What Successful Partnerships Do: 6 Key Activities

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More and more, people are working in partnership: because they need to, want, or because they must.
However, few people receive training on how to work well in partnership.
What Successful Partnerships Do

A capacity-building series from HC Link

- Today’s webinar
- Individual coaching sessions with HC Link Consultants
- Workshops and consultations for your partnership
- Online event in French: September 14th
- Online event in English: September 26th
- English and French workshops at HC Link’s conference
- Educational Resources
Purpose

• To help you overcome common barriers to working in partnership

Objectives

• Discover strategies and activities to overcome common partnership challenges
• Access practical tools and resources to strengthen your knowledge and your partnerships
• Learn from the stories of others working in local partnerships across Ontario
Where does your partnership have strength?

- Working together for change
- Planning collaboratively
- Creating a shared vision
- Fostering a shared understanding
- Celebrating, evaluating and renewing
- Connecting with partners
- Other
What challenges does your partnership face?

- Fostering a shared understanding
- Planning collaboratively
- Celebrating, evaluating and renewing
- Connecting with partners
- Create a shared vision
- Working together for change
- Other
6 Key Activities

- Connect
- Celebrate, evaluate and renew
- Collaborative partnerships
- Work together for change
- Plan collaboratively
- Foster shared understanding
- Create a shared vision
Connect

- Celebrate, evaluate and renew
- Collaborative partnerships
- Work together for change
- Plan collaboratively
- Foster shared understanding
- Create a shared vision
Reflective Process

- What do we want to accomplish that would be better done in partnership?
- Thinking about our objectives, how would we like to work in partnership? Consider:
  - Our vision, mission and values
  - Our capacity and available resources (human resources, funding, skills and competencies, available time, other resources)
- What are the advantages for us if we work in partnership? What weaknesses could be lessened by working with partners?
- What could we offer to a partnership? What are our strengths?
- What do we need and expect from our partners?
Finding Partners

Do your homework!

Understand context and history:
- In Ontario and Canada
- In your community
- Within your organization

HC Link, 2016. How to Engage Francophones- When you don’t speak French!

Tamarack Institute, Stakeholder Engagement Wheel. Available from http://tamarackcci.ca/files/the_stakeholder_engagement_wheel_0.pdf
Approaching Equity-seeking Groups

Templates from the Collaborative Leadership in Practice project
Available from http://www.clip-lcp.org/resources/

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### Equity Analysis of Group Membership Template

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDIVIDUAL &amp; ORGANIZATIONAL COMPOSITION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Equity Analysis of Group Membership Template</strong></td>
<td></td>
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<td>2</td>
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<td>3</td>
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<tr>
<td>4</td>
<td><strong>Individuals</strong></td>
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<td>5</td>
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<tr>
<td>6</td>
<td><strong>Identity/Social location/Lived experience</strong></td>
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<td>7</td>
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<tr>
<td>8</td>
<td><strong>Caregiver</strong></td>
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<tr>
<td>9</td>
<td><strong>Child/youth</strong></td>
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<tr>
<td>10</td>
<td><strong>First generation immigrant</strong></td>
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</tr>
<tr>
<td>11</td>
<td><strong>Francophone</strong></td>
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<tr>
<td>12</td>
<td><strong>Homeless/handicapped</strong></td>
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<tr>
<td>13</td>
<td><strong>Indigenous</strong></td>
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<tr>
<td>14</td>
<td><strong>Lesbian, gay, bisexual, transgender, queer, questioning and two-spirit (LGBTIQ2S)</strong></td>
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<tr>
<td>15</td>
<td><strong>Low income/working-class</strong></td>
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<td>16</td>
<td><strong>People with disabilities</strong></td>
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<tr>
<td>17</td>
<td><strong>Psych consumers/survivors</strong></td>
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<td>18</td>
<td><strong>Racialized</strong></td>
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<tr>
<td>19</td>
<td><strong>Spiritual/religious/faith communities</strong></td>
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<tr>
<td>20</td>
<td><strong>Remote/Senior/Elder</strong></td>
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<tr>
<td>21</td>
<td><strong>Survivor/victim of violence</strong></td>
<td></td>
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<tr>
<td>22</td>
<td><strong>Unemployed/precarious employment</strong></td>
<td></td>
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<tr>
<td>23</td>
<td><strong>Without post-secondary education</strong></td>
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<tr>
<td>24</td>
<td><strong>Women</strong></td>
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<tr>
<td>25</td>
<td><strong>Other</strong></td>
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</tr>
</tbody>
</table>

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### Partnership Conversation Starter Template

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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</thead>
<tbody>
<tr>
<td><strong>EXPLORING YOUR SITUATION</strong></td>
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<td><strong>CONSIDER POTENTIAL ROLES</strong></td>
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<tr>
<td><strong>TYPES OF COMMUNITY INVOLVEMENT</strong></td>
<td><strong>Community Partner Role</strong></td>
<td><strong>Initiating Organization Role</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Consult</strong></td>
<td>Committed to providing input and/or limited involvement at specific</td>
<td>Takes responsibility for planning, implementing and evaluating the initiative</td>
</tr>
<tr>
<td>2</td>
<td><strong>Collaborate</strong></td>
<td>Collaborates with the initiating organization as a co-leader in designing, planning, implementing and evaluating activities.</td>
<td>Collaborates with the partner as a co-leader in designing, planning, implementing and evaluating activities. This organization may conduct more of the background and administrative work, but the partner will have responsibility for the process.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Lead</strong></td>
<td>Takes responsibility for planning, implementing and evaluating the activities.</td>
<td>Contributes resources (financial, communications, technical) and social capital (connections, legitimacy).</td>
</tr>
</tbody>
</table>

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### EXAMPLES

- Example #1 – Research Partnership

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[www.HCLinkOntario.ca](http://www.HCLinkOntario.ca)  [www.ReseauCS.ca](http://www.ReseauCS.ca)
Creating Welcoming Places Workbook


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  • Plans for change
Foster Shared Understanding

Connect

Celebrate, evaluate and renew

Collaborative partnerships

Work together for change

Plan collaboratively

Foster shared understanding

Create a shared vision
Stages of Group Development

Create a shared vision

- Connect
- Celebrate, evaluate and renew
- Collaborative partnerships
- Work together for change
- Plan collaboratively
- Foster shared understanding
- Create a shared vision
Create a Shared Vision

Created by Disa Kauk, Dscribe. Photo courtesy of Haldimand-Norfolk Health Unit
Plan Collaboratively

- Connect
- Foster shared understanding
- Collaborative partnerships
- Create a shared vision
- Plan collaboratively
- Work together for change
- Celebrate, evaluate and renew
Plan Collaboratively

Encourage collaborative leadership and support inclusion

• Use participatory approaches
• Use clear language
• Tame time to reflect on what *could* go wrong

Balance between adequate planning and spending all of your time in meetings!
Work Together for Change

- Connect
- Foster shared understanding
- Collaborative partnerships
- Create a shared vision
- Plan collaboratively
- Celebrate, evaluate and renew
- Work together for change
Collective action is the glue that bonds many partnerships.

- Stay connected
- Use and adapt your plans!
- Have a clear decision-making process
- Communicate in multiple ways
- Make time for other activities!
Consensus-Building


Thumbing for consensus…

**Up** = I’m fully behind this!

**Side** = I’m not fully behind this, but will support the group on it.

**Down** = I have concerns and cannot support his.
Celebrate, Evaluate & Renew

- Connect
- Foster shared understanding
- Collaborative partnerships
- Create a shared vision
- Plan collaboratively
- Work together for change
- Celebrate, evaluate and renew
The Value of Evaluative Learning

• It helps us get to the “how” and the “why”
• It helps us understand what works in context
  • under what conditions? in what contexts? for what groups of people?
  • in what ways? and to what extent?
• It helps us comprehend what factors are helping and hindering success

“Stop (Just) Measuring Impact, Start Evaluating”
Powerful Questions

- Tell a story that illustrates how this experience has made a difference in your life, work or community.
- Why do I participate in this group? How well are my personal goals being met? What could improve things?
- What should we: Stop doing? Keep doing? Start doing?

Participatory Evaluation Techniques

- Lineups
- Spiderweb
- Head/Heart/Feet
- Paper Quilt

Evidence-based tool from Quebec based on six requirements for effective partnership work*

<table>
<thead>
<tr>
<th>The range of perspectives relevant to the issue.</th>
<th>Early stakeholder involvement in strategic decisions.</th>
<th>Engagement of stakeholders in negotiating and influencing decisions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment of strategic and pivotal stakeholders to the project.</td>
<td>Partnership arrangements that favour equalization of power among the stakeholders.</td>
<td>Partnership arrangements that help build collective action.</td>
</tr>
</tbody>
</table>

18 indicator tool: *Outil diagnostique de l’action en partenariat*. English adaptation coming soon!

• Collaboration Assessment Tool
• 20 research-tested success factors
• 40 question survey tool
• Free online inventory

6 Key Activities

- Connect
- Foster shared understanding
- Collaborative partnerships
- Create a shared vision
- Plan collaboratively
- Celebrate, evaluate and renew

www.HCLinkOntario.ca  www.ReseauCS.ca
A few closing thoughts….

- Partnership is about relationship
- Practice the 6 activities throughout the life of your partnership
- A successful partnership is a process- not a destination!

**Working in partnership allows us to accomplish more than we can on our own**
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