Community Partnerships and Collaborations

NCIOM ACCOUNTABLE CARE COMMUNITIES TASK FORCE

PRESENTATION BY CALVIN ALLEN
RURAL FORWARD NC AT
THE FOUNDATION FOR HEALTH LEADERSHIP
AND INNOVATION

OBJECTIVES OF THE SESSION

1. **Provide background on Rural Forward NC, a program of FHLI and a partner in the Healthy Places NC initiative**
2. **Identify the benefits and challenges of coalition building**
3. **Discuss some of the best practices for coalition building**
4. **Raise equity and inclusion issues to consider**

COLLABORATION DEFINED? 1

WHY COLLABORATE? 2

MORE & BETTER!

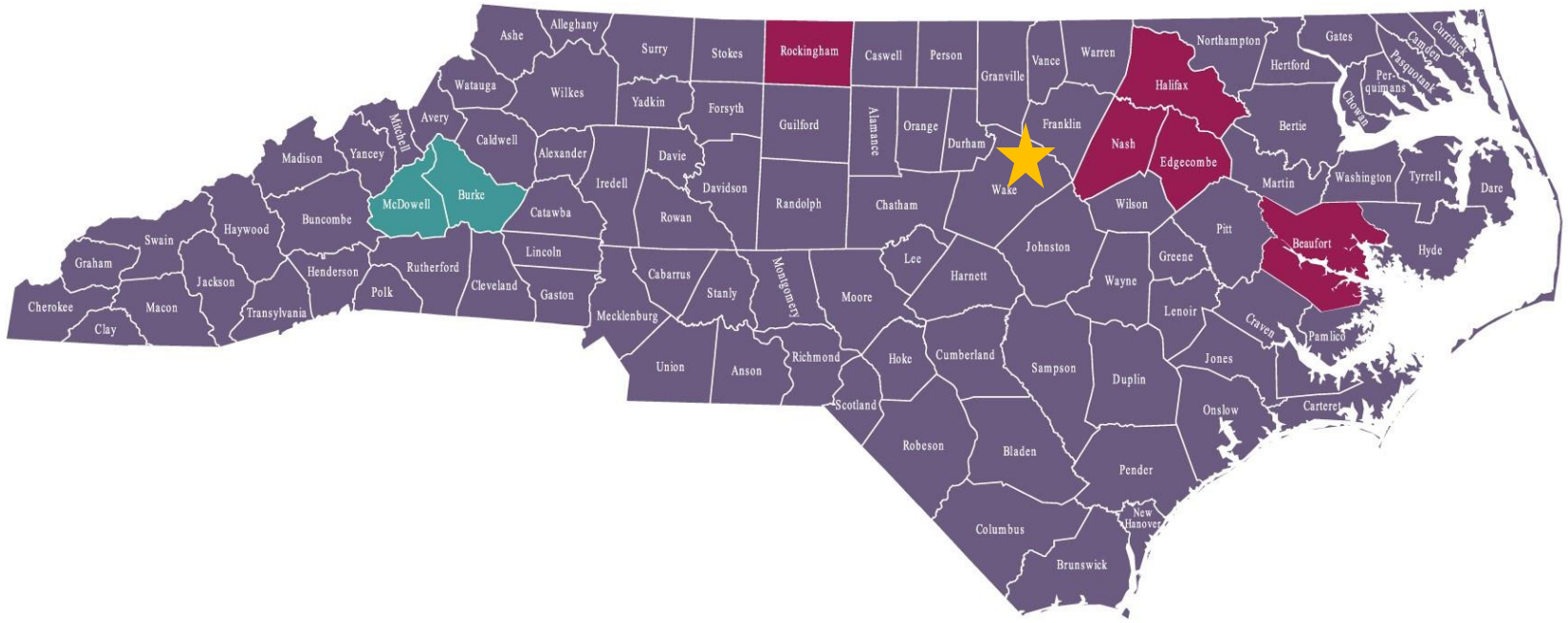
Building Sturdy Ground for Good Partnerships

1. Assets beyond Needs

2. Relationships are the currency of nonprofit culture.

Healthy Places NC

$100 million over 10 years in 10-15 rural, Tier 1 NC counties



Goal:

See the major health indicators improve over a ten year period and beyond in rural Tier 1 counties.

healthy places NC

AN INITIATIVE OF THE KATE B. REYNOLDS CHARITABLE TRUST

1. Identify and build relationships with **local leaders** in innovation
2. Continuously map local **innovation strategies** toward a healthier community
3. Amplify their impact to a **countywide level** through capacity supports and strategic funding

The Nick Aceves Principle

"We could all be doing our jobs perfectly and still the county might not be improving."

healthy places NC

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KEY CHANGES WE SEEK

Increased collaboration and communication between agencies and departments

More inclusive lists of partners at the table, particularly communities of color and low-income

Improved innovation plans with inclusive goals, benchmarks, and a network of partners

GOAL: See the major health indicators improve over a ten year period in rural Tier 1 counties.

Regional Support Organizations

healthy places NC

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Identify and build relationships with **local leaders** in innovation **1**

Strengthen their **capacity and sustainability** as individuals, organizations, and coalitions **2**

Network relevant partners to eliminate service gaps and connect them to relevant resources **3**

GOAL: See the major health indicators improve over a ten year period in rural Tier 1 counties.

Rural Forward NC PRINCIPAL TOOLS

Training

Facilitation

Strategic Planning

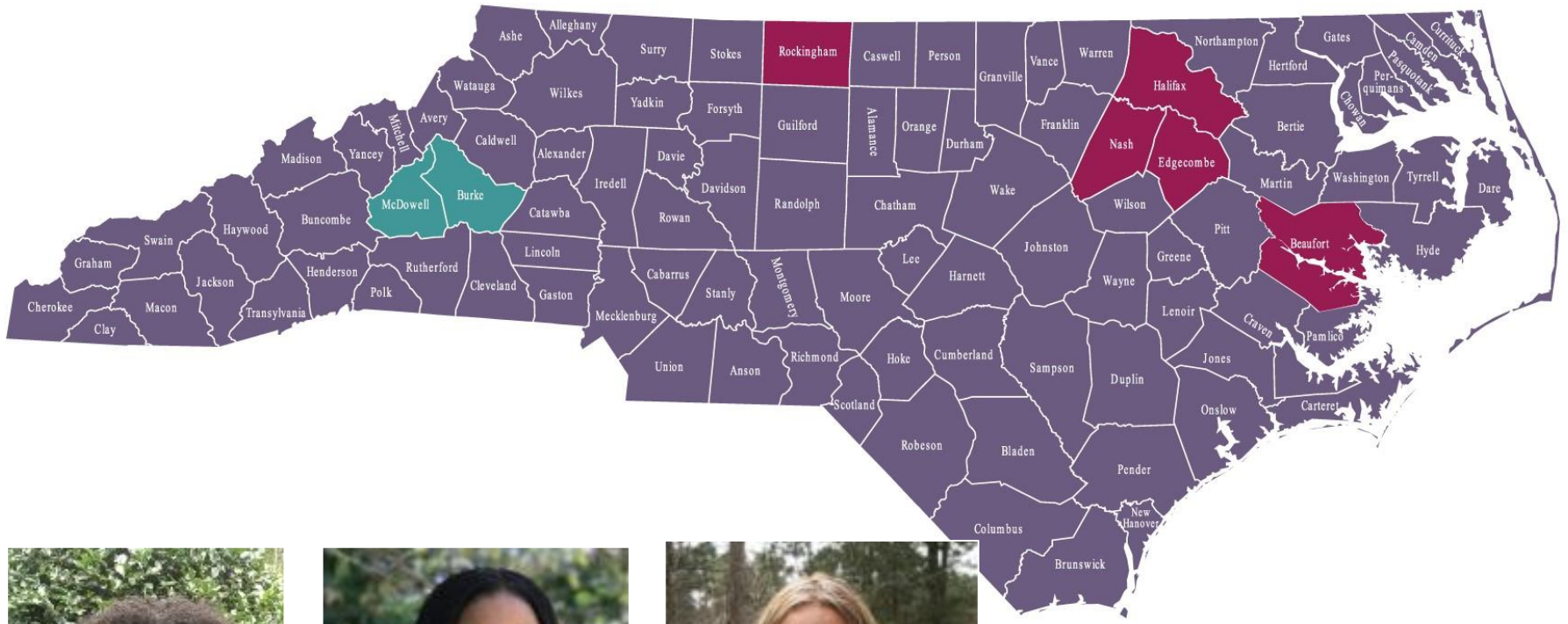
Research and Evaluation

Coaching

Connecting

Policy Support

PRINCIPAL Responsibilities



1. Identify Leaders, Orgs, and Innovators
2. Strengthen Skills and Sustainability
3. Connect Them to Resources and Each Other
4. Stay abreast of statewide, regional, and national resources
5. Collect evaluation data
6. Write communications pieces
7. Manage network conflict
8. Communicate to the Hub

Supporting Agency Partners

Agency Partner: **Support organizations identified by the Trust or RFNC to assist in a HPNC county**

Support Goals for Rural Forward NC:

1. Increase interagency coordination, communication, and reflection within a particular HPNC county/issue, especially regarding **CLINICAL, HEALTHY EATING, ACTIVE LIVING**
2. Increase effectiveness in communities, skill translation
3. Explore regional opportunities

Support Roles

1. RFNC convenes agency partners quarterly
2. RFNC connects agency partners and community partners
3. RFNC coaches staff, teaches conflict management

healthy places NC
AN INITIATIVE OF THE KATE B. REYNOLDS CHARITABLE TRUST

- **Founded in 1982 by Jim Bernstein**
- **Programmatic home outside of the NC Office of Rural Health**
- a home for programs, connecting them to collectively address health issues, while providing the **space, resources, and expertise** they need to do their work. We are the foundation from which programs and partnerships grow to improve the health of the **whole-person** through a **whole-community** approach.
- **Currently 30 staff members**

Foundation for Health Leadership & Innovation

Moving people and ideas into action

FHLI Board of Directors

President and CEO
Anne Thomas

Catalysts for Healthy Eating and Active Living	**The NC Rural Health Alliance**	**Practice Sights**	**The Jim Bernstein Fellowship Program**	**Admin Team and Backoffice Program Support**
Regional Community Health Needs Assessment Program	**NC Oral Health Collaborative**	**Center of Excellence For Integrated Care**	**The Jim Bernstein Scholars Program**	RURAL FORWARD NC

Lessons Learned

There is power in agency collaboration.

There is power in sharing data beyond traditional organizational boundaries.

Trust can develop when collaboration and data sharing happen successfully, and that can lead to innovation.

HELPFUL HINTS

1. Siloes make it difficult to make decisions. A core group (not too big) is essential.
2. These approaches can be applied in any county. It just depends on leadership and who is in the community. Anyone can do it. It just depends on where you start.
3. These efforts took years to get this far, and they still aren't done. Collaboration takes ongoing work.
4. Leadership was important. It helped to make our roles clear.

Value of Collaborations and Partnerships

1. *Resources*
2. *Power*
3. *Access: INCLUSION*
4. *Communication*
5. *Culture*

Risks of Collaborations and Partnerships

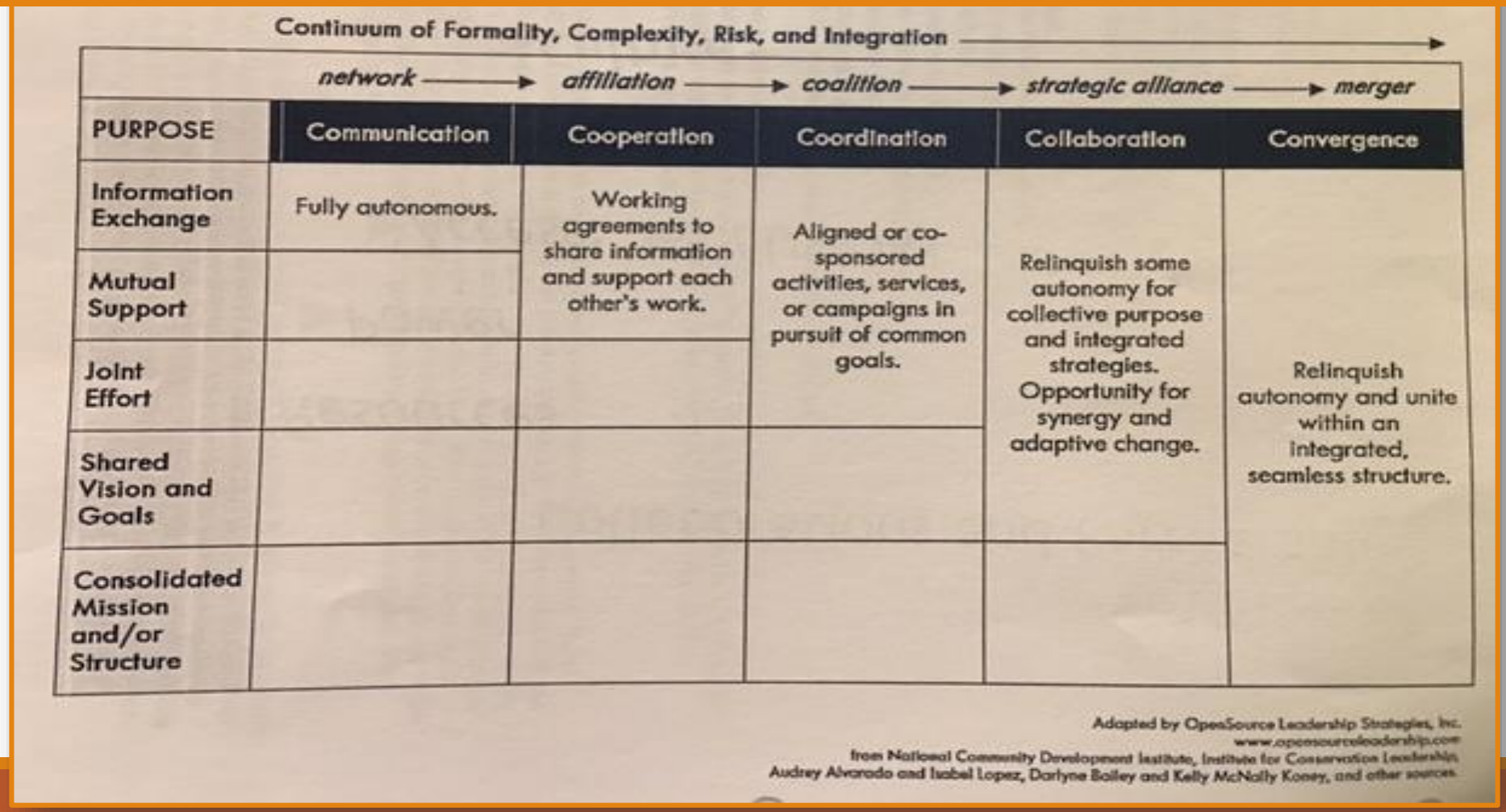
1. *Resources*
2. *Power*
3. *Access*
4. *Communication*
5. *Culture*

5 Partnership and Collaboration Traps

1. **INCENTIVE:** There is nothing in it for you and/or the goals are not collective.
2. **POWER:** Voice is not evenly distributed.
3. **RESOURCES:** You do not have available or necessary tools required to collaborate.
4. **EQUITABLE ROLES:** Decision-making and structure are not based on the dynamics of the group.
5. **AUTHORITY:** Representatives don’t have permission to make decisions on behalf of their organization.

Spectrum of Collective Work

Building Power for Breakthrough Social Change



Continuum of Formality, Complexity, Risk, and Integration →

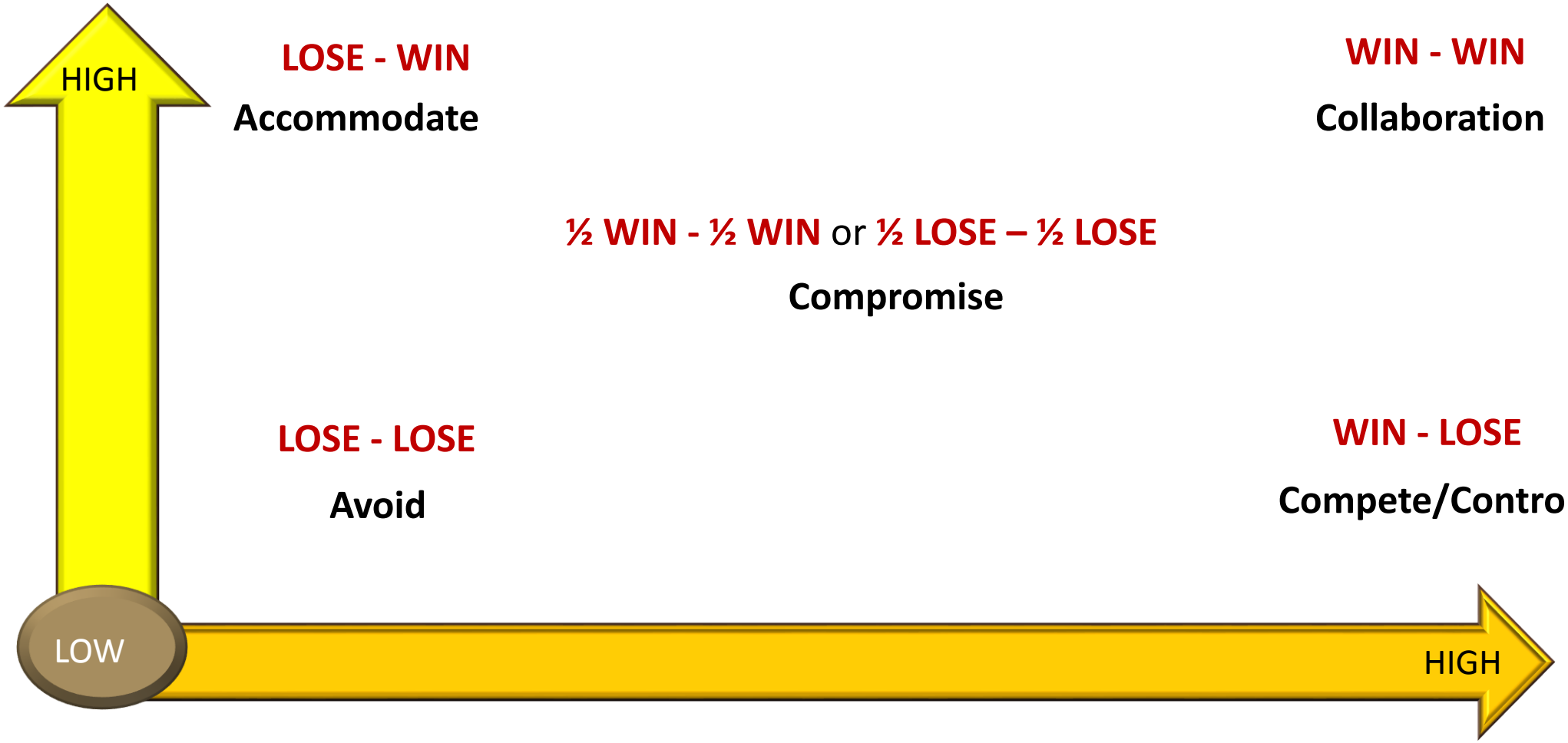
network → affiliation → coalition → strategic alliance → merger

PURPOSE	Communication	Cooperation	Coordination	Collaboration	Convergence
Information Exchange	Fully autonomous.	Working agreements to share information and support each other's work.	Aligned or co-sponsored activities, services, or campaigns in pursuit of common goals.	Relinquish some autonomy for collective purpose and integrated strategies. Opportunity for synergy and adaptive change.	Relinquish autonomy and unite within an integrated, seamless structure.
Mutual Support					
Joint Effort					
Shared Vision and Goals					
Consolidated Mission and/or Structure					

Adapted by OpenSource Leadership Strategies, Inc.
www.opensourceleadership.com
from National Community Development Institute, Institute for Conservation Leadership,
Audrey Alvarado and Isabel Lopez, Darlyne Bailey and Kelly McNally Keasey, and other sources.

INTERACTION BEHAVIOR STYLES

Your Needs/ Importance of Relationship



My Needs

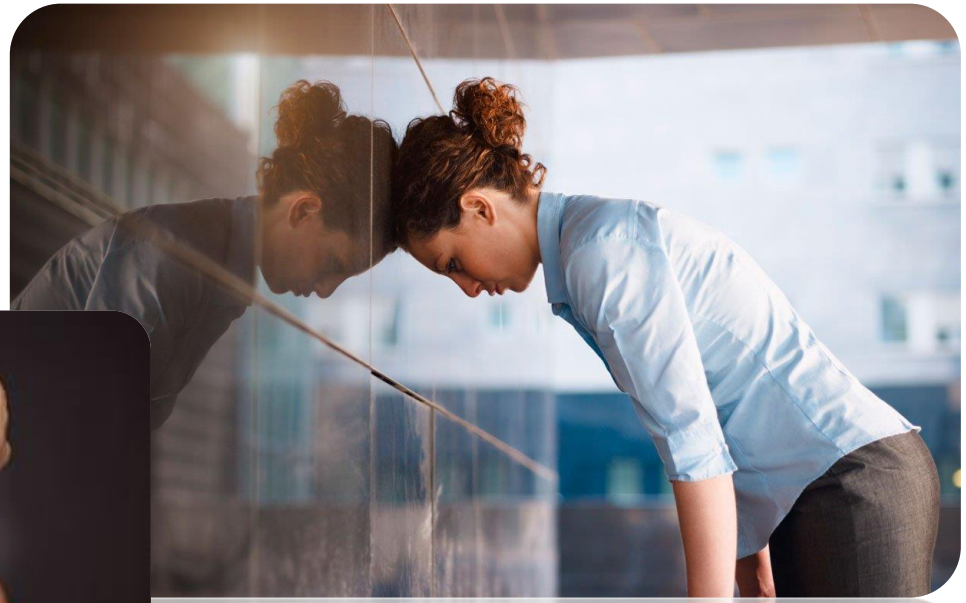
6 Useful Tools for Partnerships and Collaborations

1. Memorandum of Agreement or Statement of Desired Outcomes
2. **An Asset Map: Relationships, Tools, Data**
3. Temporary Structure and Roles: *Convener, Chair, Facilitator*
4. **One Pager: Mission, Vision, Who to Impact**
5. Strategic Plan: *Benchmarks, Timelines*
6. **Permanent Structure: *Accountability***

This is a job for… ?

or

Got Process Fatigue?



Bruce Tuckman's Stages of Group Development

1. Forming: The group comes together and gets to initially know one other and form as a group.

2. Storming: A chaotic vying for leadership and trialing of group processes.

3. Norming: Eventually agreement is reached on how the group operates.

4. Performing: The group practices its craft and becomes effective in meeting its objectives.

Tuckman added a 5th stage 10 years later:

5. Adjourning: The process of "unforming" the group, that is, letting go of the group structure and moving on.

1. “WORSHIP OF THE WRITTEN WORD:”
   - **Data is very important, but it cannot tell the whole story.**

2. “FEAR OF OPEN CONFLICT:”
   - **When people don’t tell you their concerns, you are REALLY in trouble.**

3. “PROGRESS IS BIGGER, MORE:”
   - **In some cases, a minor shift can be more meaningful.**

4. “OBJECTIVITY:”
   - **Are any of us truly objective? There is power and trust building in acknowledging our perspectives.**

5. “EITHER/OR THINKING, PERFECTIONISM”
   - **There are many ways to address any one issue.**
   - **Instead of looking for “right” answers, let innovation bloom through visioning.**

6. “SENSE OF URGENCY:”
   - **Balance the pace of the group with the necessity of the goal.**

7. “POWER-HOARDING:”
   - **Are we including only traditional voices in a public process?**
   - **How do we encourage new and untraditional leaders to step up?**

DISCUSSION TIME

Partnership Dynamics, 1 of 3

Objectives:

1. All parties are clear
2. Objectives versus products?

Methodology:

1. Method for achieving objectives is clear
2. Timelines are set (1 year, 6 months, 3 months, beyond 1 year)

Boundaries are clear:

1. values
2. how you do things
3. what you won't do
4. exchange of vision, mission, organizational values

Partnership Dynamics, 2 of 3

Accountability:

1. Roles: Project director/Link, Authority, Facilitator, Expertise, Advisors
2. Structure: Formality? Timespan? MOU/contract? Timeline? Conflict management?
3. Benchmarks: Products? Outcomes? Performance measures? Review at 90 days/6 months/1 year;

Power:

1. Over/With/Under – how does this define the relationship?
2. Where is power lacking?
3. Strategies for gaining power with available power?

Partnership Dynamics, 3 of 3

Communications

Internal:

1. How often will we talk?
2. How will we do this?
3. Who will coordinate this?
4. Mission, vision, values?

External:

1. Do we tell the world about this partnership?
2. Why are we telling the world?
3. What will we say?
4. How will we say it?
5. Who needs to hear about it?
6. What will we not say?