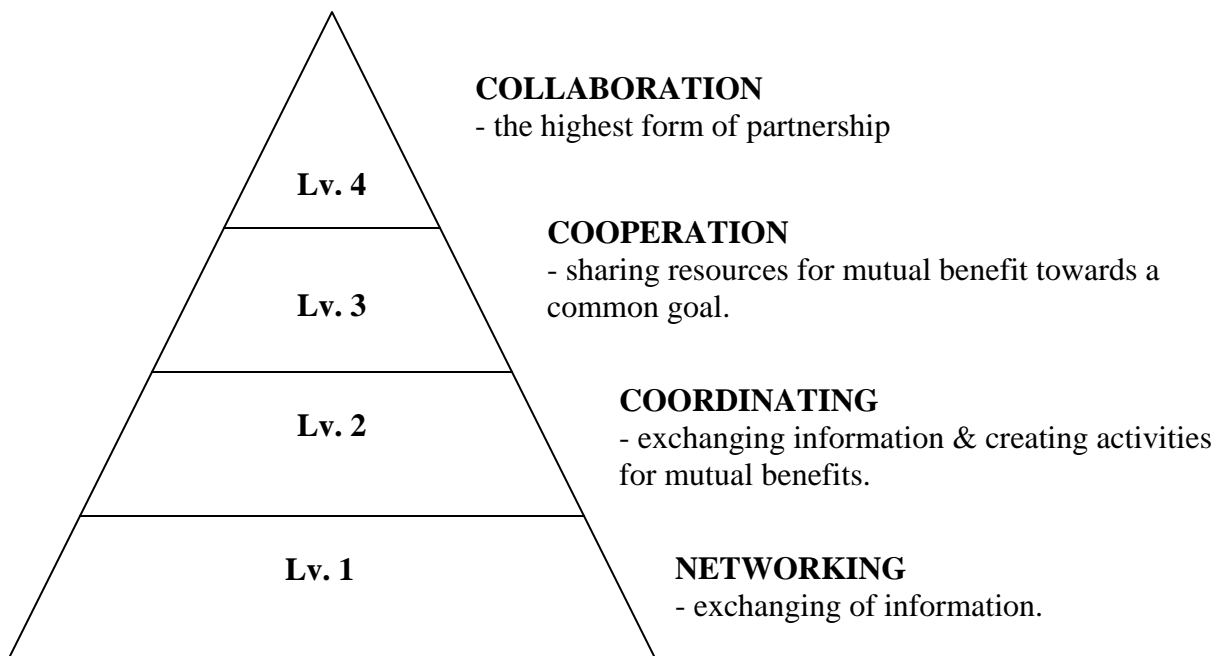


BUILDING & SUSTAINING PARTNERSHIP IN HEALTH PROFESSIONAL EDUCATION

1. Partnership definition:

- Partnerships are generally aimed at trying to promote collaboration.
- Arthur Himmelman (1999), suggests that partnership (coalition) building can have as its goal simply networking, which is often defined as exchanging information and creating activities for mutual benefit or cooperative, which involves sharing resources for mutual benefit to achieve common purpose. They are not always aimed at the most comprehensive form of partnership, which is defined as collaboration.

2. Stages of partnership:



3. Collaboration definition:

- The National Assembly of National Voluntary Health and Social Welfare Organization suggests that collaboration is “ the process by which several agencies or organizations make a formal, sustained commitment to work together to accomplish a common mission. Collaborations require a commitment to participate in shared decision making and allocation of resources related to activities responding to mutually identified needs.”
- Collaboration is a “voluntary, strategic alliance of public, private and nonprofit organizations to enhance each other’s capacity to achieve a common purpose by sharing risk, responsibilities, resources and rewards.” - *Arthur Himmelman, 1999* -

4. Coalition definition:

- Cheri Brown (1998) defines a coalition as “an organization of diverse interest groups that combine their human and material resources to effect a specific change the members are unable to bring about independently”.
- Ron Labonte suggests that coalitions are, “groups of groups with a shared goal and some awareness that ‘united we stand and divided we fall’.”
- Feigherty and Rogers differentiate coalitions three ways based on their membership:
 - Grassroots
 - Professional
 - Community based

5. Principle of Partnership

- Mission and Goals
- Inclusive Membership (ownership)
- Organizational Competence

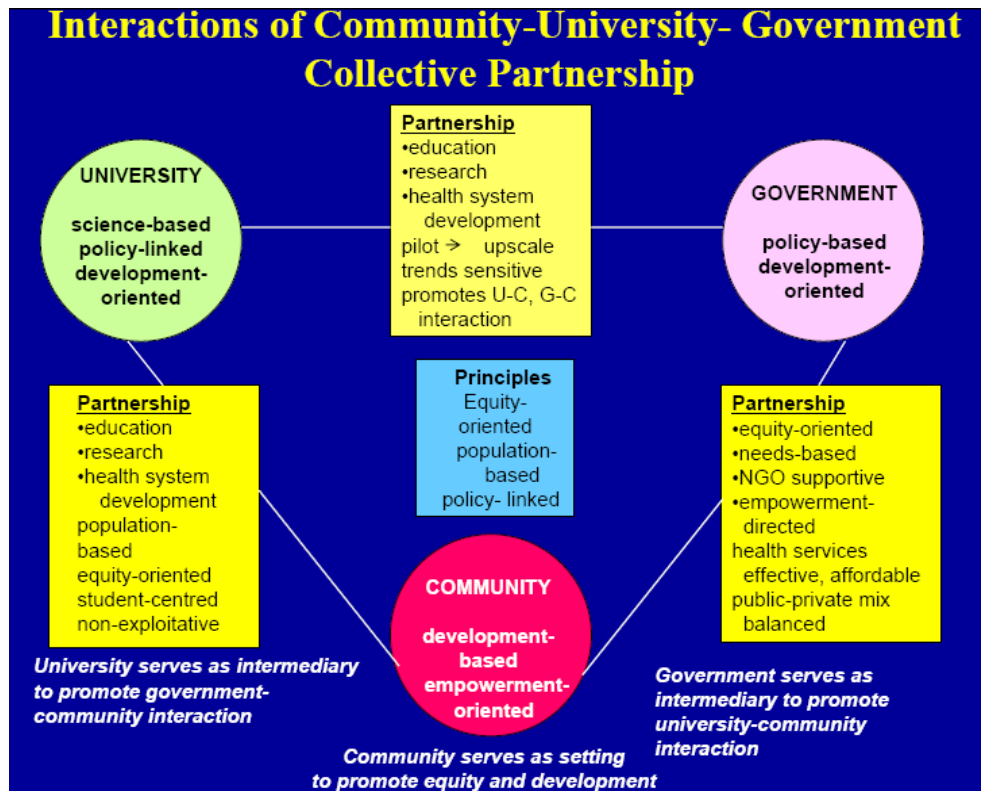
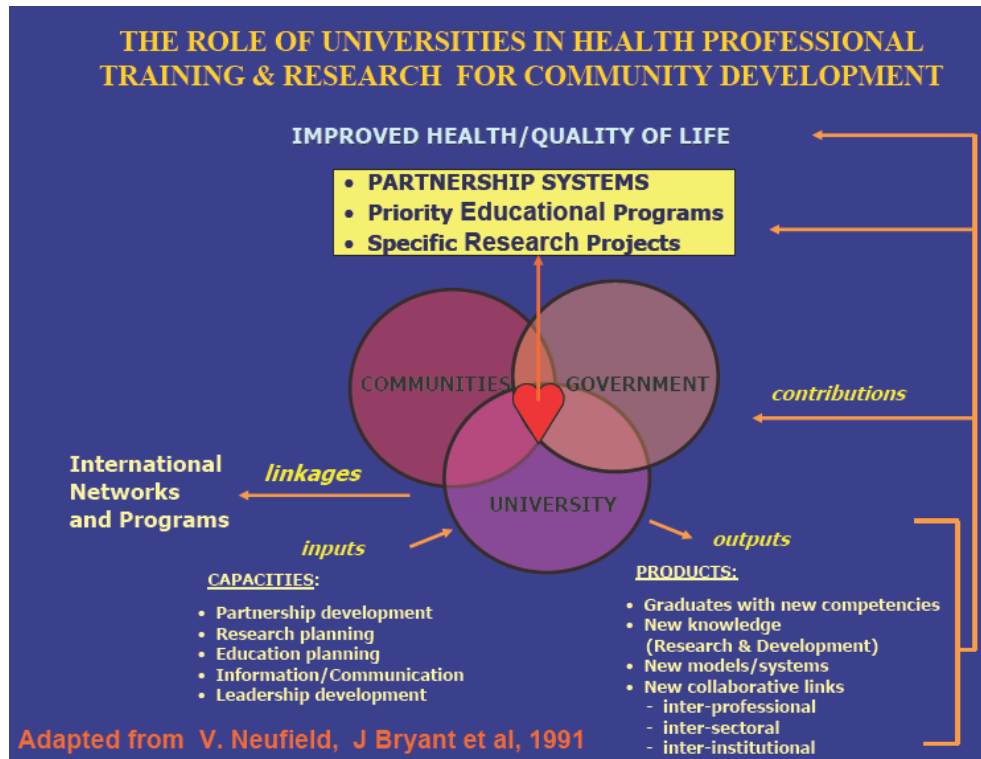
- Five key elements of organizational competence
 - Leadership
 - Decision making
 - Communication
 - Resources
 - Staffing

6. Key points on Partnership

- In order to succeed, partnership need to have a clear mission and inclusive membership
- Partnership, like all organizations, must be able to handle key organizational issues, such as: leadership, conflict, decision making, staffing and resources.
- Successful partnership must be committed to action and advocacy
- The partnership process is slow and require time and persistence, promoting hope and celebration
- Keeping members engaged and encouraged during the process

7. The University Partnership for Essential Health Research Programmes (UPP)

- Started as a demonstration project under the NETWORK – TUFH from 1990 – 1995
- Mission and objectives linked to ENHSR and COHRED and Alma Ata concept
- Involved two coordinating centers (McMaster and Suez Canal) and 18 NETWORK institutions.
- Funded largely by IDRC and Rockerfeller Foundation (CAD\$750,000.00++)
- Focused on partnership development for improving research capacity of Universities through students' research work in and with communities.



8. Project Kampung Cherang Laut (July 1992 – Dec 1995)



The KCLD Programme of Universiti Sains Malaysia is one of the 18 demonstration project of UPP. It involves the adoption of a small coastal village of 200 households by medical students who identify priority health and related problems with the community, implement intervention strategies and evaluate outcomes in close partnership with and involving the community and relevant government and non government agencies.

9. Developing Community-Institutional Partnership

- Two Distinct Culture:
 - Communities have a culture unlike that of academia or any other organization – Henrie Treadwell (1994) –
- Community Culture

- Communities and their leaders have a need for broad visions to be broken down into opportunities for mini-success to segment sweeping changes into more manageable tasks or actions that can address immediate barriers and be completed in succession.
- Communities tend to frame problems differently than institutions or other organization. Communities and their leaders do not typically describe problems in the abstract terms of health or clinical psychology. They define problem more concretely, because they see them from a different angle.
- Communities and their leaders are more often motivated by what they believe to be right than by what other think. That which they know is “real”, based on their unique experiences and beliefs, drives their action.
- Community-Institution Partnership
 - The systems are academic. Each community partnership provides instruction and services and conducts comprehensive, community-focused research.
 - The systems are community-based. Each reflects new organizational partnership between communities and academic institutions.
 - The systems are a primary care focus. Community partnership systems strive to keep healthy, attend the sick, and help patients and their families maintain dignity and control by delivering multidisciplinary, comprehensive primary care.

10. Empowerment definition:

- There are many numerous definitions of empowerment.
- In its simplest form, empowerment is defined by Meredith Minkler as “The process by which individuals and communities gain mastery over their lives.”

- The Cornell Empowerment Group states that “Empowerment is an intentional, ongoing process centered in the local community, involving mutual respect, critical reflection, caring and group participation through which people lacking and equal share of valued resources gain greater access to and control over those resources.”
- “Empowerment is a social action that promotes participation of people, organizations and communities toward the goals of increased individual and community control, political efficacy, improved quality of community life and social justice.”
- The term empowerment is usually used as an individual term, but can be expanded to include organizational and community empowerment. – Nine Wallerstein, 1999 –

11. Working with communities the four “right”

- The right to needed
- The right to be involved
- The right to understand
- The right to make a commitment

12. Lesson from University-Community Partnership

- Developing community trust takes time
- Communities must be given a legitimate role in the decision-making process
- Communities have great many more resources than they think they have
- Communities are willing to assume responsibility for health profession
- Community connections with policy makers are often superior to institutional connections, but they are underutilized on behalf of the community partnership

- Communities are often more optimistic partners than institutions.

13. Partnership: What Makes It work?

A Review of Research Literature on Factors Influencing Successful Partnership

Adapted from the work of

P.W. Mattessiach

And B.R. Monsey

- 6 categories of Factors for Success
 - Factors related to the ENVIRONMENT
 - History of collaboration or cooperation in the community
 - Collaborative group seen as a leader in the community
 - Political/social climate favorable
 - Factors related to the MEMBERSHIP characteristics
 - Mutual respect, understanding and trust
 - Appropriate cross-section of members
 - Members see collaboration as in their self-interest
 - Ability to compromise
 - Factors related to the PROCESS/STRUCTURE
 - Members share a stake in both process and outcome
 - Multiple layers of decision making
 - Flexibility
 - Development of clear roles and policy guidelines
 - Adaptability
 - Factors related to the COMMUNICATION
 - Open and frequent communication
 - Established informal and formal communication links
 - Factors related to the PURPOSE

- Concrete, attainable goals and objectives
- Shared vision
- Unique purpose
- Factors related to the RESOURCES
 - Sufficient funds
 - Skilled convener

14. 10 Things You Need to Know About Creating Partnerships:

- **Adding value:**
 - Make sure that the partnership adds value to your project or program.
 - “Which resources those are not in-house do we need to achieve our goal, and in which organizations can we find them?”
- **Casting a wide net:**
 - Consider all sectors of society as potential partners such as communities, NGOs, local government, businesses, multinational corporations.
 - “What organizations have expertise and experience that I need to better manage my operational risks?”
- **Due diligence:**
 - Conduct a due diligence investigation
 - “Is this an organization that we would be proud to work with?”
- **Extra capital:**
 - Make extra financial and human capital available to the partnership to ensure that your organization will have the necessary resources to follow through with the partnership.
 - “Whose job responsibilities will be expanded, and which budget(s) will support this Partnership?”
- **Power sharing:**
 - Treat partners as equals so that all partners have shared ownership of the design and goals of the project/program.

- “Is there a significant incentive for each partner to make this partnership succeed?”
- **Joint decision making:**
 - Make sure that all partners jointly agree on the problem to address and mutually define its solution.
 - “Have all partners been included on defining the problem, its solution, and how to achieve this solution?”
- **Good governance:**
 - Make sure that you address governance issues early in the planning stage
 - “Do we have ground rules and mutually determined roles and responsibilities so that our partnership won’t fall apart in the face of differences of opinion or unexpected difficulties?”
- **Measuring result:**
 - Agree on how you will measure success of the partnership
 - “What indicators are we using to measure our impact?”
- **Memorandum of Understanding (MOU):**
 - Clarify your and your partner’s expectations by writing an MOU
 - “Am I clear on the purpose of this partnership, the desired impact, and each partner’s respective roles and responsibilities?”
- **Institutionalizing the partnership:**
 - Avoid making the viability of the partnership dependent upon one person
 - “If any one person were to leave the partnership, would the departure hinder the success of the partnership?”

15. Characteristics of Good Partnership:

- A collective vision for the new structure
- Strong leadership
- Effective managerial systems

- Control over resources
- A power base from which to operate