Linkage strategies for successful and sustainable partnerships: a practical framework for community engagement by palliative care services
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Aims of this workshop

This workshop will guide you through a process of:

- defining 'partnership';
- applying the key principles of diversity, equity, openness, mutual benefit and courage;
- discussing levels of influence at policy, organisational, practice and social levels; and
- identifying possible partners and creating strategies for partnerships from the contexts of your own communities.
Definition of ‘Partnership’

Definition
Partnership is an on-going working relationship in which risks and benefits are shared

Goal of partnership is to achieve more than individual organisations can achieve on their own
Partnerships or transactional relationships?

Transactional relationships

- Service delivery
- Sub-contracted work
- Funding relationships
- Transferred risk

By helping transactional relationships become genuine partnerships where appropriate

Partnerships

- Co-created activities
- Mutual accountability
- Complex relationships
- Shared risk

By re-positioning relationships that are inaccurately described as partnerships
Partnerships or transactional relationships?

**Empower**
Place final decision making in the hands of community.
We will work with you to implement what you decide.
Eg: Reciprocal partnerships, participatory strategic planning, coproduction of outcomes

**Collaborate**
Partner with communities in each aspect of the decision including the development of options and identification of best solution.
We will look to you for advice and innovation in formulating solutions and work with you to include your advice and recommendations in the decisions to the maximum extent possible.
Eg: Collaborative partnerships, committees, grant funding, reference groups

**Involving**
Work with communities throughout the process to ensure that concerns and goals are understood and considered.
We will work with you to ensure that your concerns and goals are directly reflected in the options developed and provide feedback on how community input influenced the decision.
Eg: Facilitated workshops, forums, ideas and issues identification

**Consult**
Obtain feedback from the community on options and decisions.
We will keep you informed, listen to and acknowledge concerns and goals, and provide feedback on how public input informed the decision.
Eg: Targeted mail outs, community feedback, online surveys, community meetings, submissions

**Inform**
Provide balanced, objective information to assist communities to understand palliative care, alternative opportunities and/or solutions.
We will keep you informed.
Eg: Websites, fact sheets, media releases, social media use
Positioning partnerships

1. REACTIVE
Partnership as a strategy to deliver projects within the framework of the existing status quo

2. ADAPTIVE
Partnership designed to deliver development somewhat separate from, but alongside, the mainstream

3. TRANSFORMATIVE
Partnership intentionally created to challenge and change mainstream systems and mindsets

More need for partnership process facilitation aka partnership ‘brokering’
PARTNERING CYCLE

SCOPING & BUILDING
- Scoping needs & options
- Identifying potential partners
- Building relationships
- Mapping and planning

MANAGING & MAINTAINING
- Governance & structures
- Deepening engagement
- Delivering projects

REVIEWING & REVISING
- Measuring results
- Reviewing efficiency & value
- Revisiting & revising

SUSTAINING OUTCOMES
- Sharing knowledge & experience
- Scaling & increasing impact
- Moving on

Agreeing to partner

Adapted from The Partnering Toolbook
SUSTAINING OUTCOMES
Exploring moving on options and supporting decisions
Managing closure / moving on processes collaboratively
Helping partners celebrate and learn from their partnership ‘story’
Ensuring outcomes are able to be sustained / embedded / scaled / transferred

SCOPING & BUILDING
Scoping the partnership’s potential
Exploring drivers, expectations and underlying interests
Embedding key partnering principles
Enabling partners to differentiate between their partnership and its projects
Negotiating a detailed agreement to underpin the partnership

REVIEWING & REVISING
Supporting partners in reviewing added value and effectiveness
Assisting in revising the collaboration agreement
Helping partners implement changes needed to improve the partnership
Guiding partners to plan for sustaining outcomes and moving on

MANAGING & MAINTAINING
Co-creating appropriate governance arrangements
Helping partners to work through complex internal and external challenges
Building partner capacities to strengthen and optimise the partnership
Enabling partners to explore new ways of transforming systems

Different stages in the partnering cycle
Five principles of partnering

- Diversity
- Equity
- Openness
- Mutual benefit
- Courage
Common partnering challenge: ANXIETY ABOUT DIFFERENCE

Key principle: DIVERSITY
Common partnering challenge: **POWER IMBALANCE**

Key principle: **EQUITY**
Common partnering challenge: HIDDEN AGENDA

Key principle: OPENNESS
Common partnering challenge: COMPETITIVENESS

Key principle: MUTUAL BENEFIT
Common partnering challenge: UNCERTAINTY

Key principle: COURAGE
Why do partnerships need these CORE PRINCIPLES?

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<th>DIVERSITY</th>
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leads to

Why do partnerships need these CORE PRINCIPLES?
Levels of influence through partnering

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<th>Level</th>
<th><strong>Changing</strong> policy and practice, collective action</th>
<th>In due course, even the smallest partnerships can provide the evidence and inspiration for new policies and can lead to a significant change in the ‘rules’</th>
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<td>Level 3</td>
<td><strong>Influencing</strong> individuals, organisations, communities and systems</td>
<td>Successful Level 1 projects inevitably impact and influence more widely and deeply</td>
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<td>Level 1</td>
<td><strong>Practical</strong> solutions to local challenges</td>
<td>Most partnerships operate at this level as grass roots, co-created and delivered collaborative projects</td>
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Scoping and building a partnership: a real world example – PallNet

- Consumer representative
- NGO comm care
- Division of GPs
- Community pharmacist
- Aged care facilities
- Local hospital
- Palliative Care Service
- Ministers fraternal

COMMON INTEREST
## Building partnerships: sample activity plan

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<td>Role clarification – who does what, where, when and to whom</td>
<td>Supportive and educational body for General Practice (GPs, allied health etc) in local area; business hours</td>
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<td><strong>METHOD:</strong> data collection via focus groups, individual consults, surveys</td>
<td>Consultative clinical service – acute/ RACF/ community; medical referral only; 24hr on call; known clients only</td>
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<td><strong>Resources required – eg:</strong> knowledge, skills, people, time etc.</td>
<td>People – lead collection and analysis of data from all partners; inc. database of hospital admissions</td>
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<td>Host and disseminate referral pathway;</td>
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Building partnerships: sample activity plan

Organisations and communities

Steps in Implementation:
- Residential Aged Care
- Community Aged Care
- Palliative Care
- Hospice
- Acute Hospital
- Consumer Peak Body

Activity: Role
- Clarification for aged and palliative care service provision

Evidence of success:
1. Document/flowchart on roles, responsibilities and expectations of roles in service delivery
2. Available on local Health Service Directory, Health Pathways, Primary Health Network - healthPathways and websites

Resources required to achieve this strategy:
- Access to online resources

What Could Each Partner Bring?
- Knowledge
  - Different types
  - Specialist knowledge
  - Unknown to others
- Physical Resources
  - Buildings
  - Transport
  - Infrastructure
- Products
  - Medicine
  - Food
  - Computers
- Networks
  - Sector specific
  - Types of contacts
- People
  - Expertise
  - Champions
  - Labor/volunteers
- Information
  - Ways to distribute
  - Technical methods
  - Non-technical methods
- Contacts
  - Credibility
  - Spheres of influence

© The Partnering Initiative
Agreeing to partner

Agreeing to partner:

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Deepening engagement

Delivering projects

Reviewing results

Measuring efficiency & value

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Sharing knowledge & experience

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SUSTAINING OUTCOMES

SCOPING & BUILDING

MANAGING & MAINTAINING

PARTNERING CYCLE

Adapted from The Partnering Toolbook
Resources

- The Partnering Initiative https://thepartneringinitiative.org/
To conclude...

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