



Community-Campus  
Partnerships for Health

# Promoting Health Through Partnerships

## *Bridging the Academic-Community Divide*

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The Wellesley Urban Health Seminar Series

January 15, 2004



*"Researchers get a bad reputation as communities can feel heavily researched - people can feel like they were involved but did not benefit. There is a problem with the dissemination of findings."*

*"There is suspicion of dominant institutions. If I go into communities, all the relationship building is personal. People need to get to know me and trust me personally and know that I will deliver and not just disappear after the study. This happens over time."*



*"It is important that not all of the grants be funneled directly through the University as this may convey a message of dominance."*

*"Having an executive board chaired by the community majority has more teeth than just acting in an advisory capacity."*



*"Must of the research has not been culturally sensitive. The Center is in the heart of a city that has largely residents of color but the Center is mostly white. There has been insensitivity to cultural issues and no dissemination of research results. The community advisory committee has had to deal with all of this. Now the community requires that researchers describe their dissemination plans [as part of the research proposal]."*



*"You can't just walk in with the expectations of creating a partnership. It takes time to develop mutual understanding and make sure you don't exploit."*

*"It is key that all partners benefit, are clear what the benefits are and resources are shared."*

*"In our work together...we look at how the intervention might be sustainable and appropriate given our missions."*



*"If we want faculty to be involved in communities, but reward them for other activities, we are our own worst enemy."*

*"Research support and manuscript generation is the name of the game...community-based anything takes time, length, and breadth."*



# Mission

To foster partnerships between communities and educational institutions that build on each other's strengths and develop their roles as change agents for improving health professions education, civic responsibility and the overall health of communities



# Our Mission

To promote health through partnerships  
between communities and  
higher educational institutions

HEALTH....eliminating health disparities

...achieving a diverse and community-responsive health workforce

PARTNERSHIPS....service-learning, community-based participatory  
research and evaluation, policy and advocacy



# At-A-Glance

- National nonprofit launched in January '97
- Headquarters in Seattle, WA
- 13-member board of directors reflect stakeholders in community-campus partnerships
- 1000+ members from communities and campuses across the United States and 12+ countries
- Private and public funding
- 5 staff



# We are working to...

- Build the capacity of communities and higher educational institutions to engage each other as partners
- Incorporate service-learning into the education of all health professionals
- Recognize and reward community-based teaching, research, service
- Develop partnerships that balance power and share resources among partners



## Why Now?

Communities face complex challenges and need to draw on all institutions as assets

Public expectations of accountability and value, corporate citizenship, graduates

Gap between research and practice, teaching and practice

Disengagement in civic participation and democracy



# Principles of Partnership

- Partners have agreed upon mission, values, goals and measurable outcomes for the partnership
- The relationship between partners is characterized by mutual trust, respect, genuineness, and commitment
- The partnership builds upon identified strengths and assets, and addresses needs
- Power is balanced among partners and resources are shared



# Principles of Partnership

- There is clear, open and accessible communication between partners
- Roles, norms and processes for the partnership are established with the input and agreement of all partners
- There is feedback to, among and from all stakeholders in the partnerships
- Partners share the credit for accomplishments
- Partnerships take time to develop and evolve



What is the current state of  
community-campus partnerships?

What are characteristics of successful partnerships?

Where are partnerships going in the next 10 years?



# Sources of Information

- Review of literature on partnerships
- Member surveys & agenda-setting sessions
- Program consultations & evaluations
- Commissioned papers
- Demonstration & evaluation projects



# Current State of Community-Campus Partnerships

- Culturally competent health professionals
- Diversity of the health workforce
- Supply and distribution of the health workforce
- Improved health outcomes
  - Elimination of health disparities, increased access
- Healthy campus
- Access to information and technology
- Community and economic development

Significant investments by public & private funding agencies



# Current State of Community-Campus Partnerships

- Predominant model: is it a *partnership*?
  - Initiated by campus, framed by academic mission and priorities
  - Driven by grant and program requirements
  - Disconnects and contradictions between different parts of campus, community, partnership strategies
  - Campus infrastructure: centers, offices
  - Community serves advisory role



# Community-Campus Partnerships Some Common Pitfalls

Institution receives funding based on location in disadvantaged community without involving community, sharing resources or using them to directly benefit people

Students consistently assigned to tour a neighborhood, conduct needs assessments

Lack of preparation and understanding of context

Faculty members structure community engagements without first assessing community's interests and needs, fail to plan with community partners

Episodic involvement based on grant funding, academic calendar

*Leiderman, Furco, Zapf and Goss, 2003.*



# Current State of Partnerships: Characteristics of Success

- Partnership is formed to address genuine community concern and addresses strategic partner issues, not to get a grant
- Partnership builds on prior positive relationships, trust
- Partnership involves organizations and individuals as partners
- Partnership starts small, with CBOs that have a history of engagement and are well respected
- Partnership explicitly defines who is “the community” and who “represents” the community



# Current State of Partnerships: Characteristics of Success

- Partnership has structures and processes that encourage sharing influence and control
  - Jointly developed principles & operating procedures
  - Common vision & mutually defined issues, goals, objectives
  - Democratic, participatory processes and consensus decision-making
  - Ongoing evaluation of partnership process



# Current State of Partnerships: Characteristics of Success

- Leadership (core group or one visionary)
  - Boundary-spanners that understand & appreciate other perspectives, are comfortable sharing ideas, resources & power
  - Clear vision with flexible approaches
  - Motivate members to participate and contribute
  - Structure fair and productive interactions
  - Negotiate among people & organizations with diverse agendas
  - Maintain and communicate enthusiasm



# Current State of Partnerships: Characteristics of Success

- Human resources
  - Partnership “liaison” who is comfortable in both worlds
  - Community competencies
  
- Mentoring by group
  - faculty to faculty, CBO to CBO, student to student



# Where are partnerships going in next 10 years?

- New models:
  - More coordinated & strategic
  - Inter-disciplinary & inter-professional
  - CBOs as centers of learning, discovery & engagement
  - CBO-initiated partnerships
  - Multi-CBOs & multi-institutional partnerships
  - Partnership intermediary organizations
  - Partnerships as a global phenomenon



# Critical issues for sustainability

- Document & disseminate outcomes
- Balance coordinating & linking efforts with entrepreneurial spirit
- Find & pursue connections between the dots
- Supportive policies at multiple levels
- Communities and campuses view these partnerships as mission-critical
- Address key underlying power issues
- Infrastructure support for communities



# CCPH Resources

[www.ccph.info](http://www.ccph.info)

- Member Connections
- Conferences ~ October 6-10, 2004 in Atlanta, GA USA
- Training Institutes
- Consultancy Network
- Biweekly E-Newsletter
- Annual Magazine
- Web-Based Clearinghouse
- Research and Evaluation
- Annual Award ~ call for nominations in February 2004