An eye on the vision, an eye on the road: Working together for change

May 7, 2015 • 10:30 a.m. – noon

Guest speakers

Gillian Kranias
Consultant, HC Link

Amy Mak
Middlesex-London Health Unit

Jane Harrington
London Health Sciences Centre

Jennifer Miller
Algoma Public Health

Kim Hodgson
Consultant, HC Link

Darin Rossetto
Sault Ste Marie Police Service

RECORDING NOTICE: This webinar is recorded and will be made available to the general public on the HC Link website.
Collaborative Partnership Series
Overview

Part 1 - Thursday, April 23, 10:30 a.m. – noon
The Genius of Partnerships: *New relationships and diverse perspectives within a common vision*

Part 2 - Thursday May 7th, 10:30 a.m. – noon
An Eye on the Vision, An Eye on the Road: *Working together for change*

Part 3 - Thursday May 28th, 10:30 a.m. – noon
*Thinking Back, Moving Forward: Celebrate and evaluate…to renew*
Collaborative Partnerships

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

Six Activities for successful partnerships
“On-the-journey” Learning Strategies:

• Listen and learn from partners with experience in collaborative work from other cultures.
• Co-attend workshops and events with partners.
• Make time for regular evaluative discussions about process learnings.
• Learn to recognize, value and “practice” the six activities of successful partnership work.
This series:
Learn more about the cyclic nature of partnerships, gain new insights, revitalize your toolbox, make new connections

This webinar:
– Plan collaboratively
– Work together for change
Today’s Agenda

1. Overview of the 6 Steps model
2. Look at common challenges and opportunities during this stage of Partnership development
3. Stories from the field
   • Amy Mak and Jane Harrington
   • Jennifer Miller and Darin Rossetto
4. A touch of theory
5. Hands-on resources
6. More peer sharing and discussion
Partnerships: variations on a theme

What’s in a word?...
- Network
- Collaborative
- Partnership

Diverse Structures
- formal or informal
- simple or multi-layered
- multi-sectoral
- topic-focussed
- population-focused

Different Functions:
- Knowledge networks
- Policy and professional networks
- Community action networks
- Service coordination and improvement networks

What’s common?
- Complexity!
What is the biggest hurdle you face when trying to work effectively within a partnership?
Participants’ Comments:
Challenges to planning and working together in partnerships

What do you find most challenging within your partnership efforts?

- Slower Process
- Working Together
- Finding common ground
- Resources
- Sustaining momentum
- Establishing partnerships
Participants’ Comments:
The best of partnership work

What do you enjoy most about your partnership efforts?

- Greater impact
- Collaboration
- Increased Capacity/Efficiency
- Other
Collaborative Partnerships

Six Activities for successful partnerships

Connect

Celebrate, evaluate & renew

Foster shared understanding

Work together for change

Create a shared vision

Plan collaboratively
Stories from the field

Now speaking:

Amy Mak
Middlesex-London Health Unit

Jane Harrington
London Health Sciences Centre
Stories from the field

Now speaking:

Jennifer Miller
Algoma Public Health

Darin Rossetto
Sault Ste. Marie Police Service
Further discussion with our guests:

Amy Mak and Jane Harrington

Jennifer Miller and Darin Rossetto
A touch of theory

"It's a simple model... but it works for me..."
Planning Collaboratively

- Choosing a governance structure
- Shared leadership
- Participatory planning processes
- Ongoing information exchange
Working Together for Change

- Consider wider, overall impacts of decisions and actions
- Clear decision-making process
- Monitoring and evaluation
Planning Collaboratively

Conditions of Success

• Accept ebb and flow of membership
• Leadership in Key Position (not always most senior)
• Inclusive Decision Making (transparent)
• Appropriate Governance Structure
  – “agreements” of roles, expectations, commitment
• Mutually Beneficial Interactions
• Communication
• Environment of Trust
Flexible Membership

- Expect and plan for membership changes with flexibility and grace
  - Acknowledge and thank all contributions

- Accommodate participation styles
  - “How would you like to participate within this group?”
Sharing Leadership

Who’s the leader?

Old leadership paradigm

New leadership paradigm
Appropriate Governance

Intro (and videos) on Collective Impact:

FSG website
What is Collective Impact?

Collection of articles by Canadian authors:

The Philanthropist
Vol 26, No 1 (2014)
Special issue on Collective Impact
Appropriate Governance

Constellation Model
Tonya Surman and Mark Surman

http://socialinnovation.ca/constellationmodel

http://timreview.ca/node/183
Decision Making

“A genuine leader is not a searcher for consensus but a molder of consensus.”
—Martin Luther King, Jr.

Consensus Building (Collaborative Problem Solving)

www.cmoe.com
Power and Control
Resources

Collaborative Partnerships

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Six Activities for successful partnerships
Terms of Reference Builder


FRENCH: http://www.reseaucs.ca/images/Resources/ToRBUILDER_FR.pdf
Partnership GOALS:
Fundamentally, what do we want to accomplish?
What overarching goals will guide our efforts?

PROCESS AGREEMENTS:
What principles guide our work together?
How will we structure ourselves?
How will we make decisions?
How and when can individuals provide feedback?

WORKPLANS:
What do we want to accomplish this year?
What will success look like? (SMART objectives)
What activities need to happen?
Who will lead and who will support each activity?
What timelines will help us measure progress?

*Make time to reflect on what could go wrong, and devise plans to prevent or be prepared!
Participatory Planning

Participation Works!
21 techniques of community participation for the 21st century

Communications: What everyone needs

**Communications planning questions:**

- What communications channels have we been using? For which purposes?
- How do different stakeholders prefer to communicate?
- Who might be excluded if we only use certain channels? How can we better accommodate everyone?
- What needs to be formal? Which can be informal?
- How can we resource the most essential communications?
Conflict Resolution Steps

- Have each person define the problem.
- Have each person state what she/he needs.
- Have an observer restate the problem.
- If both parties agree that this is an accurate reflection of the problem, have all parties brainstorm solutions. List them.
- Identify two or three solutions that seem workable, then narrow these down to one.
- Make a commitment to try the solution.
- Evaluate the solution at an agreed upon time. If the solution didn’t work, try the process again.

www.selfhelp.on.ca
Conflict Resolution Network

www.crnhq.org

Fighting Fair
How you both can win

Be willing to fix the problem...

Say what the problem is for you...

Listen to what the problem is for them...

Attack the problem, not the person...

Look for answers so everyone gets what they need...

Fouls
Name Calling
Put Downs
Sneering - Blaming
Threats - Hurting
Bring up the past
Making Excuses
Not Listening
Getting Even
Meeting Phases

Effective Meetings
"don't be phased, do the phases!"
From: Unison Health and Community Services, 2013

Phase 1:
Plan ahead!

Phase 2:
Conduct the meeting

Phase 3:
Follow up
One example of why phase I (plan ahead!) matters:

Questions about meeting goals for a person-in-charge:

- logically, what needs to be handled first?
- what part of this is urgent?
- what issues will need to be discussed in the future?
- what deliverables do you want this meeting to produce?
- let’s try breaking [the] overall goal into a few rough stages/
- at the end of this meeting, what do you want people to come away with?
- what could be done after the meeting?
- what could be done before the meeting?
- what could be done by people who are not at this meeting?
- what discussion needs everyone’s involvement?

Participatory Dialogue and Decision-making Tools

A great classic: Facilitator’s Guide to Participatory Decision-Making (Kaner, 2007)

A great website: Liberating Structures (McCandless and Lipmanowicz)


www.liberatingstructures.com/ls/
Equity-promoting practices

Some methods to enhance inclusion:

• Start in pairs, move to small groups, build to full group dialogue.
• Ask people to write priorities on stickies (sort individual ideas, name each grouping, distribute dots so people can highlight their key priorities).
• Cue card priority sort.
• Learn and practice consensus decision-making techniques.

Another good reference: **Participatory Workshops: A Sourcebook of 21 Sets of Ideas and Activities** by Robert Chambers (2002)
Decision Rule - options

- Unanimous agreement
- Unanimity minus one vote
- Unanimity minus two votes
- Super majority thresholds (90%, 80%, 75%, two-thirds, and 60% are common).
- Simple majority
- Executive committee decides
- Person-in-charge decides

Source: Tim Hartnett, *The Basics of Consensus Decision-Making*
http://consensusdecisionmaking.org/Articles/Basics%20of%20Consensus%20Decision%20Making.html
Consensus-Building

From: Consensus Decision Making: A short guide (Seeds for Change)

Further reading and videos:
Consensus Decision-Making: A Virtual Learning Center for People Interested In Making Decisions by Consensus
http://www.consensusdecisionmaking.org/
Equity and Inclusion Lens
Community Handbook

City of Ottawa and City for All Women Initiative

Just updated - 2015

English:

French:
Further readings on partnership

HC Link Ontario
http://www.hclinkontario.ca/resources/resources/partnership-development.html
http://www.hclinkontario.ca/index.php/resources/resources.html?id=44:resources-partnership-development&catid=3:resources

Ontario Healthy Communities Coalition
Collaboration and Partnerships for Healthy Communities Online Course

Health Nexus
http://en.healthnexus.ca/topics-tools/community-engagement

Tamarack Institute
http://tamarackcommunity.ca

The Intersector Project (USA)
http://intersector.com
Next in this webinar series:

Part 3
Thurs. May 28th 10:30 a.m. – noon

Thinking Back, Moving Forward:
Celebrate and evaluate… to renew

To register: www.hclinkontario.ca “Events”
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