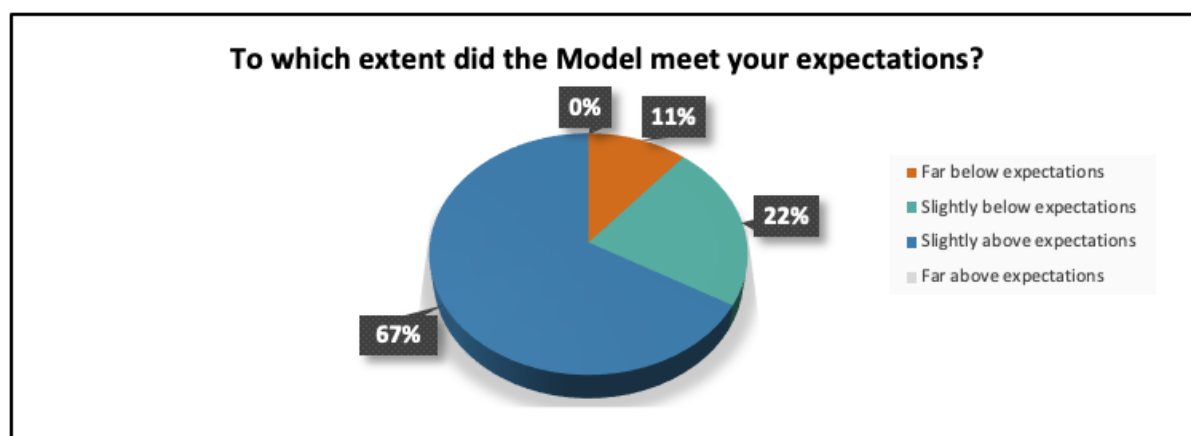
There were several highlighted benefits of the Model. First of all, the design of the Model was one important benefit. The well-structured, generic, and flexible design of the Model and how it could be used was overall appreciated, and the Model was generally therefore seen as being generalizable. This is an important finding with respect to extended benefits, such as that the usefulness of the Model in the pilot projects of the Healthy Boost project may potentially apply to other health promotion projects as well. Furthermore, cities found that the Model promoted reflection, critical thinking and seeing things from different perspectives. This was important to help them find solutions to certain problems, or to enhance certain process such as internal and external communication and motivation. Specifically, the fact that the Model did not give straight answers but rather that the questions and statements in the Model were designed in such a way that it helped the user to find the solutions themselves, was critical in this aspect. It can also be assumed that this likely helped strengthen their feelings of autonomy. Furthermore, the Model was generally found to be helpful for cities in situations requiring high effort and emphasis on good organization, structure and planning. Specifically, in situations of problem solving or in preparatory work to help assess and later on avoid risks, the Model turned out to be useful. The Model also seemed important in early phases of the projects specifically by assessing risks and establishing adequate communication strategies both internally and externally, as well as raising awareness of the importance of creating a common ground of motivation. Altogether, these factors seem to have improved the experience of successful cross-sectoral cooperation in the projects, and according to cities, likely had spillover effects on the actual outcomes of the pilot projects. Another important aspect regarding the benefits is the potential of extended benefits, meaning that several pilots recognized the advantage of this Model in future projects. Thus, it can be hypothesized that the Model will continue to live on in projects after the Healthy Boost has ended.

Regarding disadvantages and associated suggested areas of improvement, a clear pattern emerged from the individual analyses. Overall, these had to do with different ways of facilitating for the user to understand how



to apply the Model in their specific setting and also evaluate the cross-sectoral cooperation continuously throughout the project. The specific suggestions had many similarities, as will be described, but differed slightly at some points. For instance, some cities thought that even though the generic design and flexibility of the Model meant that most users would probably find the Model useful in one way or another, they still highlighted that the generic design resulted in a longer learning-period. In other words, it takes a while to learn how to use the Model appropriately, hence some requested more specificity. For instance, one type of specificity related to the questions and statements in the different stages and domains of the Model which would benefit from being even more specific to public health promotion. However, it is likely to be very difficult to formulate very specific questions in the Model that would meet everyone's different needs. An alternative that is likely to be better for facilitating for cities to understand how to apply the Model, as was also suggested by several cities, would be to formulate and incorporate case-examples in the instructions to the Model. This would mean that the design of the questions and statements in the Model are kept as they are, being generic and able to be applied in many other settings, while focus instead placed on helping the user understand how to actually use these questions and statements. Specifically, cities mentioned that case-examples which included some kind of examples from the real-life regarding how the Model could be used and applied in different kind of health promotion projects would be good. Such case-examples, showing how the Model could be used in a variety of health promoting projects, could for example be formulated as short, brief summaries of a few selected pilot projects of the Healthy Boost project. These case-examples could then be incorporated into the final version of the Model. The information used to form these short summaries is also readily available based on other reports in the Healthy Boost project that have focused on the actual pilot projects of the cities, but also from the Individual Analysis of the present report regarding how each city used the Model.

#### 4.5. The level of satisfaction after using the Model and contributing factors



**Figure 5.** The proportion of piloting cities who found the Model to be below or above their expectations.

As shown in the figure above, two thirds of cities thought that the Model slightly exceeded their original expectations (n=6) whereas the remaining third found that the Model was slightly below (n=2) or far below (n=1) their expectations. Cities described that their initial expectations before receiving the Model were that it would be a very short tool with simple dichotomous answers. Some also described initial feelings of skepticism and that the Model seemed too extensive and would simply be another document with limited value. However, based on these initial expectations, cities who were positively surprised by the Model mentioned contributing positive factors such as:

- The Model turned out to be more useful than expected regarding problem solving and communication
- The Model was flexible and had a high generalizability due to its generic design, meaning it can be used according to one's own preferences and in many different organizations and settings.
- The Model was easy to use despite its comprehensiveness, much attributed to the generic design meaning that the questions and statements could be adapted to the specific situation.
- The Model did not give straight answers but instead promoted creative thinking and reflection
- The well-designed structure and comprehensible instructions of the Model gives it good potential to be used for cities/organizations with no/limited previous experience in working with cross-sectoral cooperation.

Among, cities who found the Model to be below their expectations, two explanations that were tightly connected were given. First, cities already have pre-existing experience in similar work with cross-sectoral cooperation per automatic had very high expectations. Specifically, it was stated that Model would have had to provide even more specific content to their specific pilot project to be of significant value. Second, and in close relation to the first explanation, was that the questions and statements in the Model would have needed to be more specific not to their specific project, but to the public health sector in general.

Thus, based on the results described above, it seems as if the Model has the highest potential to promote cross-sectoral cooperation in partners with limited or average pre-existing experience in this kind of work. On the other hand, to be of significant value to those with more extensive experience from similar work would require that the content of the Model is even more specific, which is unlikely to be feasible to achieve. Therefore, it could be concluded that the Model has its highest potential to be successful if aimed towards partners interested in improving cross-sectoral cooperation and who are not already experts in this field.

## 5. Post pilot peer-review by peer-cities

During 1 September to 15 September, an additional evaluation activity was performed in line with the GoA 4.2.2. Here, the peer-cities directly reviewed each other's use of the Model through a one-on-one online discussion. The aim of this activity was to evaluate whether the cities' experiences of using the Model had changed since the previous evaluation in March, and if any new experiences emerged. In the design of this activity, the Lead Partner (Turku), Work Package leader (Riga Stradiņš University), and Group of Activity leader (Västerbotten) jointly formulated a set of predefined questions for the cities to reflect upon during their discussion. In addition, the cities were instructed to formulate any potential questions of their own interest, based upon reading the Individual Analysis report (as described below) of their peer-city. The cities returned the results of this peer-city evaluation to the Lead Partner (Turku), Work Package leader (Riga Stradiņš University), and Group of Activity leader (Västerbotten), who summarized and described the results. The predefined questions were as follows:

- Since the peer-review evaluation performed by Västerbotten in Spring 2021, has any your experiences of using the Model that you mentioned during that evaluation changed until now? If yes, please explain.
- Since the peer-review evaluation performed by Västerbotten in Spring 2021, have you gained any new experiences regarding the project partner cooperation in pilot project and the usability of the Model? Please explain.
- What can you tell me about the role of the Model during your co-creating workshops? Did you benefit from using the Model? If yes, how? If no, why?
- In your own words, please describe as concretely as you can, a situation when the Model turned out to help improve a specific activity/task in your pilot project. Explain so that your specific experience of working with Model can be used as part of policy recommendations promoting the use of the finalized model.

### 5.1. Tartu and Klaipeda

Neither of the cities reported changes in their previous experiences in using the Model, and no new experiences, although Tartu highlighted that more time spent using the Model has led to greater experience and facilitated the usage. Klaipeda found the Model to be useful during co-creation workshops with their stakeholders while developing a virtual reality tool. Specifically, this process was enhanced by using the Model as a checklist. Tartu did not use the Model during co-creation workshops as they perceived it more useful for self-reflection within their own team, although they did introduce the Model to their target group, who acknowledged a potential usefulness of the Model in future projects of their own.

In terms of concrete examples of situations when the Model was useful, Klaipeda emphasized the usefulness of the Model as a checklist during discussions with their project partners. Specifically, given the ongoing pandemic, Klaipeda felt the need to keep partners motivated to ensure that the project could be successful. This is where they used the questions from the 'motivation' domain when having discussions with their partners. They believed this helped boosting not only partners motivation but also their own.

Tartu mentioned similar usefulness, where using the Model as a checklist helped them to proceed in their work in situations when they found themselves to be stuck and unsure how to continue their work in the most effective way. Specifically, by looking at the questions in the Model, they became aware of their current situation and what they had to change to improve it. Something that was particularly valuable with the Model was that it seems to be useful especially in the beginning of a new project, and especially for colleagues who are new to the project team.

## 5.2. Turku, Cherepovets, and Pskov

Neither of the cities reported changes in their previous experiences in using the Model. Regarding new experiences, Pskov mentioned that the usage of the Model has been extended and is now used in other projects as well, and this wider usability is a positive experience. Similarly, Cherepovets mentioned that they have also presented the Model to other partners, which have spurred an interest on the federal level. Additionally, Turku mentioned that they too had introduced the Model to an extended audience, and they recognized that with time, the staff in Turku City Hall working on similar projects will also be implementing and using the Model.

All three cities used the Model in some way during co-creation workshops. In Pskov, the aim was to get an understanding of how their partners from different sectors perceived the Model differently. Then, they made practical use of the Model and its questions to obtain feedback from their partners and spur a discussion on new project ideas. Also Cherepovets used the Model during co-creation workshops to obtain feedback and ideas from their different stakeholders. Turku used the Model in their co-creation workshops including representatives from their collaborative working groups. During the workshops, the Model and its questions were used with a favorable outcome, particularly regarding how to involve more citizens, how to collaborate with experts in the field, and how to promote effective communication, which became especially important during the current pandemic. The 'mapping' and 'planning' stages were those used the most during the co-creation workshops, with the aim of mapping the current situation and gain knowledge on how to reach a mutual decision on what needs to be done in order to proceed and improve the project. They especially used the 'motivation' domain, because in the past they have assumed that all people working within the same project were equally motivated. However, with the help of the Model, they identified different motives among the different partners, which is important to be aware of for an effective cross-sectoral collaboration.

In terms of concrete examples of situations where the Model helped improve cross-sectoral cooperation, Pskov and Cherepovets stated that the Model helped them to involve a greater number of different stakeholders in significant projects. Once involve, the Model also promoted effective collaboration by fostering discussions and subsequent agreements on difficult tasks. Turku said that the Model was continuously used in planning phases

of their pilot and for setting agendas for meetings on a day-to-day basis, where representatives from different fields and with different experiences were present. All three cities mentioned that they will continue using the Model on a day-to-day basis when setting agenda and planning meetings as well as when planning large-scale projects. For example, Turku will use the Model when developing an action plan to address the issue of loneliness in the community, which is of relevance considering the current pandemic.

### **5.3. Helsinki and Poznań**

Neither of the cities reported changes in their previous experiences in using the Model, or any new experiences. Regarding the use of the Model in relation to co-creation workshops, Helsinki stated that they did not benefit from the Model for the same reasons as given previously (sufficient pre-existing experience). This was confirmed through feedback given also from stakeholders during co-creation workshops. Poznań did however benefit from using the Model during co-creation workshops, where they together with representatives from different sectors created a Model of their own, which was designed to establish strategies for coping during situations of crisis. The development of this Model was based on content from the Model for cross-sectoral co-operation.

In terms of concrete examples of situations where the Model helped improve cross-sectoral cooperation, Helsinki utilized the model for internal planning and implementation of their pilot. For example, when developing their evaluation plan, they turned to the Model to look for any additional support in how to best perform these tasks. Also, the most important area of usefulness was for planning their kick-off and preparing questionnaires for their partners, where they found that using the Model helped them to design these tasks better. However, they also elaborated on their previous thoughts regarding an alternative version of the Model, suggesting that the user interface could be improved through using photos and infographics, and dividing the text into shorter columns. Poznań highlighted that the Model was very useful to promote, boost, and maintain good communication and motivation both internally and externally. By using the 'communication' and 'motivation' domains, they became better at understanding how to show people gratitude and recognize their contribution. They also established rules of external communication by for example regular posts on social media, which added value to the project and ensured that tasks were fulfilled. Essentially, establishing and maintaining a high level of effective communication and motivation among partners is challenging, and for Poznań, the Model helped to push them into the right direction on how to think about these topics. They also recognized that the Model may be of use to improve coordination and leadership in their organization, because education on these topics is currently lacking.

### **5.4. Jelgava and Suwalki**

Neither of the cities reported changes in their previous experiences in using the Model. However, regarding new experiences, Jelgava have extended their use of the Model to include also the 'assessment' stage. Specifically, they used this stage of the Model to assess contribution and performance of each partner using the 'coordination', 'communication', and 'leadership' domains.

Both cities used the Model to some extent during co-creation workshops. In Jelgava, the Model was not used directly during their co-creation workshop, although it was introduced and presented to the participants of the workshop to make them aware of its existence in the pilot project. During this workshop, Jelgava described the importance of the Model for effective pilot development and implementation. In Suwalki, successful and important online co-creation workshops were organized including a variety of stakeholders. During the workshop, Suwalki gave an interactive presentation on how the Model could be used in real-life situations to help boost cross-sectoral cooperation. There were also discussions on how to use the Model, and they gathered the opinions on the Model from the workshop participants.

In terms of concrete examples of situations where the Model helped improve cross-sectoral cooperation, Jelgava highlighted the usefulness of the 'motivation' domain. Specifically, once they realized that motivation among partners might be different, they used the Model to evaluate motivation among their partners. They found that some had financial motives while they themselves were more focused on the quality of the outcome. Consequently, they organized meeting wherein they by use of the Model performed activities with a focus on listening on the partners, as well as receiving and providing feedback, were able to establish a common goal which motivated all partners, thus ensuring satisfaction among all partners and reducing the risk of some losing interest and motivation. They also mentioned that the Model was helpful in the sense of seeing things from different perspectives. With the help of the Model, Jelgava and their stakeholders were able to find common views and come up with joint solutions to different problems. Jelgava also mentioned that the Model was useful for evaluating their own performance as pilot coordinators and project managers. Using the Model and the 'evaluation' stage, they were able to evaluate and conclude that they had performed well, and that the Model assisted them in successfully implementing their pilot. Suwalki highlighted that using the Model they were able to improve their coordination as the project had to go through unexpected changes in terms of its scope and budget due to the pandemic restrictions. Thus, the Model may be helpful when running into unexpected problems, where it could facilitate and promote restructuring and reorganization needed to proceed. Suwalki also provided further detailed explanations of their previous suggestion to develop a "light" version of the Model. Specifically, they suggested a small script for beginners on how to use the Model, and that a lighter version might make it easier to promote the Model and encourage novel users to get to know it and use it. A lighter model could perhaps be shortened to include the one or two most important questions/statements of each domain and stage.

## 6. Summary and conclusions

In summary, the Model for Cross-Sectoral Cooperation, originally developed by Riga Stradiņš University for the Healthy Boost project, was piloted in a variety of health promotion projects in a total of nine cities across six countries in the Baltic Sea Region. Overall, cities found usefulness of the Model in various phases of their projects with many similarities in terms of usability and perceived benefits related to aspects such as organization, preparation, structure, communication, motivation, risk assessment and risk minimization. The design of the

Model was flexible and deemed generalizable to other projects. Overall, most cities found that the Model exceeded their expectations, although some were slightly disappointed. In this sense, the Model was suggested to be improved through adding/revising components related to specificity (indicators of success), instructions on how to use the Model (case-examples) and layout (structuring each stage to be accompanied by all domains rather than the opposite). This would be valuable for making it easier for beginners entering the field of cross-sectoral cooperation to understand how to easily apply and utilize the Model in their own setting. This in turn would increase the probability of successful user experience, subsequently increasing the chance that it is further recommended to other organizations not yet aware of the Model.

## 7. Appendix

### 7.1. Questionnaire

#### Part 1 - User Experience Questionnaire

This questionnaire concerns your experience of the Model for cross-sectoral cooperation. The questionnaire consists of pairs of contrasting attributes that may apply to the Model, where the 7 alternatives represent gradations between the opposites. You express your agreement with the attributes by ticking the alternative that most closely reflects your impression.

FOR EXAMPLE:

"Attractive (1) or Unattractive (7)?"

- If your response is closer to 1 that means that you experience the Model to be more attractive. In contrast, choosing a response closer to 7 means that you find the Model more unattractive. For instance, responding '2' would mean that you rate the Model as more attractive than unattractive.

NOTE:

Please decide spontaneously. Don't think too long about your decision to make sure that you convey your original impression. Sometimes you may not be completely sure about your agreement with a particular attribute or you may find that the attribute does not apply completely to this Model. Nevertheless, please tick a circle in every line.

It is your personal opinion that counts. Please remember there is no wrong or right answer!

5. Obstructive (1) or Supportive (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

6. Complicated (1) or Easy (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

7. Inefficient (1) or Efficient (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

8. Confusing (1) or Clear (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

9. Boring (1) or Exciting (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

10. Not interesting (1) or Interesting (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

11. Conventional (1) or Inventive (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

12. Usual (1) or Leading edge (7) \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7