Phase 1
*Exchange network*
Information sharing

**Network activity**
- Recruit and convene participants
- Issue identification
- General goals established
- Identify critical pre-event planning tasks (Table 1)
  - Additional essential participants
  - Organization issues
  - Financial issues
  - Operational/protocol issues
- Network developmental plan
- Establishment of participant workgroups

Phase 2
*Action network*
Mutual goal setting and collective action

**Network activity**
- Recruit additional participants
- Workshops to discuss and develop network addressing issues identified in Phase 1 (Table 1)
- Draft and edit a formal planning document, including purpose and mission
- Distribute planning document to participants
- Translate planning document to formal MOU
- Institutional editing of MOU
- Participant signing of MOU
- Establish network maintenance responsibilities
- Work to integrate the network functions into existing response systems, including state Emergency Operations Plans and Emergency Operations Centers

Phase 3
*Systemic network*
Long-term formal linkages

**Network activity**
- Plan an execute a small-scale pediatric emergency exercise to test and improve the network
- Plan and execute a system-wide exercise to test and improve the network
- Formally evaluate network operation during small-scale and system-wide exercises
- Engage in network maintenance activities
- Refine process and procedures

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**Moving toward an HRN**
- Aggressively seek to know what is unknown
- Open meetings
- Use on-the-ground experts
- Accept diverse perspectives
- Look for creative solutions
- Link organizational and public goals
- Seek system-wide involvement with providers, public health, first responders, and emergency management agencies, among others
- Use systems thinking
- Deemphasize status and position

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**Moving toward an HRN**
- Redesign the system of the network based on new, emerging information
- Emphasize the big picture and overall mission
- Design network for reliability
- Establish broad goals instead of restricting rules and procedures
- Ongoing intra-agency organization communication and training about the network

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**Moving toward an HRN**
- Engage in exercises and drills
- Evaluate and redesign network
- Explore why the network might fail
- Keep critical decisions at the lowest possible level
- Communicate the big picture
- Provide leadership for network activities