Collaboration is Key: Growing Collaborative Efforts to Support the Work

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Mission of the KU Center for Community Health and Development

Supporting community health and development through...

- participatory **research and evaluation**

- **teaching and training**

- technical support and **capacity building**

KU CENTER FOR COMMUNITY HEALTH & DEVELOPMENT
The University of Kansas
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TOOLS
TO CHANGE OUR
WORLD

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Today's Session

- Knowledge about different forms of collaboration
- Conditions under which collaborations are more effective
- Key principles to consider for stakeholder engagement
- Building relationships and growing trust
- How to start a community coalition or collaborative partnership
- Establishing a memorandum of collaboration
- How to maintain a community collaboration so that its activities and effects are sustained

"You don't have to be mean-spirited to ignore societal problems, you only have to believe that nothing can be done about them."

William Raspberry

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"The strength of the 'union' in a coalition is the strength of its diversity, and the extent to which it can find common ground in the context of diversity. Make no mistake—this is not easy work."

Shoshanna Sofaer,

Working Together,

Moving Ahead

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*What is the meaning of **community?***

Although we traditionally think of a community as the people in a given geographic place, it can mean a group that has one or more things in common. "Community" can refer to people who share a common:

- Place (e.g., city, neighborhood, or local school district)
- Experience (e.g., shared experience with health disparities)
- Interest (e.g., a community's concern about poverty issues, or caring for the environment)

Working Together
for Community Change

Community Capacity: Ability of members to bring about change and improvement - over time and across different issues.

Working Together
for Community Change

Community/System Change: New or modified programs, policies and practices brought about by the group and related to its purpose.

Working Together for Community Change

Nature of community work:

- Larger than any one person or organization
- Dynamic and adaptive
- Problems and goals are inter-related
- Self-determination
- Involves working together on things that matter

FRAMEWORK for COLLABORATIVE ACTION for IMPROVING HEALTH & DEVELOPMENT

A — Assessing, Prioritizing & Planning

B — Implementing Targeted Action

C — Changing Community Conditions & Systems

D — Achieving Widespread Change in Behavior & Risk Factors

E — Improving Population Health & Development

Factors Affecting Success

- Clear vision and mission
- Action planning
- Leadership
- Resources for community change agents
- Documentation and feedback
- Technical assistance
- Making outcomes matter

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16 Core Competencies

- Creating and maintaining **partnerships**
- **Assessing** community needs and resources
- **Analyzing problems and goals**
- Developing a **framework or model of change**
- Developing **strategic and action plans**
- Building **leadership**
- Developing an **intervention**
- Increasing participation and **membership**

16 Core Competencies

- Enhancing **cultural competence**
- **Advocating** for change
- Influencing **policy development**
- **Evaluating** the initiative
- Implementing a **social marketing effort**
- Applying for **grants**
- Improving **organizational management and development**
- **Sustaining** the project or initiative

Forms of Partnering

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Networking: Organizations exchanging information in order to help each organization do a better job.

Coordination: Organizations modifying their activities so that together, they provide better services

Cooperation: Organizations not only sharing information and making adjustments, but also sharing resources.

Creating a Coalition
or Collaborative Partnership

Collaboration: "...sharing risks, resources, responsibilities and rewards."

-Arthur Himmelman

Partnership: "A mutually beneficial and well-defined relationship between two or more organizations to achieve common goals."

- Amherst Wilder Foundation

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Creating a Coalition
or Collaborative Partnership

Coalitions: Multiple individuals and organizations working together in common purpose.

Establishing a Memorandum of Collaboration

Memorandum of Collaboration: specifies the terms of a cooperative or collaborative arrangement involving two or more organizations
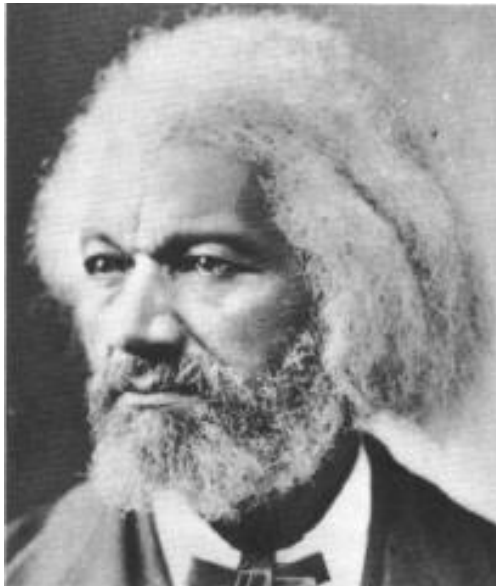

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"It is better to be part of a great whole than to be the whole of a small part."

Frederick Douglass

DIALOGUE – Consider a collaboration to address your community's issue. In what ways would you like to be collaborating with others? What responsibilities (resources) might organizations share with other groups? What might be some of the benefits of collaboration with others?

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Determining the conditions for starting a coalition or partnership

Why start a coalition?
- To address an urgent situation
- To empower the community
- To obtain or provide services
- To increase efficiency and effectiveness
- To combine resources
- To increase communication
- To plan community-wide efforts
- To develop political clout
- To create long-term, permanent social change

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When should you develop one?

- When dramatic events occur
- When new information becomes available
- When circumstances change
- When new funding becomes available
- When there is an outside threat
- When a group seeks broad, significant community change

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Activity 1.2a: Assessing the Fit with the Community Situation (p. 42-43)

Our proposed partnership among (what types of organizations/community sectors):

at what level:

is essential to addressing (the problem/goal of):

In our community, because it can help (why needed):

when:

Establishing a Coalition or Collaborative Partnership

- Assemble the membership

- Briefly outline a vision and mission for the group

- State the objectives, needed resources/ relationships, and key agents of change

- Describe potential barriers or opposition

- Describe the probable structure your collaborative partnership will take as an organization

Activity: Potential Initiative Structure

Goal: To facilitate conversation around what organizational structure might best help the group meet its goals.

What form of governance would best help the group meet its goals? How might work be distributed?

Example forms of governance?

- Steering committee
- Coordinating council
- Advisory committee
- Board of directors
- Task force
- Community coalition
- Action committees

Guidelines

- Communicate!
- Be inclusive and participatory
- Network
- Set concrete, reachable goals
- Be creative about meetings
- Be realistic about what you can do
- Acknowledge diversity among your members, their ideas and their beliefs
- Praise and reward outstanding contributions
- Celebrate your success!

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Building Organizational Relationships

- Involve all stakeholders
- Establish one-to-one relationships, and build trust
- Clarify each organization's goals
- Decide on an organizational relationship that makes sense
- Establish procedural ground rules
- Learn to listen
- Build upon agreement
- Learn about each other's cultures
- Don't require organizations to give up their identities
- Expect problems – and have patience
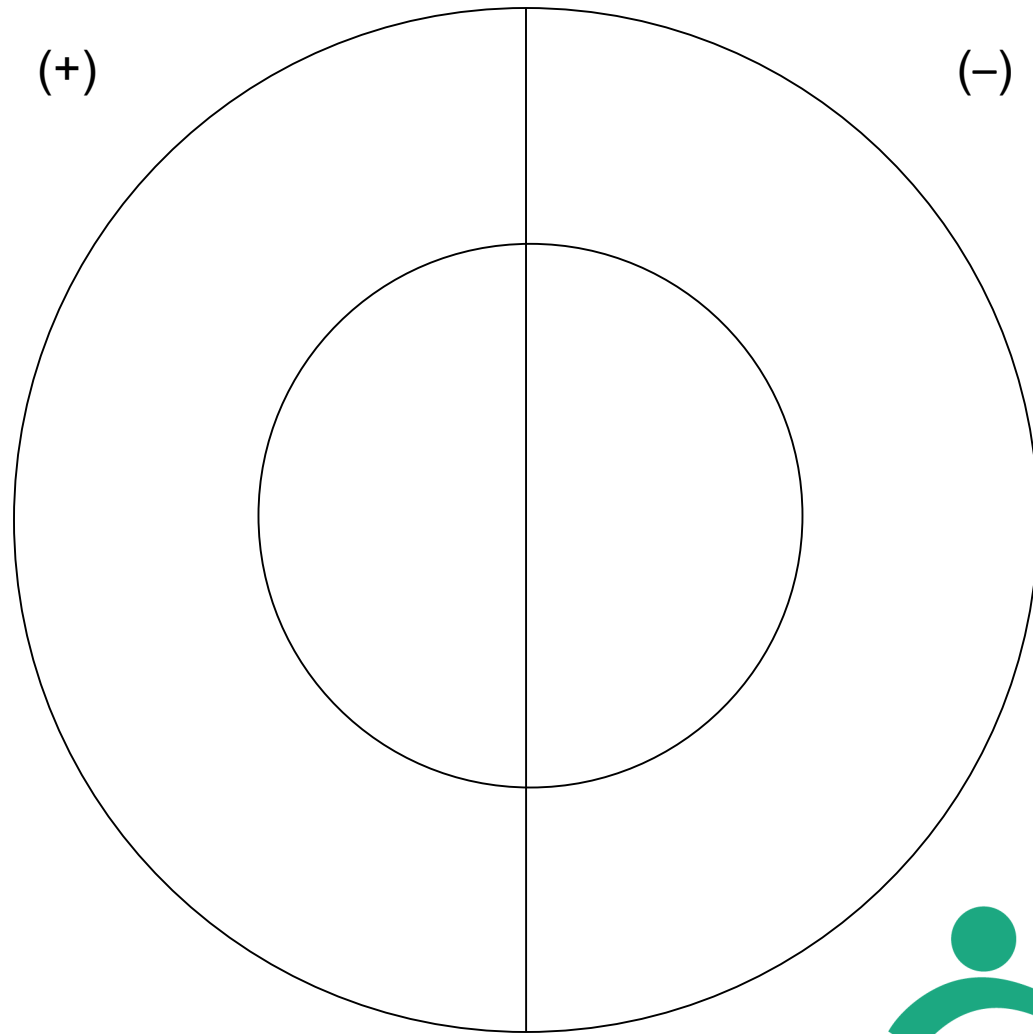- Celebrate every success

Activity 1.2b: Identifying Group Players (p. 37-38)

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"All this will not be finished in the first 100 days. Nor will it be finished in the first 1,000 days...nor even perhaps in our lifetime on this planet. But let us begin."

John F. Kennedy

Maintaining Your Efforts

- Relationships are complex and evolving
- The environment is ever-changing
- Renewal is basic to organizations

6 R's for Maintaining Community Efforts

- Recognition
- Respect
- Roles
- Relationships
- Rewards
- Results

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Activity 1.2c: Reviewing Barriers and Opposition

Some Potential Barriers or Opposition	Plan for Minimizing or Overcoming This Issue
1. Competition or turf issues	
2. Bad history	
3. Dominance by professionals	
4. Poor links to the community	
5. Minimal organizational capacity	
6. Funding	
7. Failure to provide and create leadership opportunities	
8. Costs outweigh the benefits	
9. Other	

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Maintaining your efforts

- Bring together current members to describe current reality

- Determine what changes need to be made for you to move ahead

- Re-examine your agenda

- Increase or expand membership

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- Increase the level of commitment and motivate partners and members

- Characterize level of involvement of partner organizations

- Identify barriers to success and related strategies for addressing them

- Determine who is opposing your initiative and identify their tactics

- Consider alternatives to maintenance

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