Leveraging Resources through Collaboration:
Using Current Assets to Build Bridges

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May 29, 2014

INTRODUCTIONS

- Name
- Organization
- Role
- Expectations from Workshop

- Understand the purpose and benefits of collaboration
- Articulate barriers to and challenges associated with collaboration
- Discuss planning tools and resources that can be used to identify and facilitate collaborative relationships

WHAT IS COLLABORATION?

- …a formal interorganizational relationship involving shared authority and responsibility for planning, implementation, and evaluation of a joint effort (Hord, 1986)

- Activities carried out by two or more entities to increase value (Bardach, 1998)

- …a process that occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain.' (Wood & Gray, 1991)

WHAT IS COLLABORATION?

- … a mutually-beneficial and well-defined relationship entered into by two or more organizations to achieve common goals (Mattessich, Murray-Close, Monsey, 2001)

- Collaboration brings autonomous organizations together to fulfill a common mission that requires comprehensive planning and communication on many levels (Mattessich, Murray-Close & Monsey, 2001)

- …each member contributes its own resources and reputation (Mattessich, Murray-Close & Monsey, 2001)

WHAT IS COLLABORATION?

Vertical Relationships

- Partnerships between "complimentary agencies"

- Working across different sectors or levels or care

- <u>Example</u>: homeless shelter collaborating with safety net healthcare providers

WHAT IS COLLABORATION?

Horizontal Relationships

- Partnerships between "similar agencies"
- Service providers or organizations within the same sector working together
- <u>Example</u>: health center collaborating with a hospital

WHY COLLABORATE?

- Most organizations can't "do it all"
- Improve your capacity by working with others that complement your mission
- Synergy—the whole is greater than the sum of its parts
- Increases ability to influence decision makers
- Builds good will—support when you need it
- Increased access for clients
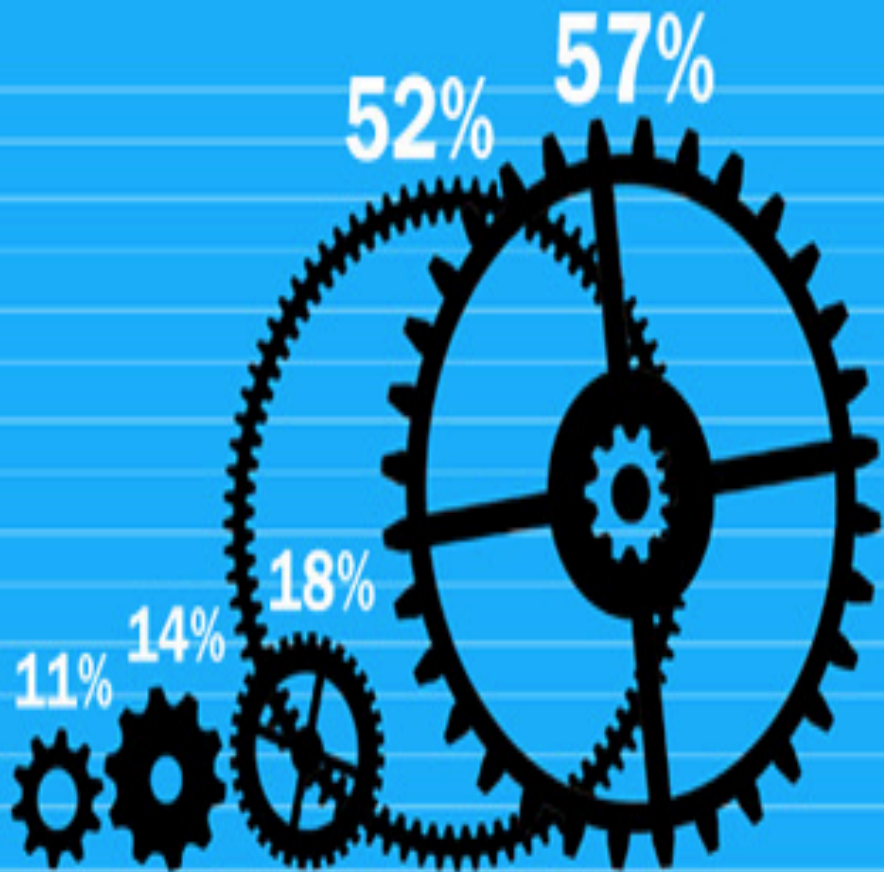- Trend toward centralized systems: Partner or Perish? (To big to fail versus to small to survive)

Nonprofit Strategic Restructuring

Collaboration best practices from two sides of the social sector

Foundation Center
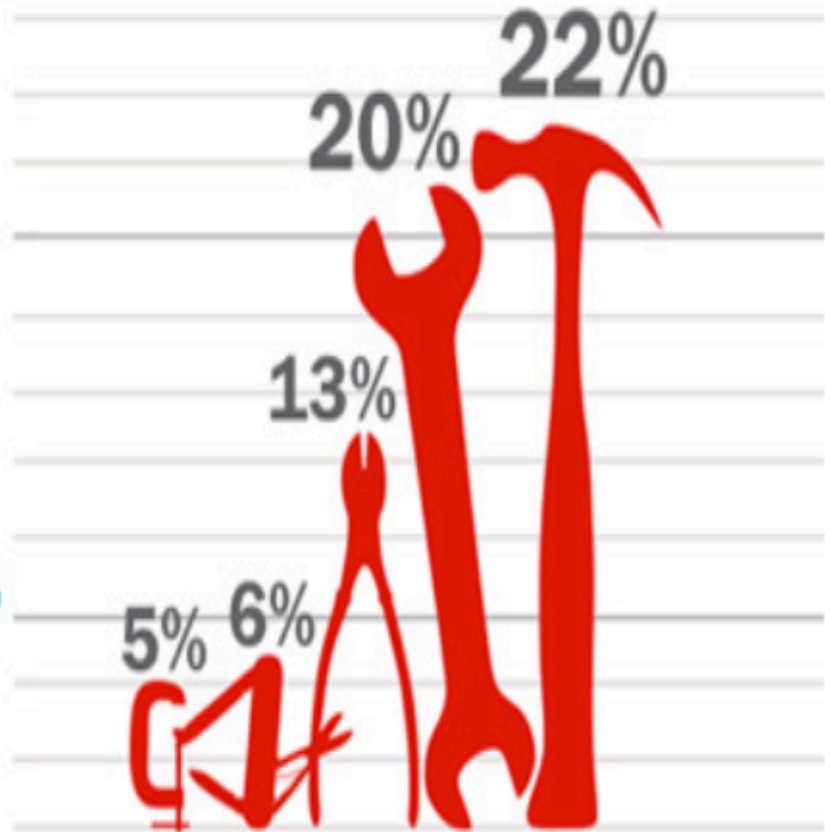La Piana Consulting
Tides Center

2012

Why nonprofits are collaborating

57%

52%

18%

14%

11%

To advance a shared goal

To respond to a community need

Collaboration was funder initiated/mandated

As a result of competition for funding, donors, or clientele

To respond to a funding opportunity

Respondents could choose more than one answer.

Source: Foundation Center, Nonprofit Collaboration Resource

How funders are supporting nonprofit collaboration

Funded implementation

Funded initial exploration

Was lead investor

Encouraged/supported collaboration

Provided endorsement

Respondents could choose more than one answer.

22%

20%

13%

5% 6%

Source: Foundation Center, Nonprofit Collaboration Resource

Nonprofit Strategic Restructuring
Collaboration best practices from two sides of the social sector

From Nonprofits

- Establish a clear purpose with desired outcomes.

- Translate goals into language all partners can use

- Don't be afraid to ask for help.

- Be transparent about challenges, costs involved and expertise required.

From Funders

- Establish an end goal with clear expectations

- Develop a communications plan

- Understand that it's impossible to get everyone's buy-in: at some point you've got to move forward.

- If you've gone through strategic restructuring, share your experiences with other nonprofits

Nonprofit Strategic Restructuring
Collaboration best practices from two sides of the social sector

From Funders

- Walk the talk: model partnerships and collaboration

- Be more intentional about sharing resources

- Find activities that require more people to come to the table

- Be willing to provide unrestricted funds

- Help grantees find additional funding

From Nonprofits

- Recognize that developing strategies, plans, structures and relationships take time

- Recognize that building trust is part of the process

- Let the collaborating partners guide the work

- Open up funder networks and serve as connectors

- Provide ongoing support, not just startup funds

Reflections

Examples of collaborations that have been key to you're agency's success

Examples of unsuccessful collaborations or collaboration attempts

Pre-Planning

- Identify the need or opportunity
- Identify possible partners who complement or support you
- Understanding your core competencies
- Recognize potential costs and benefits
- Recognize possible trade-offs involved
- Involve your key stakeholders

Joint Planning

- Acknowledge working together is a process that involves significant planning and ongoing nurturing

- Acknowledge time to build the relationship, learn how to work together

- Clarify mission and goals

- Recognize required investments

- Develop a detailed implementation plan

- Delineate a clear communication plan

Make it Win/Win....and Win

- Delineate roles and build accountability based on strengths
  - What are the roles and tasks; who will do what?
  - How will resources be distributed equitably and appropriately?
  - How will you measure success? What are expected outcomes?
  - What is the timeframe to implement tasks?

- Clarify who is in charge in what areas
  - Is there an explicit or implicit structure with status differences?

- Share credit
  - Recognize the contribution others make

Benefits of Collaboration

- Shared resources
- Avoid service duplication
- Increased access to funding streams not previously available
- Synergy
- Access to new clients
- Increased community organization awareness about agency and programs
- Increased access for clients
- Not reinventing the wheel

- Different missions and philosophies
- Different priorities
- Difficult to give up some level of autonomy
- "Turf " Issues
  - Who owns the solution?
  - Who gets the credit?
- Risk of getting your pocket picked
  - How much can you share with "them"?

- Funding
- Perceived or historical "competition"
- Possibility of mission drift – may seem as if you are taking on the mission of the partner more than your own.
- Shared vision may not always be there – some partners are focusing purely on what they can gain.

ONGOING CHALLENGES

- Reporting (Data tracking and documentation)
- Communication
- Maintaining the momentum going
- Time crunches: Finding time to integrate collaborative requirements/commitments into organizational practices
- Partners perceptions of the partnership may be different amongst partners
- Institutionalizing partnerships (Policy, staff)
- Sustainability

FACILITATING COLLABORATIONS

- Identifying and involving stakeholders (Define stakeholders – activity)

- Identify goals of collaborative partnership/ effort

- Develop the plan

- Identify resources – knowing what resources you have

- Leverage resources – knowing how you will potentially use those resources for this project

- Delineate roles of partners

Asset Mapping:

Identifying Potential Collaborative Resources

- What is a community asset?
  - A quality, person, or thing that is an advantage, a resource, or an item of value to an organization or community.

- Often broken into three levels:

Level 1

- Gifts, skills, and capacities of the individuals living in the community

Level 2

- Citizens' organizations and/ or networks through which local people pursue common goals

Level 3

- Institutions present in the community (local government, hospitals, education, and human service agencies)

Method to Identify Community Assets

- **Asset mapping**: an inventory of the businesses, organizations, and institutions that help create a community

- Process to identify local resources that have the potential to provide programs, services, funds, or in-kind gifts to a center.

  - Take stock of the **strengths** of your community, not just its needs

  - Strategically locate the social, material, and financial assets in a community

  - Discover a local network of resources to target when seeking a broader base of support and partnership.

ASSET CHART

Individuals

- Skills, talents, and experience of community members
- Individual businesses
- Home-based enterprises
- Donations/financial sponsors

Public Institutions & Services

- Public schools
- Police and fire departments
- Libraries
- Parks and recreation

Organizations

- Associations of businesses
- Citizens' associations
- Cultural organizations
- Communications organizations
- Faith-based organizations

Physical Resources

- Vacant land
- Commercial and industrial structures
- Housing
- Energy and waste resources
- Billboards and community bulletin boards

Private & Nonprofit Organizations

- Institutions of higher education
- Hospitals
- Social services agencies

Informal Organizations & Intangibles

- Neighborhood associations and other social groups
- Community reputation
- Community pride
- Sense of history

Asset Mapping Activity

Brainstorm and create a list of potential community assets.

ASSET MAPPING RESOURCES

- Connecting to Success: Neighborhood Networks Asset Mapping Guide

  U.S. Department of Housing and Urban Development (HUD) Office of Multifamily Housing Programs:

- Healthy People 2010 Toolkit: A Field Guide to Health Planning.

  Public Health Foundation, under contract with the Office of Disease Prevention and Health Promotion, Office of Public Health and Science, U.S. Department of Health and Human Services

- Asset-Based Community Development (ABCD) Toolkit: Mapping Community Capacity.

  Institute for Policy Research, Northwestern University

- Intervention Mapping: Designing Theory and Evidence-Based Health Promotion Programs.

  Mayfield Publishing Company

LESSONS LEARNED

- Collaboration is a way leverage resources and help enhance patient access to care
- Asset Mapping is one of many methods to identify potential new (or expanded) collaborative partnerships

- Use these resources as you think about future program development process
- Remember that great collaborative relationships can come in non-traditional packages