Leveraging Resources through Collaboration:
Using Current Assets to Build Bridges

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INTRODUCTIONS

- Name
- Organization
- Role
- Expectations from Workshop
OBJECTIVES

- 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)
... 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)
Vertical Relationships

- Partnerships between “complimentary agencies”
- Working across different sectors or levels or care
- **Example**: homeless shelter collaborating with safety net healthcare providers
Horizontal Relationships

- Partnerships between “similar agencies”
- Service providers or organizations within the same sector working together
- **Example**: health center collaborating with a hospital
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

- 52% To advance a shared goal
- 57% To respond to a community need
- 11% Collaboration was funder initiated/mandated
- 14% As a result of competition for funding, donors, or clientele
- 18% 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
- Encouraged/supported collaboration
- Provided endorsement
- Was lead investor

Source: Foundation Center, Nonprofit Collaboration Resource
Best Practices for Nonprofits

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.
Best Practices

For 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”?
Barriers to Collaboration

- 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
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

<table>
<thead>
<tr>
<th>Individuals</th>
<th>Public Institutions &amp; Services</th>
<th>Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills, talents, and experience of community members</td>
<td>Public schools</td>
<td>Associations of businesses</td>
</tr>
<tr>
<td>Individual businesses</td>
<td>Police and fire departments</td>
<td>Citizens’ associations</td>
</tr>
<tr>
<td>Home-based enterprises</td>
<td>Libraries</td>
<td>Cultural organizations</td>
</tr>
<tr>
<td>Donations/financial sponsors</td>
<td>Parks and recreation</td>
<td>Communications organizations</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Physical Resources</th>
<th>Private &amp; Nonprofit Organizations</th>
<th>Informal Organizations &amp; Intangibles</th>
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<tbody>
<tr>
<td>Vacant land</td>
<td>Institutions of higher education</td>
<td>Neighborhood associations and other social groups</td>
</tr>
<tr>
<td>Commercial and industrial structures</td>
<td>Hospitals</td>
<td>Community reputation</td>
</tr>
<tr>
<td>Housing</td>
<td>Social services agencies</td>
<td>Community pride</td>
</tr>
<tr>
<td>Energy and waste resources</td>
<td>Sense of history</td>
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Asset Mapping Activity

Brainstorm and create a list of potential community assets.
Connecting to Success: Neighborhood Networks Asset Mapping Guide

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


*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*
Collaboration is a way to 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