

Maintaining State Partnership Collaboration

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Paul Mattessich, Ph.D.
Wilder Research Center
Suite 210
1295 Bandana Boulevard North
Saint Paul MN 55108
U.S.A.
www.wilderresearch.org

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

- Mutual Respect, Understanding, and Trust
- Open and Frequent Communication
- Established Informal Relationships and Communication Links
- Multiple Layers of Participation

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.

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.

4. Factors related to COMMUNICATION

B. Established informal relationships and communication links.

In addition to formal channels of communication, members establish personal connections — producing a better, more informed, and cohesive group working on a common project.

Agreeing – Mission, Outcomes, Structure

Mission

Mission

The most general statement of your desired results for the partnership, for example:

- “promoting optimal health by preventing and reducing heart disease and stroke among all residents of Massachusetts ”

Mission

Establish:

- At outset

Revisit:

- If new partners join
- As results are reviewed
- If questions/controversies arise

Exercise

Stating Your Mission

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

Inventory (continued)

Factors related to:

Environment

Membership characteristics

Process/structure

Communication

Purpose

Resources

Exercise

Interpreting the Wilder CFI:

"Tulip County"

Exercise

Rating Your Partnership

With the Wilder

Collaboration Factors Inventory

Partnership for Heart Healthy, Stroke-Free Massachusetts

Brief Overview

Kathy Foell

Massachusetts Department of Health

Partnership for a Heart Healthy and Stroke Free Massachusetts

Not Mandated by legislation

Original core partners : MDPH, MassPRO and American Heart Association

Started in 2001 to develop a statewide plan

As of February, 2005 a formal partnership implementing statewide plan

Statewide Action Plan

Advocacy Group
AHA

Phys Activity,
Nutrition &
Tobacco Experts

Stroke
Advisory
Group

Steering Committee

Mass Coalition for Cardiovascular Health
AHA, MDPH, Mass PRO
plus other organizations, agencies &
experts

Surveillance, Evaluation & Monitoring
Sub-Committee

Policy, Systems & Programs
Sub-Committee

Health Communications & Education
Sub-Committee

Original structure

Work Site
Advisory Group

Community
Advisory Group

Healthcare
Advisory Group

Schools
Advisory Group

Developing a Statewide Action Plan

- Over 110 organizations involved in developing plan
- Representatives attended over 100 meetings
- Statewide Plan has 20 objectives
 - 17 objectives have a lead partner
 - 60 organizations have committed as a lead, supporting or endorsing partner
 - HSPP (CDC-funded state program) is lead partner for 3 objectives
- Statewide Plan is “owned” by the Partnership, not MDPH

Partnership for a Heart Healthy Stroke Free Massachusetts

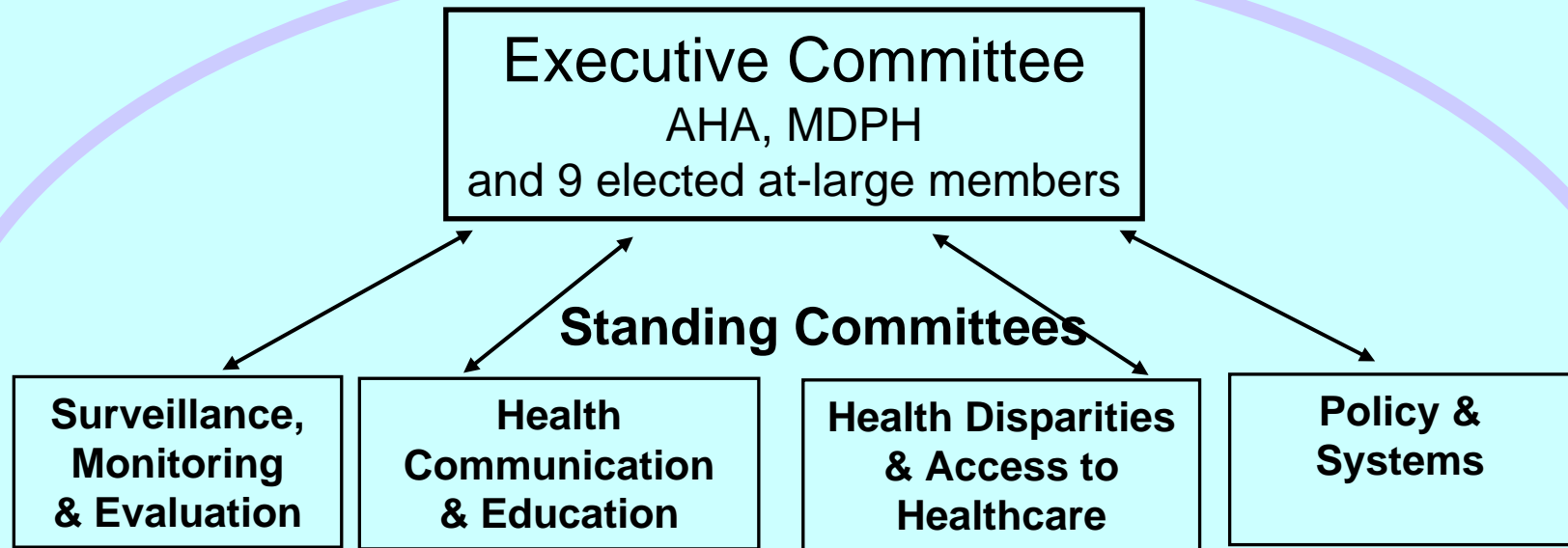
Vision: Massachusetts is a national model for the prevention and treatment of heart disease and stroke and the elimination of related health disparities

Mission:

A statewide coalition dedicated to promoting optimal health by preventing and reducing heart disease and stroke among all residents of Massachusetts.

We are committed to changing physical and social environments, public policies, and healthcare systems to reduce risk for heart disease and stroke.

Partnership for a Heart Healthy and Stroke Free Massachusetts



Members of the Partnership:
Lead, supporting and endorsing
partners

Current Structure Advocacy

Partnership's Operating Guidelines

The Partnership is comprised of representatives from agencies and other Partnerships interested in working together to advance the goals of the statewide action plan

Each organization has one vote; individuals cannot be voting members of the Partnership

Committees of the Partnership:

- Executive Committee

- Four Standing Committees

Roles and Responsibilities of the Partnership

Meet twice a year

Exists to prioritize, endorse and coordinate policies and systems to improve heart and stroke prevention and treatment in Massachusetts.

Identifies and assigns duties of standing committees and work groups as required to accomplish the mission and vision of the Partnership

Elects at-large members of the Executive Committee

Decides major policy or funding issues affecting the Partnership

Submits new ideas to the Executive Committee

Benefits of being a member of the Partnership

Networking with other organizations dedicated to promoting optimal health by preventing and reducing heart disease and stroke

Establishing synergies with other organizations and avoiding duplication of efforts

Being recognized as a Lead, Supporting or Endorsing partner on the statewide plan

Partnership for a Heart Healthy and Stroke Free Massachusetts

Current agenda for the Executive Committee

Integrating with other chronic disease coalitions

Developing funding mechanism to enable the Partnership to self-sustaining

Developing on-going effective communication network

Engaging and highlighting supporting partners

Amending the statewide plan- making it a living document

Defining roles of members of executive committee

Being responsive to news and members of the Partnership

Exercise

Building on Strengths

Strengthening Weaknesses

Problems and Solutions (see handout)

Exercise

Addressing Some Common Challenges

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:

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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

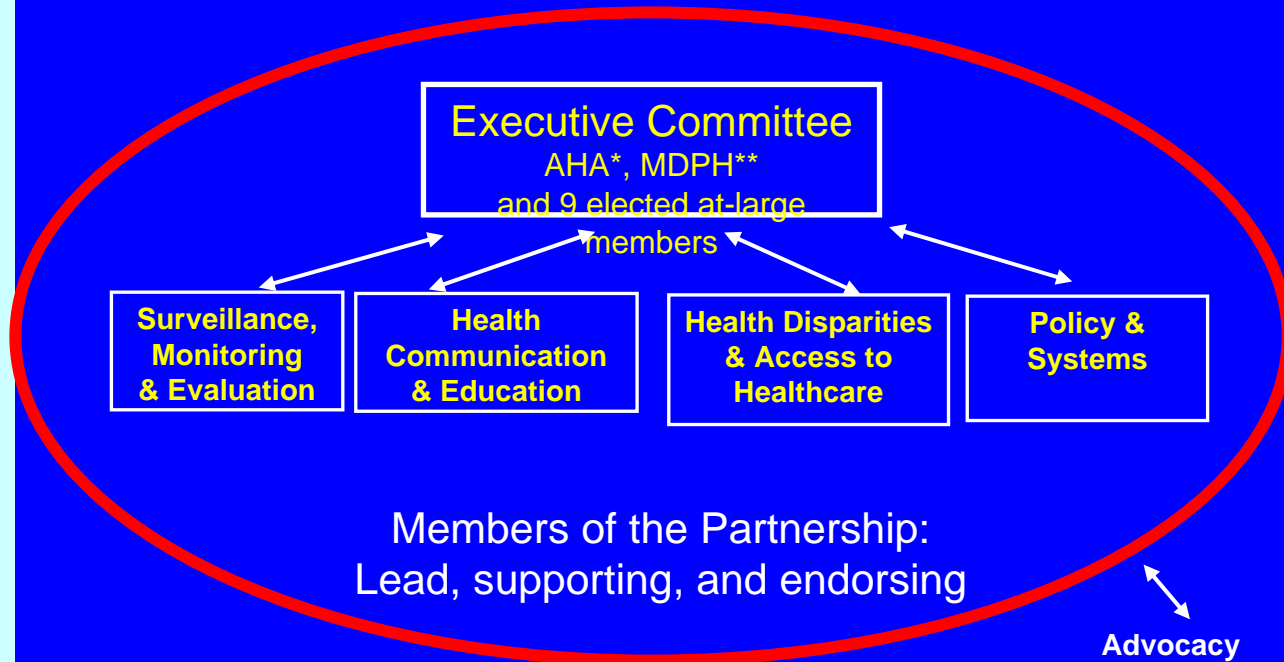
Based on Your Mission and

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: Massachusetts Memorandum of Commitment

Written Agreement

Establish:

- At outset

Revisit:

- If new partners join
- If questions/controversies arise
- At point of “renewal”

Maintaining Partners' Enthusiasm

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

Discussion: Other issues or questions regarding your experiences?

Concluding Comments