The genius of partnerships
New relationships and diverse perspectives within a common vision

April 23, 2015 • 10:30 a.m. – noon

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Consultant, HC Link

Stephanie Gloyn
Regional implementation coordinator – Durham Service Collaborative, Centre for Addictions and Mental Health (CAMH)

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 – Today!
The Genius of Partnerships: New relationships and diverse perspectives within a common vision

Part 2 – Thursday May 7th, 10:30 a.m.–12:00 p.m.
An Eye on the Vision, An Eye on the Road: Working together for change

Part 3 – Thursday May 28th, 10:30 a.m. –12:00 p.m.
Thinking Back, Moving Forward: Celebrate and evaluate…to renew
Collaborative Partnerships

Six Activities for successful partnerships

- Connect
- Foster shared understanding
- Create a shared vision
- Plan collaboratively
- Work together for change
- Celebrate, evaluate & renew
“I don’t recall having any training on the topic of partnerships and networks”
Learning Objectives

This series: Learn more about the cyclic nature of partnerships, gain new insights, revitalize your toolbox, make new connections

This webinar:
- Connecting with others
- Developing a shared understanding of issues
- Creating a common, relevant vision
Today’s Agenda

1. General introduction (completed)
2. Partnerships
   - a quick look at variations
   - a quick look at registrants’ experiences
3. Stories from the field
   - Stephanie Gloyn
   - Joanne Dubois
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-focused
- population-focused

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

What’s common?
- Complexity!
Webinar registrant perspectives…

*What do you enjoy most about your partnership efforts?*

- Collaboration (34%)
- Increased Capacity (38%)
- Greater Impact (18%)
- Sustainability (5%)
- Other (5%)
Share one unexpected outcome that occurred in a partnership
Webinar registrant perspectives...

What do you find most challenging within your partnership efforts?

- Finding Common Ground (28%)
- Being Effective (13%)
- Sustaining Momentum (12%)
- Resources and Supports (20%)
- Establishing Trustworthy Partnerships (13%)
- Negative Attitudes (14%)
Collaborative Partnerships

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

Six Activities for successful partnerships
Stories from the Field

Our guests today:

Stephanie Gloyn
Regional Implementation Coordinator, Durham Service Collaborative
Centre for Addictions and Mental Health (CAMH)

Joanne Dubois
Community Developer
Grand River Community Health Centre
Stories from the field
Now speaking:

Joanne Dubois
Community Developer
Grand River Community Health Centre
Stories from the field
Now speaking:

Stephanie Gloyn
Regional Implementation Coordinator, Durham Service Collaborative
Centre for Addictions and Mental Health (CAMH)
Further discussion with our guests:

**Stephanie Gloyn**  
Regional Implementation Coordinator, Durham Service Collaborative Centre for Addictions and Mental Health (CAMH)

**Joanne Dubois**  
Community Developer, Grand River Community Health Centre
A touch of theory

PHOTO: “My books…” Mike Fabio
https://www.flickr.com/photos/revrev/
Conditions of Success

- Culture of “cooperation” among organizations
- History of previous partnership efforts
- Political support
- Importance, urgency of issue
- Leadership and coordination capacity
- Available resources (financial, HR, inkind supports etc.)
Criteria for Success

Conditions for partnership success:

- create a bond of trust and demonstrate openness
- work as a team, for consensus and consultation
- respect the organizational mission of each partner
- respect the expectations and limits of each partner
- share power, risks and responsibilities
- invest jointly in resources
- encourage commitment and permanency from the stakeholders

From: Montreal Police Services as quoted in "Partnership Development", @ a glance, Health Health Resource Centre, Fall 2009)
Connecting with others

- Clarify the need for a partnership
- Engage diverse perspectives; be intentionally inclusive
- Consider motivations, mandates, needs
Creating a Common Vision

• Vision statement and values should unite and inspire!

• A vision articulates what the group is about

• **Everyone** should “see themselves” in the vision
Developing a Shared understanding of issues

– How does each group understand the issue?
– How is our language the same? Different?
– How are our mandates the same? Different?
– Has this issue been addressed before? What has worked? What have we learned?
– What don’t we know?
– Who’s perspective are we missing?
Resources

Collaborative Partnerships

- Connect
- Foster shared understanding
- Create a shared vision
- Six Activities for successful partnerships
- Plan collaboratively
- Work together for change
- Celebrate, evaluate & renew
Relationships First and Last

“Relationship is at the core of indigenous knowledge(s)”

Margo Greenwood (University of Northern British Columbia)
http://www.karger.com/Article/Pdf/346537

The Indigenous Origins of Circles and How Non-Natives Learned About Them
http://www.livingjusticepress.org/index.asp?Type=B_BASIC&SEC={0F6FA816-E094-4B96-8F39-9922F67306E5}

Learning from Indigenous Helpers and Scholars
http://www.hclinkontario.ca/blog/entry/learning-from-indigenous-helpers-and-scholars.html

Doing business simply. Lessons from Aboriginal Australia
http://samanthanolansmith.com/doing-business-simply/
### Before You Connect - some reflection questions

#### 3.1 What to do

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<td>1.</td>
<td>Review your organization’s reason for being, what you are trying to achieve.</td>
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<td>2.</td>
<td>Develop a realistic assessment of your current reality—your strengths and the challenges you face.</td>
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<td>3.</td>
<td>Identify your key priorities.</td>
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<td>4.</td>
<td>Determine your partnership “readiness”—what are your expectations from a partnership and what are you willing to commit to building a partnership.</td>
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<td>5.</td>
<td>Establish your partnership “limitations”—it is important to know in advance where your organization cannot or will not go.</td>
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PHO’s Stakeholder Wheel

Source: Public Health Ontario

An alternate approach to stakeholder analysis in Unison EIP workbook
Opportunity Tracking

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<th>Partnership member(s)</th>
<th>Potential partner</th>
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<td>Introduce vision, structure, past activities, future plans and hopes</td>
<td>Learn about vision, structure, past activities, future plans and hopes</td>
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<td>Identify current priorities</td>
<td>Assess current priorities</td>
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Determine where priorities align and separate

Explore basic proposals that might benefit both parties: *Opportunities Identified*

Finalize proposal for moving forward: *Opportunities Accepted/Rejected*

Adapted from: Diabetes Education Centre, Unison Health and Community Service (2013)
Stages of Group Development

Bruce W. Tuckman (1965)
Image: http://www.infed.org/thinkers/tuckman.htm
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Available on website of the Asset-Based Community Development Institute: [http://www.abcdinstitute.org/docs/WelcomWorkbook_final%20copy%283%29%20copy.pdf](http://www.abcdinstitute.org/docs/WelcomWorkbook_final%20copy%283%29%20copy.pdf)
Shared Understanding
Looking and listening for new perspectives
Dialogue...
in pairs, small groups, large groups,
about:
  • What change do we want to see?
  • What impacts do we want to have
towards that change?
  • What quality/principles of working
together will be important?

... listen.
Paper Quilts

Why do I care…?

What is the broader purpose of my work within this team…?

Source: Adapted by Gillian Kranias from work and teachings of dian marino http://web.net/~story/wild.htm
Shared Vision

- In 10 years, we’d like to see…
  - Guided imagery and sharing
  - 1,2,4, All - Liberating Structures

- Brainstorm ideas/words/images, incorporating common elements into a Vision - Consensus Workshop Process (ICA)
The Critical Success Factors of Ontario Public Health Association (OPHA) Workgroups

Critical Success Factors
The following factors were identified as critical to the success of effective workgroups. They are listed in order of frequency.

- Leadership from Workgroup Chairs
- Open Communication within Workgroups
- Regular Updates of Current and Emerging Issues
- Enthusiasm of Workgroup Members
- Shared Vision and Understanding of the Group’s Goals
- Collaboration with Other Organizations and Key Stakeholders
- Diverse Geographical Representation
- Diverse Skills Set Among Members
- Leadership from Workgroup Members

Leadership Qualities
Research shows that the following are the top 6 leadership qualities of workgroup chairs that can lead to workgroup effectiveness.

- Communicative
- Organized
- Passionate
- Assertive
- Dedicated
- Knowledgeable

1. Take responsibility for choices and respect choices of others (autonomy)
2. Walk a mile in each other’s shoes (empathy)
3. Demonstrate that the whole is greater than the sum of its parts (purpose)
4. Make working together easy (enabling environment)
5. Make collaboration a very human process (connectedness)

More details, and video, online:
Qualities of a good arrangement

Indicators of "a good arrangement":

- the group is making satisfactory progress on the issues
- the effort and conflict required to make progress is reasonable
- members are achieving some personal/organizational objectives
- everyone involved is learning much more about the issue and how to address it
- the overall process is self-refueling, leading to greater ambition and capacity

From: Cabaj, M (2010) Collaborative Governance presentation slides retrieved Oct 28,

Mark Cabaj (2010) presentation slides online at:
Useful Websites

HC Link Ontario
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
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