



# What Makes Partnerships Successful?

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# Session Objectives

Reconfirm what you already know about..

- The power of partnerships
- The challenges of partnerships
- Factors contributing to successful partnerships

Identify actions you can take to improve your partnership

Increase awareness about Community-Campus Partnerships for Health



# Our 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



# Partnership Outcomes

- Community-responsive, culturally competent health professionals
- Diversity of the health professional workforce
- Access to health care, technology
- Community development
- Environmental justice
- Economic development
- Engaged campuses and citizens



# Data Sources

- Commissioned paper by Roz Lasker
- Health Professions Schools in Service to the Nation Program evaluation
- National study of the community involvement of academic health centers
- CCPH member surveys, program evals
- Partnership program consultations



# The Power of Partnerships

- Establish missing but critical connections
- Identify new/better way to solve problems
- Link complementary skills and resources of diverse people and organizations
- Plan and carry out comprehensive actions that coordinate reinforcing strategies and systems



# The Challenges of Partnerships

The ability of partnerships to meet their challenges depends on:

- Partners and their relationships
- Partnerships as a whole
- Environment in which partnerships function



# Partners and their Relationships

Diversity of partners is a strength that also poses challenges

- Different professional, racial, ethnic cultures
- Different socioeconomic status
- Little experience working together
- Skepticism about each others' motivations
- Not accustomed to sharing resources or power



# Partners and their Relationships

Perceptions about *benefits* vs. drawbacks

- Enhanced ability to address an issue or constituency
- Acquisition of new knowledge/skills
- Heightened public recognition
- Increased use of services/expertise
- Enhanced ability to affect public policy
- Development of valuable relationships



# Partners and their Relationships

Perceptions about benefits vs. *drawbacks*

- Diversion of time and resources
- Reduced independence in decisions
- Loss of competitive advantage
- Negative exposure
- Frustration and aggravation
- Insufficient credit for contributions
- Lack of authority to make commitments



# Partners: Faculty

Faculty involved in partnerships:

- Motivators: values, belief in improved learning, knowledge, relevance
- Enhanced relationships
- Linkage of personal/professional lives
- ↑ understanding of community issues
- New career and scholarship directions
- Concerns re: time, control



# Partners: Communities

Communities involved in partnerships:

- Service, economic and social benefits
- ↑ awareness institution assets/limitations
- Value placed on relationship with faculty
- Eager to be seen as teachers and experts
- Benefits outweigh the burdens
- Concerns re: communication, logistics, needs-based and expert approaches



# The Partnership as a Whole

Partnerships require new models of leadership

- Traditional leaders: narrow expertise, speak their own language, in control, treat others as subordinates/followers
- Partnership leaders: boundary-spanners, understand/appreciate other perspectives, comfortable sharing ideas, resources, power



# Leadership for Partnerships

- Self-awareness as a leader, clarifying values
- Creating and sustaining shared vision
- Fostering inclusive, effective communication
- Building relationships, teams, partnerships
- Sharing power, control; empowering others
- Leading and sustaining change
- Taking intelligent risks
- Translating ideas into action
- Cultivating new leaders
- Celebrating successes



# The Partnership as a Whole

Partnerships require new models of administration and management

- Flexible and supportive
- Coordinate communication, partnership activities, informed decision making, grants and funding, databases, orientation of new partners, evaluation
- Role of “partnership coordinator”



# The Partnership as a Whole

Partnerships require new models of  
governance

- Policies, procedures, structures re: who is involved and how decisions are made
- Authentic community participation



# The Environment for Partnerships

Responsiveness of the community

- History of mistrust
- Significant competition for resources
- Resistance of key people/organization
- Public and organizational policies
- Funding and program requirements
- Lack of incentives to partner
- Predominant educational paradigms



# CCPH 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



# CCPH 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 shared the credit for accomplishments
- Partnerships take time to develop and evolve



**“Having principles is easier  
than living up to them”**

**Arnold Glasow**



# Short-term Recommendations

Assess and improve your partnership's functioning:

- Use the CCPH principles of partnership
- Use the CCPH leadership assessment tool
- Examine management and governance
- Invest in partnership infrastructure
- Become involved in the community-campus partnership movement



# Long-term Recommendations

Develop tools to assess and improve partnership functioning

Develop tools to broaden community participation

Form coalitions to develop and advocate for policies that support partnerships

Develop better methods for assessing partnership impact on communities



Community-Campus  
Partnerships for Health

# How to Reach Us

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