

# Developing State Partnership Collaboration

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# What is collaboration?

- **Collaboration** *is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.*
- *The relationship includes a commitment to a definition of mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards*

# Partnership is a Process

- Partnership success is not the result of a formula or the product of a structure
- Partnership is a process that requires
  - Attention
  - Commitment
  - Work

# Factors to Highlight

- Legitimacy
- Mutual Respect, Understanding, and Trust
- Multiple Layers of Participation
- Shared Vision
- Open and Frequent Communication
- Appropriate Cross-Section of Members

# **1. Factors related to the ENVIRONMENT**

## **B. Collaborative group seen as a legitimate leader in the community.**

The collaborative group (and by implication, the agencies in the group) is perceived within the community as reliable and competent—at least related to the goals and activities it intends to accomplish.

## **2. Factors related to the MEMBERSHIP CHARACTERISTICS**

### **A. Mutual respect, understanding, and trust.**

Members of the collaborative group share an understanding and respect for each other and their respective organizations: how they operate, their cultural norms and values, limitations, and expectations.

### **3. Factors related to PROCESS AND STRUCTURE**

#### **B. Multiple layers of participation.**

Every level (upper management, middle management, operations) within each partner organization has at least some representation and ongoing involvement in the collaborative initiative.

# **5. Factors related to PURPOSE**

## **B. Shared vision.**

Collaborating partners have the same vision, with clearly agreed-upon mission, objectives, and strategy. The shared vision may exist at the outset of collaboration, or the partners may develop a vision as they work together.

## **4. Factors related to COMMUNICATION**

### **A. Open and frequent communication.**

Collaborative group members interact often, update one another, discuss issues openly, and convey all necessary information to one another and to people outside the group.

## **2. Factors related to the MEMBERSHIP CHARACTERISTICS**

### **B. Appropriate cross-section of members.**

To the extent that they are needed, the collaborative group includes representatives from each segment of the community who will be affected by its activities.

# Agreeing – Mission, Outcomes, Structure

- *Mission*

# Mission

- The most general statement of your desired results for the partnership, for example:
- “to increase heart health among all Alaskans through advocating for individual and community-based commitment to healthy lifestyles and improving access to preventive services”

# Mission

- Establish:
- At outset
- Revisit:
- If new partners join
- As results are reviewed
- If questions/controversies arise

# Exercise

- *Stating Your Mission*

Alaska: Take Heart  
Carol White  
Alaska Division of Public Health

1. Overview of Partnership and Its History
2. Advice: What worked –  
and what did not work

*Where are we on these six factors?*

*What steps can we take to ensure a good start to our coalition?*

# Exercise

- *1. Identifying and recruiting members*

# Exercise

- *2. Rating the other factors – and developing action steps to strengthen them*

# Agreeing – Mission, Outcomes, Structure

- *Outcomes*

# Outcomes

- Detailed, quantifiable statements of the results of the partnership, for example:
- 95% of working adults will report no second-hand smoke exposure at work, by 2010
- Increase the proportion of people who recognize all the signs and symptoms of stroke to 22%

# Outcomes

- Establish:
- At outset
- Revisit:
- If new partners join
- As results are reviewed
- If questions/controversies arise

# Evaluation Criteria

- Should correspond to Outcomes – not to Outputs
- Outputs: The accomplishments, products, or service units of a program, for example, the number of persons who received training.
- Outcomes: Changes that occur in people, policies, or something else as a result of a program's activities.

# Exercise

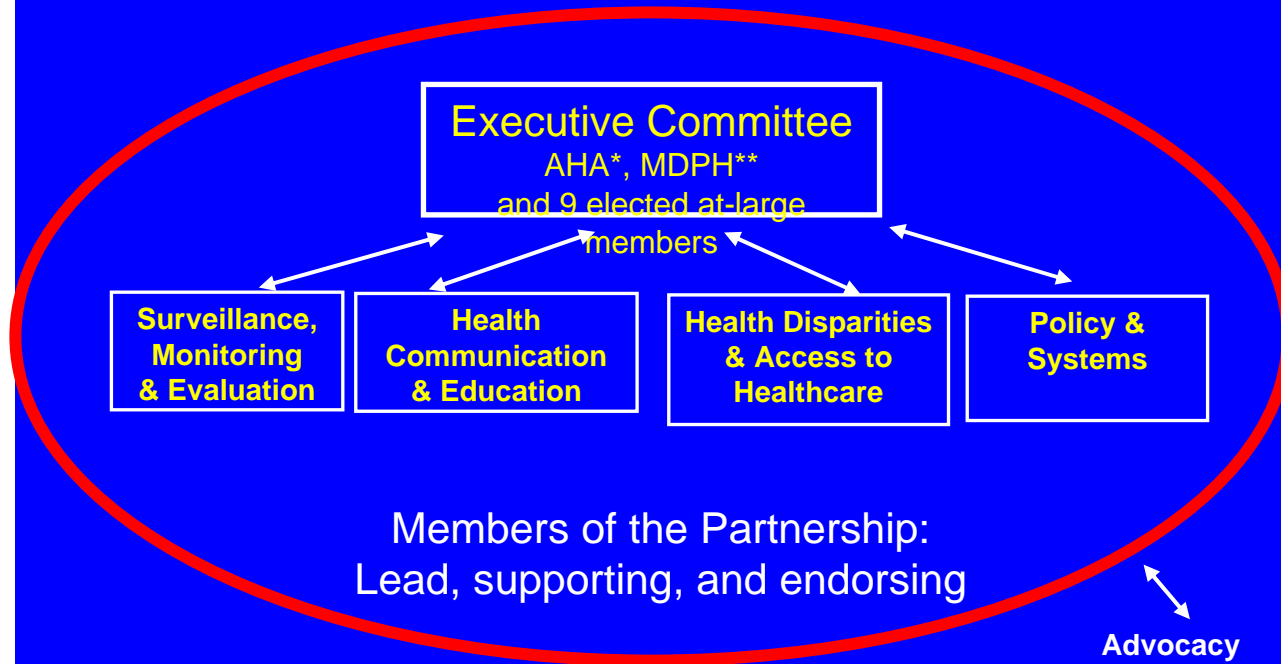
- *Developing Evaluation Criteria*
- *Based on Your Mission and*
- *Outcomes*

# Agreeing – Mission, Outcomes, Structure

- Structure

# Partnership for a Heart Healthy Stroke Free

## Massachusetts



\* *American Heart Association*

\*\* *Massachusetts Department of Public Health*

# Structure

- Establish:
- At outset
- Revisit:
- If new partners join
- As results are reviewed
- If questions/controversies arise

# Agreeing – Mission, Outcomes, Structure

- *Written Agreement*

# Written Agreement

- Minimal Components:
- Partners (and representatives)
- Mission
- Outcomes
- Roles, resources from each partner
- “Endorsement” – Board, staff

# Slide title 1

- Other possible features:
- Evaluation criteria
- Work plan
- Statement of self-interest for each partner
- Detailed role descriptions – organisational and individual
- Budget

# Example: Ohio Memorandum of Understanding

# Written Agreement

- Establish:
- At outset
- Revisit:
- If new partners join
- If questions/controversies arise
- At point of “renewal”

# Measuring the Success Factors

- Wilder Collaboration Factors Inventory
- Self assessment tool that organizations can use to see where they feel they stand on factors that influence the success of collaboration
- Available on paper; and via the Wilder web site – [www.wilderresearch.org](http://www.wilderresearch.org)

# Inventory (continued)

Factors related to:

- Environment
- Membership characteristics
- Process/structure
- Communication
- Purpose
- Resources

# Exercise

- *Interpreting the Wilder CFI:*
  - *"Tulip County"*

# Maintaining Partners' Enthusiasm

- Communication
- Celebration of Progress, Results
- Anticipation of change in individual and organisational members, etc.
- Informal linkages

- *Concluding Comments*