

Partnership Framework

Prepared by: AVH Partnership Working Group





TABLE OF CONTENTS

SPECIAL THANKS	1
BACKGROUND	2
PURPOSE OF FRAMEWORK.....	2
AVH VALUES IN PARTNERSHIP	3
HOW DO WE DEFINE PARTNERSHIP AT AVH?.....	4
The Complexity of Partnerships	4
The Continuum of Partnerships	5
AVH PARTNERSHIP INVENTORY	6
WORKING IN PARTNERSHIPS	6
Why Should We Work In Partnerships?	7
Partnerships Working for Healthy Public Policy	7
Partnerships Working for Service Development, Coordination, Delivery and Supports	8
Partnership is a Skill	8
Building an Effective Partnership.....	9
Key Components of Effective Partnerships.....	10
EVALUATION OF PARTNERSHIP	11
ROLES AND RESPONSIBILITIES.....	12
Terms of Reference, Memorandums of Understanding (MOU) or Agreement (MOA), and Contracts ...	13
SUMMARY	14

APPENDIX A - Partnership Intranet Site 15

APPENDIX B - Values Reflection Tool..... 16

APPENDIX C - Closing a Partnership 17

APPENDIX D Partnership Readiness Self and Organizational Assessment 18

APPENDIX E - Partnership Assessment Tool 20

 Facilitator’s Instructions 20

 Directions for Completing the Partnership Assessment Tool 21

 The Checklist (August 2012) 22

APPENDIX F - Supporting AVH Documents 26

REFERENCES..... 26

SPECIAL THANKS

Special thanks to the Annapolis Valley Health Partnership Working Group,

a dedicated group of managers and frontline staff, who over a number of years have dedicated their time, energy, and passion to the creation of this partnership framework:

Lisa Garand
Gwenyth Dwyn
Deanna Beck
Scott McCulloch
Valerie Davis
Melanie Welch
Audrey Shields
Catherine Hebb
Tom MacNeil
Sheila Campbell-Palmer
Dana Pulsifer
Robin Killen-Maillet
Nancy Stewart
Sue Daniels
Jim Morton
Fran Duggan
...and many others who have contributed to pieces of work along the way.

This framework has been developed in a collaborative way and is endorsed by the AVH Executive team. It serves to guide, direct and strengthen communities.

- Janet Knox, President and CEO - AVH April 2014

BACKGROUND

At Annapolis Valley Health (AVH) we recognize that if we are to realize our mission of “working together to promote and improve the health of individuals, families and communities” and our vision of “healthy people, caring communities, valued healthcare teams and partners,” then we cannot work alone. Partnerships are integral to the work of promoting, supporting and participating in healthy communities.

Through the Community Health Boards’ (CHBs) [Collaborative Community Health Plan](#), our communities tell us that they feel partnership is a key strategy in addressing their recommendations to us around their four priority areas of Mental Health and Illness, Physical Activity and Healthy Eating, Chronic Disease, and Access to Health Services.

We have adopted a population health approach to planning, decision-making and fostering healthy communities in the Annapolis Valley. Our [AVH Population Health Policy](#) outlines the way we will work to achieve our goals. We will “strive for equity in health; form new strategic partnerships; think about empowering practice and community participation in decision-making; think about capacity building and think multi-sectors.” A [Tri District Population Health](#) intranet site has been developed to support this approach. We will need to have a solid understanding and effective approach to partnerships in our communities to be successful in our approach to health planning.

A [Healthy Communities Framework](#) was developed to guide our work. It outlines the supports required to achieve our goals. Part of this work identifies that partnerships play a key role in building and strengthening relationships, supporting communities to take health action, and addressing the social determinants of health. A partnership framework will allow us to be better partners, enhance our work in communities, and be more effective.

This framework is meant to be used in concert with the [Partnership Intranet Site](#) (Appendix A).

PURPOSE OF FRAMEWORK

The purpose of this framework is to nurture a culture within AVH that supports partnerships as an essential and effective way of working together to improve the health of individuals, families and communities. Our partners help to ground our work in the day-to-day realities of Kings and Annapolis Counties and offer us much needed context, support and vision. This framework will outline tools, resources and supports to ensure that we are the best partners possible.

AVH VALUES IN PARTNERSHIP

At AVH, we understand that to be effective partners we must recognize the importance of developing strong and meaningful relationships. We have incorporated our AVH core values as they apply to our partnership work:

Integrity

We recognize the importance of trust and being honest with ourselves and with others. We value being authentic, while acknowledging the challenges and realities that exist within our relationships with our partners.

Accountability

We value working in partnership as a way to truly impact the health of our citizens. We do what we say we are going to do. We recognize the importance of evaluating our work to ensure that we are doing the right thing and we are achieving what we set out to do.

Innovation & Flexibility

We believe that by having open dialogue with our partners, we encourage creative thinking, taking risks, and the emergence of new ideas. Through our work as flexible partners, we strive to improve the health outcomes of our clients and communities.

Respect

We believe in a shared leadership approach with our partners. We expect and embrace diversity and difference. Expecting different opinions, beliefs, and values will allow conflict to arise and be managed appropriately. We will treat our partners with high or special regard. All voices will be heard and all contributions and experiences will be valued.

Collaboration

We value developing a shared vision, with mutual benefit to all involved, through a common understanding of the work. We believe in working toward a common purpose, being committed to the team goal rather than individual agendas.

Continuous Improvement

We strive to reflect on what we do and use what we learn to plan into the future to be more effective.

A Values Reflection Tool (Appendix B) was developed to provide guidance for partnership development and practice. We encourage the use of this tool as you develop any new partnerships or strive to strengthen existing partnerships.

HOW DO WE DEFINE PARTNERSHIP AT AVH?

A partnership is a relationship where two or more parties, having compatible goals, form an agreement to work together. They are about people working together in a mutually beneficial relationship; oftentimes doing things together that might not be able to be achieved alone (Frank and Smith, 2000). For AVH, partnerships are seen as the relationships between AVH and others external to district health authorities. For us, physicians and working relationships with other health districts are considered internal and part of the inter-professional team.

A partner is a person (or group) who takes part with one or more other people (or groups) as a way to advance their mutual interests. Partners are accountable to the partnership as well as to their identity outside of the partnership (Frank and Smith, 2000).

The Complexity of Partnerships

Partnerships are not all the same. Relationships vary on a continuum. It is important to clearly understand the function, structure and purpose of your partnership (Winer and Ray, 1994).

Partnerships vary based on factors such as:

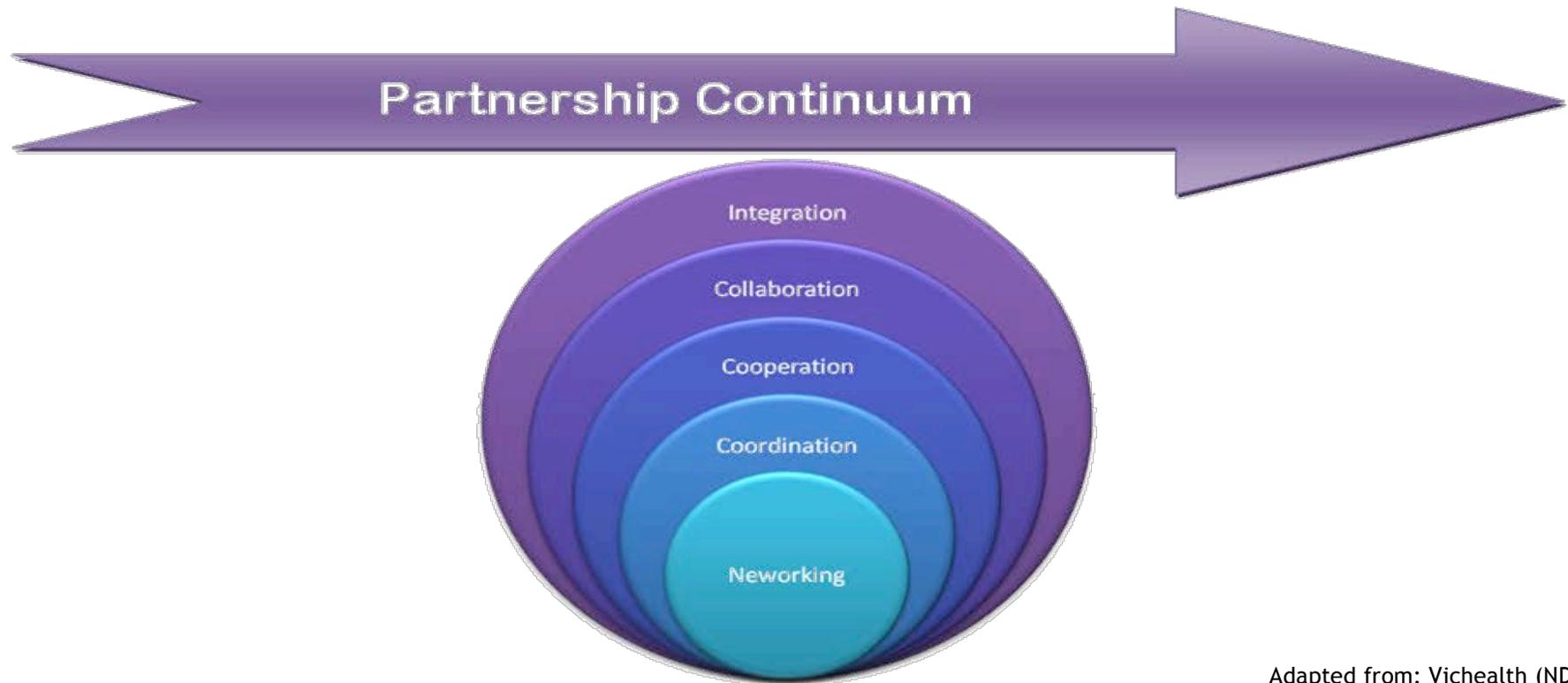
- ❖ Degree of commitment/involvement
- ❖ Change required
- ❖ Risk involved
- ❖ Levels of interdependence
- ❖ Power, trust, and willingness to share turf

Partnerships are not static.

They may move back and forth along the continuum over the course of their existence.

The Continuum of Partnerships

It is important to consider and acknowledge the nature of the partnership relationship. The following graphic describes a continuum of different types of relationships and levels of involvement.



Adapted from: Vichealth (ND)

Networking Involves exchange of information for mutual benefit. It requires little time, trust or sharing of turf between partners and is a useful strategy for organizations, especially in the initial stages of working relationships.

Coordination Involves exchanging information for mutual benefit and altering activities for a common purpose. It requires more time and trust but does not include sharing the turf.

Cooperation Involves exchanging information, altering activities and sharing of resources for mutual benefit and a common purpose. It requires significant amounts of time, high levels of trust and significant sharing of turf. It may require complex organization processes and agreements in order to achieve the expanded benefits of mutual action.

Collaboration Involves all of the other factors mentioned plus a willingness to increase the capacity of another organization for mutual benefit and common purpose. It requires the highest levels of trust, considerable amounts of time and extensive sharing of turf. It involves sharing risks and rewards and can produce the greatest benefits.

Integration Involves different organizations pooling resources to create a new organization (the merging of parts into a working whole). Full integration involves integrated governance and administration to integrate tasks, functions and resources in the planning and delivery of services

AVH PARTNERSHIP INVENTORY

To better connect to the work that is being done we would like all partnerships to be recognized. A [partnership inventory](#) has been created to help us internally share the work of our partnerships, enhance the work that we do, and to allow us to evaluate and improve the work that we are doing. Anywhere AVH staff are involved in the community, whether formal or informal, will be captured in this inventory.

It is recommended that each department also have a listing with the links to the partnerships in which they are involved. This will facilitate departmental oversight of partnership involvement. We encourage you to have a look at the existing partnerships listed and see if there are any connections to your work.

WORKING IN PARTNERSHIPS

This framework is a guideline; it is not a step-by-step manual. Working in and with partnerships is an art and requires an open mind, innovation and flexibility. Often the best teachers of partnership 'how to' are our partners. This framework is not about us being experts - it is about us being learners and figuring out how to be the best partners we can be. That will include making mistakes, acknowledging and learning from those mistakes, and continuing to move forward.

Strong viable partnerships don't just happen. They need to be understood, properly developed and well maintained. Skills, knowledge and experience are required when we bring people together to form useful and productive partnerships (Frank and Smith, 2000).

Partnership is a dance - you can learn the steps but you also have to feel the music. Timing and careful attention to your partner help the dance come alive. The best teacher for the 'dance' or 'art' of partnership is experience.

All partnerships have a beginning, middle and end. All of these phases need attention. It is important to understand what phase the partnership is in and what phase AVH is in within that partnership (e.g. the partnership could continue without AVH).

Partnerships have endings, which are most often positive and satisfying. Some partnerships go on for a very long time, having far-reaching or long-term goals. Other partnerships, however, will have shorter-term goals and will want to celebrate a job well-done and bring the partnership to an end. No matter what the situation, endings should have the same attention paid to them as beginnings. Care should be taken to acknowledge the results of the partnership, the various individuals who have made a difference, and the effort that the group itself has made. Recognition and celebration are the order of the day, probably involving some tears and some laughter (Frank and Smith, 2000).

Why Should We Work In Partnerships?

The following African proverb is often cited when talking about the benefits of partnership: “If you want to go fast, you go alone. If you want to go far, you go together.” The following are some of the system benefits of working in partnership.

- ❖ increased efficiency (shared workload and resources with less duplication)
- ❖ increased capacity
- ❖ expanded vision (diverse thinking)
- ❖ improved service to community and individuals
- ❖ collective learning
- ❖ shared ownership and responsibility
- ❖ shared skill development and information networking
- ❖ increased credibility

When deciding to enter into a partnership, it is important to consider whether the goals of the partnership match the goals of your organization, department and your job analysis. The Partnership Readiness and Self Organizational Assessment (Appendix D) provides a self and organizational assessment to determine readiness.

Partnerships Working for Healthy Public Policy

We have a role in advocating for Healthy Public Policy that is demonstrated in our [AVH Advocacy Framework](#). Our advocacy framework, coupled with our position statements, highlight the importance of healthy public policy in the achievement of our mission and vision as an organization. Strategic partnerships are key to successful healthy communities. In order to be effective and strategic partners, it is important to develop strong and meaningful relationships in and with our communities. We recognize the value and need for staff and volunteers to engage with and support appropriate community partnerships (e.g. coalitions, registered societies, not for profits) as an effective means of advocacy and policy work. Significant change in our community can only be accomplished through the concerted efforts of volunteers, staff, and physicians. Involvement of the community is essential in advocacy and healthy public policy work.

*All partnerships are
valuable regardless of
where they fall along
the continuum.*

Partnerships Working for Service Development, Coordination, Delivery and Supports

We recognize the role of partnerships in coordinating, planning and developing services and supports to meet the complex needs of individuals, families and groups. Government and non-government organizations, established with specific and sometimes specialized mandates that define their scope for service delivery, are often unable to meet the complexity of needs presented by individuals and families. Bringing together organizations, community groups, families and individuals to share information and build relationships, establishes a forum for: identifying gaps, developing processes for transfer of care and/or working collaboratively. This allows for the planning and delivery of services and supports in a way that the individual and family can experience as seamless. In the delivery of best practices, partnerships may discover barriers embedded in legislation, standards, policies and procedures. When this evolves, service delivery partnerships are well positioned and can be very effective in advocating for policy change.

Partnership is a Skill

Partnership is not easy. The more intense the partnership, the more complex the work. Partnerships that are not well understood, or groups that work together without having paid adequate attention to important components such as group purpose, focusing on results, building relationships and managing conflict, often encounter problems later in the life of the partnership. At AVH we strive to be the best partners possible, and we are committed to learning about effective partnerships and using the tools available to guide our work.



*Successful partnerships
are based on a solid set
of goals that come from
a common purpose.*

AVH supports professional development for enhancing partnership skills and we support a culture of learning. AVH offers a number of training opportunities (e.g. communication, conflict resolution, facilitation, and effective meeting organization) and we encourage you to talk to your manager about accessing training.

There are a number of other important factors to consider as you explore the feasibility and advisability of working in partnerships. We recommend you look at our [Helpful Tools and Links](#) on our [Partnership Intranet Site](#). Please check back regularly as this site will continue to evolve.

Building an Effective Partnership

Effective partnerships do not just happen. Many of us have had the experience of being involved in an ineffective partnership. The following story is an opportunity to reflect on what makes a partnership effective:

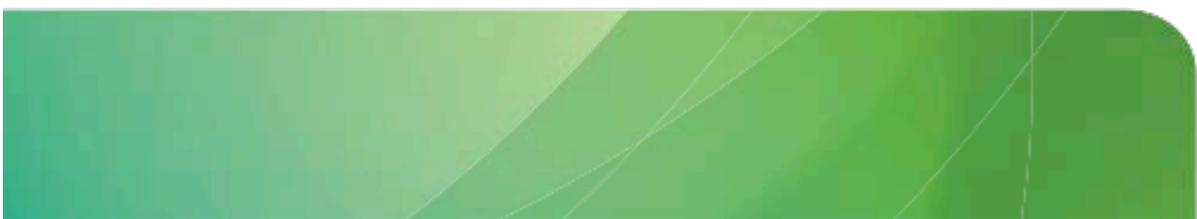
After the attempted suicide of a youth in their school, a principal decided they needed to take a broader look at mental health in their community. The more she learned the more she realized that many of the issues she was facing in the school (bullying, behavior problems, learning problems, etc.) linked more directly to how well families were coping in the community. When she started talking with the school community about what she was seeing, she realized that even within their own school there was stigma around mental health issues. Staff didn't feel comfortable talking about these issues and didn't feel that they had the resources within the school to learn more about mental health. Recognizing this wasn't a student problem but a community problem, she started looking for what groups or organizations were doing to address mental health in the community. She found various groups with different mandates who wanted to work on mental health. She pulled together a group and a few people began organizing a Mental Health First Aid session for the community.

After running a few of these sessions, some members in the group wanted to get involved in other mental health initiatives such as support groups, etc. Although the group was organized and had a passion for mental health, every meeting was the same with lots of talk but little action. Some of the members stopped attending regularly. It was clear that everyone had a different vision of what the group should do. The lack of action was becoming a deterrent to attending. After a year, they had a meeting to talk about what their overall purpose was and to determine clear goals. Some members decided to leave the group. They attracted new people from the community sessions they held - the right partners for the work of this group. They were moving forward with some success. When it came time to apply for grants they realized they needed non-profit status, which meant bylaws, treasurers, auditors, etc. The group took some time to do some planning for collaborative action. They determined a process, created bylaws, terms of reference and budgets. They also learned that they would now require an executive for non-profit status. Initially, many of the partners felt their organization may not support them in an executive position. However, after a session on volunteer liability, members gained a more clear understanding about the responsibilities of an executive. This resulted in a commitment to the partnership - people feeling more comfortable and willing to commit to an executive position. The task of implementing the collaborative action became smoother. Other community partners became more supportive and sent representatives to sit on the group, provide information on best practices, etc. Separately the groups didn't have the ability to provide education on their own but together they were able to empower each other through combining their resources and in turn they were minimizing the barriers to partnerships. Their hard work was becoming recognized. This group realized through reflection and planning for their continued partnership that by dealing with conflicts and challenges openly and following some of the recommendations suggested below that they could be effective.

Key Components of Effective Partnerships

- **Clear Goals:** Members have a shared understanding and commitment to the defined purpose and goal. The goals may be simple (sharing of information) or complex (providing services using many agencies).
- **The Right Partners:** All partners are able to participate in some way, have common interests, and include enough variety to bring different perspectives to the issue. Every partnership is different and who the partners are may change and evolve as the complexity or goals of the partnership change.
- **Planning for Collaborative Action:** All partners are involved in setting priorities and planning, using a participatory decision-making process and partners are held accountable.
- **Commitment to the Partnership:** Members have the support of their organizations for the work of the partnership; roles and expectations are clearly defined and understood. Partners have the necessary skills for partnership.
- **Implementing Collaborative Action:** There is recognition of the need to invest resources to achieve the goal, collaborative action is valued by partner organizations, and action is adding value rather than duplicating services.
- **Minimizing Barriers to Partnerships:** Differences in organizational values, priorities and goals are addressed. There are formal and informal structures for sharing information and resolving disputes. There are strategies to ensure all views are expressed and there is sharing of power, risk, responsibility, accountability and benefits.
- **Reflecting On and Planning for the Continuation of the Partnership:** There are processes for celebrating achievements or individual contributions. A partnership can document the outcome of its collective work. There are resources to continue. There is a way of reviewing the membership and a clear need and commitment to continue. Evaluation of the partnership is ongoing.

(Informed by Vichealth, 2011)



EVALUATION OF PARTNERSHIP

We typically see evaluation as an opportunity to assess progress and measure success with partnerships; however, evaluation is an important part of the development of a partnership and should be considered during different stages of partnership. Attention must be given to evaluating both the functioning of the partnership and whether the partnership is achieving the desired outcomes.

When considering forming a partnership, it is important to consider why the partnership is necessary and what value it adds. There are tools available on our [Partnership Intranet Site](#) to help you. To evaluate partnerships we recommend using the [Partnership Assessment Tool](#) (Appendix E).

Ongoing monitoring and shared reflection of how the partnership is working is critical to strengthening and sustaining relationships between organizations and achieving effective outcomes.

Relationships with partners may vary in intensity while they work together for a common purpose.

This tool allows partners to score themselves on a number of items describing the key features of a successful partnership. It provides feedback on the current status of the partnership and highlights areas that need further support and work. We recommend the tool be used at various stages of your partnership. It can also be useful in assessing the status of AVH membership in a partnership; if it is best to continue as is, support the partnership to modify goals and objectives, or leave the partnership.

ROLES AND RESPONSIBILITIES

Effective and innovative partnerships are integral to building healthy communities. Our AVH team, which includes staff, physicians and volunteers, are encouraged to support our commitment to healthier communities. For the roles listed below, staff includes all paid staff and volunteers (e.g. the AVH Board, Community Health Board members, etc.) who represent AVH on external partnerships.

Staff need a clear understanding of their role within a partnership. The staff representing AVH on external partnerships are doing so as an AVH employee or volunteers and are not there for personal gain. Documentation of partnerships and their purpose is a legal requirement and therefore expected. Participation in any partnership will be reviewed annually or as necessary.

Citizen engagement is an important part of building healthy communities. AVH is proud that of its many staff volunteer in the community on their own time. When volunteering as a private citizen, staff must be diligent in clarifying that they are not representing AVH in any way.

Staff

- ❖ Staff will be supported to work in partnership as relevant to their job analysis, system or department priorities, and work plans. These documents support outcome-focused work and regular communication with supervisors and provide legal accountability for staff involvement in partnerships.
- ❖ Staff will be supported to hold positions within partner organizations (e.g. boards, registered societies, coalitions, etc.), including executive positions. This potentially would provide increased value, capacity and sustainability to the partnership and the partnerships goals.
- ❖ Staff will take steps to ensure that the partnership is listed in the AVH Partnership Inventory.
- ❖ Staff involved in partnerships will work to actively encourage ongoing evaluation of both the partnership process and the outcomes.
- ❖ Staff will be supported to develop skills and competencies necessary to act effectively in partnership.
- ❖ Staff will actively identify, address and minimize barriers to working in partnership.
- ❖ Partnership Terms of Reference (or equivalent document) will be made available for review upon request.
- ❖ Staff will be diligent in representing AVH with professionalism and being the best partner possible, including but not limited to:
 - Taking steps to ensure that all partnership documents (minutes, etc.) accurately reflect staff comments and actions.
 - Being mindful of potential conflicts of interest in their partnership role and seeking guidance and direction from management as necessary.

Managers and Supervisors

- ❖ Managers will take steps to ensure staff are aware of and using the partnership framework, as well as the resources provided on the [Partnership Intranet Site](#).
- ❖ Managers will take steps to ensure and document that staff are working within position scope and description and that partnership engagement is strategic and within agreed upon work plans relevant to their job analysis, system or department priorities and work plans.
- ❖ Managers will mentor, evaluate and support staff to develop skills and competencies related to partnership work.
- ❖ Managers will take steps to ensure that the partnership inventory is up-to-date with the partnership work that their staff are involved in.
- ❖ Managers will take steps to provide partnership evaluations each year for the Annual Update to the Board of Directors as requested (Appendix E).
- ❖ Managers, who are themselves involved in partnerships, will take steps to ensure they have the documented support of their supervisors and fulfill the staff requirements outlined above.

Terms of Reference, Memorandums of Understanding (MOU) or Agreement (MOA), and Contracts

Roles and responsibilities within partnership are determined by the partnership and should be outlined in a Terms of Reference or Project Charter (see [Helpful Tools and Links](#) on the [Partnership Intranet Site](#)). If the partnership involves shared finances, service delivery, service responsibilities and/or increased system or partner risk, then additional agreements may be necessary. As each partner is responsible to the partnership and their identity outside the partnership, they will need to pay attention to benefits and how risks are shared.

Ask yourself:

- ❖ Does my partnership hire staff?
- ❖ Does my partnership involve shared financial or patient resources?
- ❖ Is AVH holding funds for the partnership?
- ❖ Does my partnership deal in confidential information?

If you answered yes to any of the above questions, your partnership might benefit from a formal agreement (MOU, MOA or contract). Discuss this with your manager and contact Risk and Legal. [Risk and Legal](#) has a number of resources available to assess and minimize risk and will help you determine what type of contract is necessary.

SUMMARY

Being an effective partner requires an investment of time and effort.

This framework is a first step in that work. Our [Partnership Intranet Site](#) is designed to be updated as new information is available. If after reading this framework and reviewing the site you need additional information, please inform your manager.

APPENDIX A - Partnership Intranet Site

There are many resources to guide the work of building and maintaining successful partnerships. Our [Partnership Intranet Site](http://wdhaintranet.swndha.nshealth.ca/avdha/avhpart/Pages/Home.aspx) (available at <http://wdhaintranet.swndha.nshealth.ca/avdha/avhpart/Pages/Home.aspx>) is designed to support the AVH Partnership Framework and provide additional resources for staff working in partnership.

The screenshot shows the AVH Partnership Intranet Site. At the top left is the AVH logo with the text "Partnership" and "Annapolis Valley Health". To the right is a search bar with "All Sites" and "Advanced Search". Below the logo is a navigation menu with "Intranet", "South Shore Health", "South West Health", "Annapolis Valley Health", "Shared Services", and "District Public Sites". The main content area has a breadcrumb trail: "Intranet > Annapolis Valley Health > Partnership". On the left is a sidebar with "Lists", "Documents", "Working Group Meeting Site", and "Partnership Inventory". The main content area contains a welcome message and a grid of six resource tiles:

- Partnership Framework - COMING SOON (house icon)
- Helpful Tools & Links (wrench icon)
- Partnership Inventory (AVH logo icon)
- Where do I start (question mark icon)
- Partnership Evaluation Tool (clipboard icon)
- Partnership Working Group (meeting icon)

APPENDIX B - Values Reflection Tool

So you want to be an effective community partner...

At AVH, we believe in working in partnerships. To be effective partners, we recognize the importance of developing strong and meaningful relationships. Reflecting on the AVH core values, think about the following questions as you develop any new partnerships or strive to strengthen existing partnerships:

- ❖ Trusting and being honest with our partners is very important. Challenges will arise.
Are we being completely upfront with what we are doing and with what we hope to accomplish? How do we know this?
- ❖ We know that working together can lead to better outcomes. Working well together means being accountable for our actions.
Do we do what we say we are going to do? How do we reflect on whether or not we are doing the right thing?
- ❖ Building positive relationships with our partners enables us to have open dialogue and to discuss issues and ideas that we might not otherwise be able to discuss.
How do we demonstrate flexibility? How do we encourage people to bring new ideas forward? How do we work together to come up with the best possible ideas?
- ❖ Working well with partners requires a shared leadership. There will be challenges and differences – dealing with these effectively and respectfully can lead to better outcomes.
How do we demonstrate that we are being respectful of our differences? How do we acknowledge that we all have different perspectives and see things differently? How do we emphasize that all perspectives are equal and that all voices have a right to be heard?
- ❖ Truly working well with partners means that we develop a shared vision of what we want to do and how we want to accomplish our goals.
Do we strive to move forward collectively or do we push to advance our own agendas? How can we tell this?
- ❖ Self-reflection is essential in order to learn from our experiences.
**How and when do we take the time to reflect on our accomplishments, our successes, and our challenges?
How do we use what we learn to move forward more effectively?**

APPENDIX C - Closing a Partnership

The following are some suggestions about formalizing and recognizing closure and endings to partnerships. Ask the members of the partnership to consider the following:

- What have been the major successes of the partnership?
- What can be done to acknowledge all the hard work?
- Recall what each person or organization contributed.
- Who needs to be recognized within the group and outside?
- What needs to be conveyed outside the partnership regarding the ending or closure of the partnership?
- How will you capture the history of the partnership?
- Solicit ideas about a celebration or recognition party or ceremony.
- Pick a time, place and event to which all can agree.
- Who should be included?
- Celebrate and prepare to move on!

From Frank, Flo and Smith, Anne (2000). The Partnership Handbook. Minister of Public Works and Government Services Canada.
<http://publications.gc.ca/collections/Collection/MP43-373-1-2000E.pdf>



APPENDIX D

Partnership Readiness Self and Organizational Assessment

Self-Assessment

Everyone has a past, a present and a future. Experiences from our past affect our present and our present has an impact on our future. In partnerships this can be applicable in both positive and negative terms. The following self-assessment offers some questions to consider about personal involvement in the partnership.

What is my motivation for partnership involvement?

Do I have the time it will take to be a productive partnership member?

Do I value teamwork and have a good attitude about shared responsibility?

What skills and resources do I bring to the group?

Are there any work or personal issues that might affect my partnership involvement (e.g. conflicts of interest, time constraints)?

What (if any) unresolved conflicts, past history or baggage related to the partnership do I need to sort out?

What personal and professional opportunities and advantages do I see?

What fears or insecurities (if any) do I have about working with others in general?

What fears or insecurities (if any) do I have about working with this particular group of organizations and individuals?

Can I communicate and express my ideas, concerns and feelings in a group?

Who or what am I representing? With what authority? Do others agree that I can represent them well?

Use the answers to the questions above to decide if there is a good fit between your goals, interests and values, and the commitments and requirements of a partnership. It is better to assess these issues honestly in the exploratory stage of the partnership rather than after the partnership has been established. If you do not know the answers to some of these questions, take the time to develop answers to them prior to making a partnership commitment.

Organizational Assessment

Many organizations think that partnerships may be the route to success and, given some of the changes taking place, they may even be seen as a necessity. Before entering into a partnership, it is important to ensure that the organization you represent is ready, willing and able to be a partner. As an organization, these things should be considered before entering a partnership:

Does the organization's mandate fit with the primary interest of the proposed partnership?

Are the organization's values compatible with the work that will be undertaken?

What resources from the organization (e.g. time, money, materials, space, equipment) might be available for the partnership?

Is there someone who can represent the organization in a responsible way, and can that person be spared at this time? How will the organization support their representative in the partnership?

How will the partnership benefit the organization? How will the organization benefit the partnership?

How much time will it take and how will that time connect to the other activities of the organization?

Is there any reason why the organization would not wish to be involved?

Use the answers to the questions above to decide if there is a good fit between the goals, interests and values of your organization and the commitments and requirements of a partnership. Again, it is better to assess these issues honestly in the exploratory stage of the partnership rather than after the partnership has been established. If you do not know the answers to some of these questions, take the time to develop answers to them prior to making a partnership commitment.

From Frank, Flo and Smith, Anne (2000). Facilitator's Guide Partnership Handbook. Minister of Public Works and Government Services Canada.
<http://publications.gc.ca/collections/Collection/MP43-373-3-2000E.pdf>

APPENDIX E - Partnership Assessment Tool

Facilitator's Instructions

Background

This assessment tool is designed to look at different aspects of your partnership. It involves answering several questions on a scale and will take about 15 minutes to complete. It was developed by the Center for the Advancement of Collaborative Strategies in Health.

Process

You have been chosen, as member of your partnership group, to facilitate the evaluation process. Please review the analysis tool and clarify any areas needing further detail.

Completion of Evaluation Tool

It is recommended that as the facilitator, you discuss the evaluation process in a meeting prior to circulating the tool so that the group will be aware of the purpose. The facilitator will then circulate the evaluation questions (via email or on paper depending on the preference). Group members should then complete the form individually and outside of the group format. Forms should be returned to the facilitator. Please encourage members to keep a copy of their completed form so they can have it during the review and discussion phase. It may also be beneficial for them to make notes in certain areas that they can share with the group during discussion.

Ensure participants are given the directions for completing, as included in the [Partnership Assessment Tool](#). Also reinforce that there are no right or wrong answers to these questions. The process of completing and discussing the questionnaire will help your partnership learn about its strengths and weaknesses and provide areas of improvement and growth.

Scoring and Facilitated Discussion

As facilitator you will compile the results for discussion; we suggest providing average scores and range of scores for each key area. During an ensuing meeting of the group (preferably as soon as possible after completion of the forms), the facilitator will provide the group with the results. At this point a facilitated conversation based upon the results of the tool and any areas needing work that were highlighted should take place. Initially the facilitator is encouraged to use the tool to focus on a positive discussion and less problem solving. More time at future meetings could be put aside for more problem solving.

Reference: VicHealth (September 2011). *The partnerships analysis tool*. Victorian Health Promotion Foundation, Melbourne, Australia.

Directions for Completing the Partnership Assessment Tool

Background

This assessment tool is designed to look at different aspects of your partnership. It involves answering several questions on a scale and will take about 15 minutes to complete. It was developed by the Center for the Advancement of Collaborative Strategies in Health.

Process

Please complete the attached questionnaire and return it to the individual in your group who is leading the activity.

You are encouraged to make a copy of your completed survey to have on hand when the results are discussed. You are also encouraged to make notes if you feel it will better enable you to discuss the results later with the group.

There are no right or wrong answers to these questions. The process of completing and discussing the questionnaire will help your partnership learn about its strengths and weaknesses and provide areas of improvement and growth.

The answers will be used to provide a picture of the state of the partnership currently and to help guide a conversation around future growth and directions. The goal is to monitor and maximize the effectiveness of the partnership.

Please remember to:

- only provide one answer per question
- answer each question to the best of your ability

Reference: VicHealth (September 2011). *The partnerships analysis tool*. Victorian Health Promotion Foundation, Melbourne, Australia.

The Checklist (August 2012)

Rate your level of agreement with each of the statements below, with 0 indicating strong disagreement and 4 indicating a strong agreement.

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
1. Determining the need for the partnership						
There is a perceived need for the partnership in terms of areas of common interest and complementary skills.						
There is a clear goal for the partnership.						
There is a shared understanding of, and commitment to, this goal among all potential partners.						
The partners are willing to share some of their ideas, resources, influence and power to fulfill the goal.						
The perceived benefits of the partnership outweigh the perceived costs.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
2. Choosing partners						
The partners share common ideologies, interests and approaches.						
The partners see their core business as partially dependent on each other.						
There is a history of good relations between the partners.						
The coalition brings added value to the partners individually as well as collectively.						
There is enough variety (view points, expertise, professional background, etc) among members to have a comprehensive understanding of the issues being addressed.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
3. Making sure partnerships work						
The managers in each organization support the partnership.						
Partners have the necessary skills to work collaboratively.						
There is a plan to enhance the effectiveness of the partnership by adding new members, increasing the skill sets of the existing members or accessing others with the required skills.						
The roles, responsibilities and expectations of partners are clearly defined and Understood.						
The administrative, communication and decision-making structure of the partnership is as simple as possible.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
4. Planning joint action						
All partners are involved in planning and setting priorities for joint action.						
Partners have the task of communicating and promoting the initiative in their own organizations.						
Some staff have roles that cross the traditional boundaries that exist between agencies in the partnership.						
The lines of communication, roles and expectations of partners are clear.						
There is a participatory decision-making system that is accountable, responsive and inclusive.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
5. Implementing joint action						
Processes that are common across agencies such as referral procedures, service standards, data collection and reporting mechanisms have been standardized.						
There is an investment in the partnership of time, personnel, materials or facilities.						
Joint action by staff and the sharing of services/knowledge/skills between agencies is rewarded by management.						
The action is adding value (rather than duplicating services) for the community, clients or the agencies involved in the partnership.						
There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
6. Minimizing the barriers to partnerships						
Differences in organizational priorities, goals and tasks have been addressed.						
There is a core group of skilled and committed (in terms of the partnership) staff that has continued over the life of the partnership.						
There are formal processes for sharing information and resolving conflicts. (Boundaries/turf)						
There are informal processes for sharing information and resolving conflicts. (Boundaries/turf)						
There are strategies to ensure alternative views are expressed within the partnership.						TOTAL
TOTAL						

	0	1	2	3	4	
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>	
7. Reflecting on and continuing the partnership						
There are processes for recognizing and celebrating collective achievements and/or individual contributions.						
The partnership can demonstrate or document the outcomes of its work.						
There is a clear need and commitment to continuing the partnership in the foreseeable future.						
Resources are available, either internally or externally, to help the partnership continue.						
There is a way of reviewing the compliment of partners to determine the need to bring in new members or remove exiting ones. (Who needs to be in the partnership?)						TOTAL
TOTAL						

Determine the need for a partnership	
Choosing partners	
Making sure partnerships work	
Planning collaborative action	
Implementing collaborative action	
Minimizing the barriers to partnerships	
Reflecting on and continuing the partnership	
TOTAL	

0 - 49	The whole idea of a partnership should be rigorously questioned.
50 - 91	The partnership is moving in the right direction but it will need more attention if it is going to be really successful.
92 - 140	A partnership based on genuine collaboration has been established. The challenge is to maintain its impetus and build on the current success.

Adapted from: VicHealth (September 2011). *The partnerships analysis tool*. Victorian Health Promotion Foundation, Melbourne, Australia.

APPENDIX F - Supporting AVH Documents

AVH Board Population Health Policy

http://policy.nshealth.ca/Site_Published/Provincial/document_render.aspx?documentRender.IdType=6&documentRender.GenericField=&documentRender.Id=35750

AVH Advocacy Framework

http://www.avdha.nshealth.ca/sites/default/files/advocacyframework2010_1.pdf

2010-2015 Community Health Plan: Our Collaborative Journey

<http://www.avdha.nshealth.ca/community-health-boards/community-health-plan>

Healthy Communities Framework

http://www.avdha.nshealth.ca/sites/default/files/pop_health_healthy_comm_framework2010.pdf

REFERENCES

Frank, Flo and Smith, Anne (2000). The Partnership Handbook. Minister of Public Works and Government Services Canada.

<http://publications.gc.ca/collections/Collection/MP43-373-1-2000E.pdf>

Frank, Flo and Smith, Anne (2000). Facilitator's Guide Partnership Handbook. Minister of Public Works and Government Services Canada.

<http://publications.gc.ca/collections/Collection/MP43-373-3-2000E.pdf>

Vichealth (2011). The Partnerships Analysis Tool. The Victorian Health Promotion Foundation, Melbourne, Australia.

http://www.vichealth.vic.gov.au/~media/ResourceCentre/PublicationsandResources/General/Partnerships_Analysis_Tool_2011.ashx

Vichealth (ND). Partnership Factsheet. The Victorian Health Promotion Foundation, Melbourne, Australia.

<http://www.vichealth.vic.gov.au/~media/About%20Us/Attachments/Fact20SheetPartnerships1.ashx>

Winer, Michael and Ray, Karen (1994). Collaboration Handbook: Creating, Sustaining and Enjoying the Journey Amherst H. Wilder Foundation, Minnesota. <http://lcrclandtrustexchange.org/InformationDocuments/collaborationhandbook091609.pdf>