

EMR ASM Alliance

Building Effective Partnerships



EMR ASM Alliance
Combined Working Group Meeting
Thursday 31st March 2011

Definitions of partnership?

*“One or more organisations, having common goals, agree to work together to **share and leverage the strengths, resources, talents and knowledge** of each in ways that benefit both the partners and the community” Social Compass (2007)*

*“A relationship where two or more parties, having **common and compatible goals**, agree to work together for a **particular purpose** and/or for some period of time” Collaboration Roundtable (2001)*

*“Two or more organisations that make a **commitment to work together** on something that concerns both, to develop a **shared sense of purpose** and agenda, and to **generate joint action** towards agreed targets” Stern, R & Green J (2005)*



What is a partnership?

*Having the right people
at the right time
doing the right things together*

Key principles of partnership:

- *Equity*
- *Transparency*
- *Mutual benefit*



Why do we partner?

Partnerships form for a range of reasons:

- In response to an opportunity
(e.g. new funding)
- To address a new threat
(e.g. disease outbreak, increased prevalence of disease)
- To augment limited resources
- Mandatory to meet funding requirements



Types of Partnership

Partnerships may be:

- Strategic
- Issue driven
- Regional
- Project/process based

- Funded or good will based



The Partnership Continuum

Continuum based on:

- commitment
- change required
- risk involved
- levels of interdependence
- power
- trust
- willingness to share turf



Networking

Coordinating

Cooperating

Collaborating

VicHealth Partnership Analysis Tool



When should we partner?



Benefits of Partnership

Consider the potential benefits for the individual, organisation and the community

Partnerships can be an effective way to:

- bring together diverse and complementary skills, knowledge, ideas
- increase the reach, scope and impact of your work
- Maximise power / voice (advocacy, engagement & practice change)
- enhance efficiency (reduce overlap, fragmentation and duplication)
- maximise use of limited resources
- optimise outcomes for the partners and the community
- build the capacity of those involved
- support workforce development
- ensure greater accountability, responsiveness and transparency
- Facilitate sustainability



Risks of Partnership

There is no data available to prove that partnerships save time or resources (assumed but unproven)

Partnerships that do not perform effectively can:

- Become a drain on resources
- Compromise cultural and organisational values
- Lead to a loss of credibility
- Generate staff / stakeholder resistance
- Create tension and conflict between the partners
- Cause confusion re. reporting and accountability
- Place partners at financial risk or legal liability
- Change or loss of identity, power and autonomy.



Setting Up an Effective Partnership



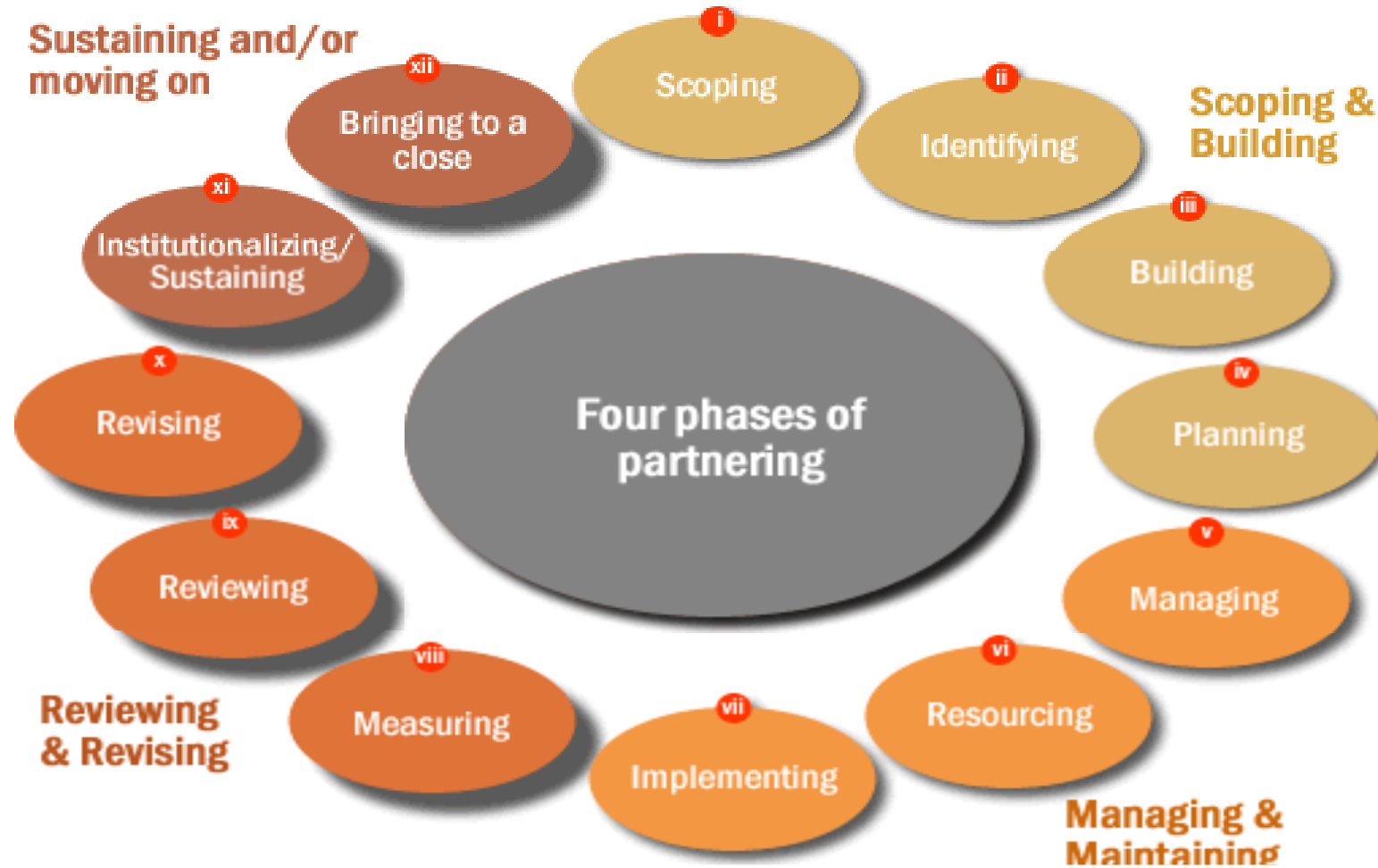
Every Partnership is Unique!

However:

- *The following principles apply to all partnerships*
- *The scale, length and objectives of your partnership should guide how you apply the principles to meet your needs*



The partnership cycle



The Partnering Initiative 2007



Phase 1: Scoping and Building

*Building an effective partnership takes considerable
time and energy but this is critical to success!*



Scoping

Are you ready to partner?

- Clear vision and purpose
- Commitment to work in a partnership
- Capacity (time, resources, leadership)
- Organisational culture (open, willing to share, learn and work in new ways)

Is a partnership the best approach?

- A partnership is not always the most effective and efficient way to achieve your goals. Consider the specific issue and context within which you're working



Identifying

Who are your potential partners?

- Other HACC Services
- Other Health and Community Service Agencies
- Local, State and Federal Government
- Funding Bodies

Consider looking outside the square:

- Universities
- Private Industry (Large companies or local business)

Be clear about what you can contribute to a partnership and what you need to get out of it.



Building and Planning (cont.)

Structuring your partnership:

- Leadership (broad, active, empowering)
- Power and ownership
- Shared costs and benefits
- Resource identification and sharing
- Plan for sustainability



Building and Planning (cont.)

Clearly define:

- Vision and purpose
- Goals and objectives
- Roles and Responsibilities
- Communication approaches
- Conflict Resolution Strategies
- Processes and timelines
- Monitoring and Review processes



Building and Planning (cont.)

When structuring your partnership, consider:

- Leadership (broad, active, empowering)
- Power and ownership
- Shared costs and benefits
- Resource identification and sharing
- Plan for sustainability



Phase 2: Managing and Maintaining



Managing and Maintaining

Key aspects of a Successful Approach:

- Based on trust, respect, gratitude and flexibility
- Focus on success for the individual, for the service and for the partnership
- Open, honest and transparent communication
- Acknowledge the challenges and make a plan to manage issues as they arise



Phase 3: Reviewing & Revising



Evaluating your partnership

Why do we evaluate a partnership?

- Ensure that the benefits outweigh the costs
- Demonstrate that partnering has 'added value' over other approaches
- Provide evidence to disseminate
- Inform decision making on how to move forward
- Stimulate growth

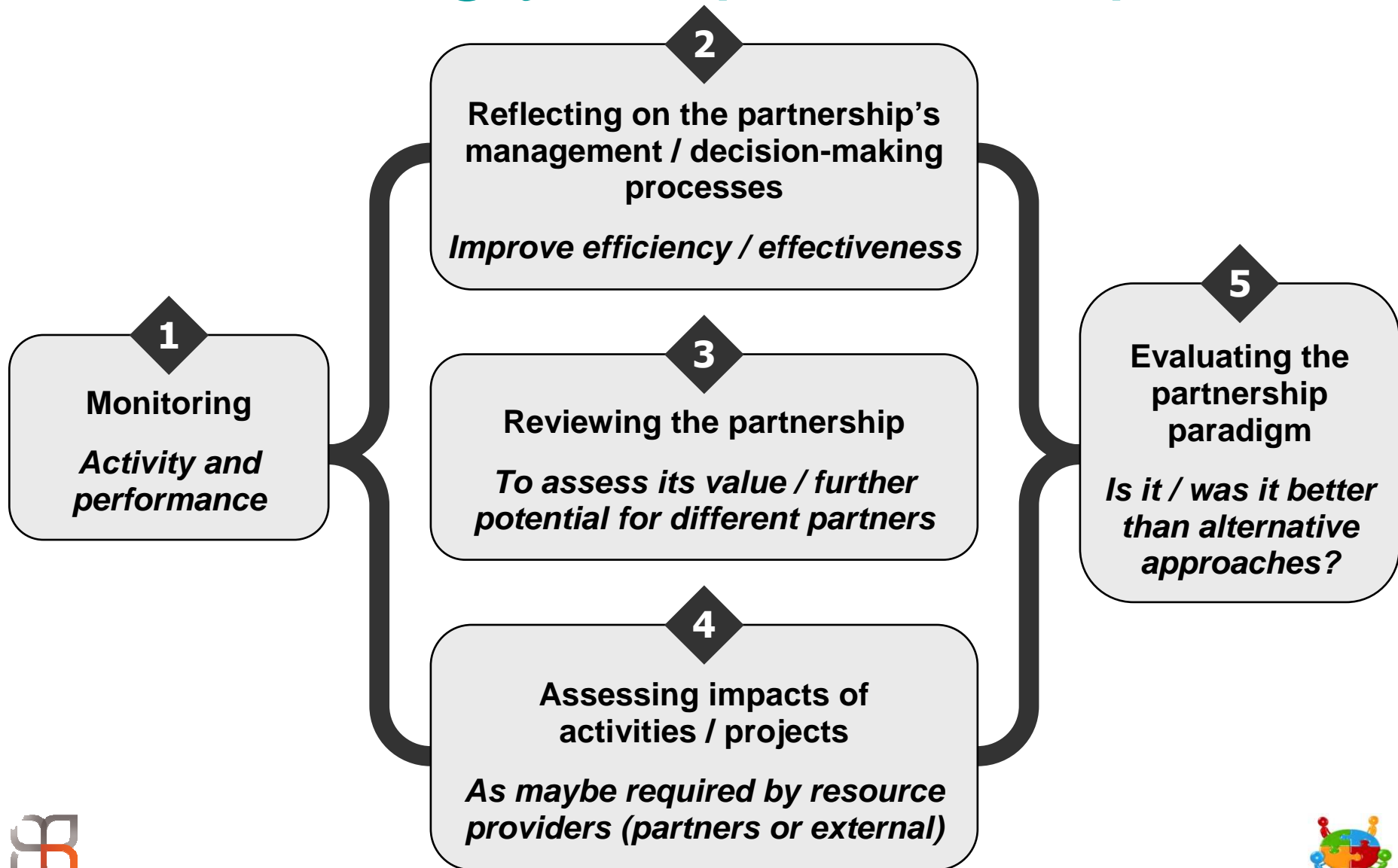
What we evaluate:

- Was this partnership the best approach?
- Have we achieved our aims and objectives?
- How can we improve?

Consider: Drivers, Context & Audiences



Evaluating your partnership



Common challenges

- Lack of clarity about why you're partnering
- Unrealistic / poorly aligned expectations
- Loss of focus / direction
- Inappropriate or changing membership
- Lack of ownership and/or commitment
- Ineffective communication, conflict resolution or decision making processes / systems
- Inadequate resource investment (time, skills, finances etc).



Phase 4:

Sustaining and/or

moving on



Sustaining and/or Moving on

Partnerships do not need to last forever, you need to allow space to evolve, change and exit when appropriate

Develop an exit strategy early:

- Clear indicators included in evaluation plan
- Identify processes and timelines for exit



***“No plan can prevent a stupid person
from doing the wrong thing in the
wrong place at the wrong time —
but a good plan and a good team
should keep a concentration from
forming”***

Charles Erwin Wilson



Thank-you

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