Collaborating for the 21st Century
Highlights from the Research

Presented by
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“The failure of hierarchies to solve society’s problems forced people to talk to one another---and that was the beginning of networks.”

John Naisbit
Experiential Activity

1. Listen carefully to the instructions
2. Three rules
   1. Can draw only straight lines
   2. No talking
   3. Each person draws one line at a time
Process Questions

- What was challenging about this activity?
- How did you deal with the challenges?
- What were your take-aways?
- What are the implications for collaboration?
Points of Discussion

- What is Collaboration?
- What are the Seven Supports of Collaboration?
- What are the Characteristics of Collaborative Leaders
- What does the Research Tell Us about Collaboration?
  - What Factors Support Collaboration?
  - What Factors Hinder Collaboration?
- What is Important to Consider in Evaluating Collaborative Initiatives?
- What are the Benefits of Collaboration?
- What are the Implications of the Research for Integrating Behavioral Health and Primary Care through the Lens of Prevention
“The failure of hierarchies to solve society’s problems forced people to talk to one another—and that was the beginning of networks.”

John Naisbit
Quotable Quote

- John Gardner, former Secretary of Health, Education, and Welfare once commented:

  The academic enterprise has moved increasingly toward answering “questions of increasing irrelevance with increasing precision.”
Irrelevant Question

Do we collaborate to collaborate?
What is the difference between effective collaboration and ineffective collaboration?

- Hansen (2009) comments that the difference between good and bad collaboration is a set of principles he refers to as *disciplined collaboration*.

- The ultimate question according to Hansen, (p.3) is “How do we cultivate collaboration in the right way so that we achieve the great things that are not possible when we are divided?”
Good to Great

- Foreword in Hansen’s book provided by Jim Collins, author of *From Good to Great*

Good collaboration amplifies strength, but poor collaboration is worse than no collaboration at all
Mattessich (2005) defines collaboration as “a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.”

Gray (1985) defined collaboration as “the pooling of appreciations and/or tangible resources, e.g., information, money, labor, etc., by two or more stakeholders to solve a set of problems which cannot be solved individually” (p. 912).
What is Collaboration

- **Collaboration** is the creation of something new and different that did not exist before---
  - Policy, activity, program, etc.

It involves partners engaged in side-by-side efforts to solve common problems, reconcile conflicting interests, and advance shared interests and goals

(Biscoe, 1991).
Researchers view collaboration as necessary for success. (Center for Mental Health in Schools, 2003; Gajda, 2004; Grubbs, 2000, Riggins, 2004).

Collaboration is seen as a prerequisite for sustaining interagency initiatives, particularly those funded with time limited federal, state, or local funds (Hogue, 1993; Perkins, 2002; Peterson, 1991).
• Bailey, D. & Koney, K. (2000), Gajda, R. (2004), Peterson, N.L., (1991), and Hogue, T. (1993), All have proposed conceptual models to articulate the various levels of networking within social-service-oriented alliances.
Moving from Coexistence to Collaboration

COEXISTENCE

COMMUNICATION/
NETWORKING/
FORMING

COOPERATION/
STORMING

COORDINATION
PARTNERING/
NORMING

COALITION

COLLABORATION
MERGING

COADUNATION/
UNIFYING/
TRANSFORMING

1
PETERSON MODEL (1991)

2

3

1
BAILEY AND KONEY MODEL (2000)

1

2

3

4

5

HOGUE LEVELS OF COMMUNITY LINKAGE MODEL (1993)

1
NETWORKING

2

3

4

5

ASSEMBLE
AND FORM

STORM AND
ORDER

NORM AND
PERFORM

TRANSFORM

AND ADJOURN

1

2

3

4

5

GAJDA MODEL (2004)

GROUPS EXIST
WITH NO
COLLABORATION
AMONG THEM

GETTING TO KNOW
ONE ANOTHER
AND THEIR TASKS

SHARING
COMMONALITIES
AND DIFFERENCES

DEVELOPING
COMMON
GROUND AND A
PLAN OF
ACTION

WORKING
TOGETHER TO
IMPLEMENT,
MONITOR AND
EVALUATE THE
PLAN

WHEN PLAN IS
COMPLETE, MAKE
A DECISION TO
CONTINUE AS A
TEAM W/NEW
ISSUES OR
RECONSTITUTE THE
TEAM
Collaboration, cooperation, coordination...

- **Collaboration (high risk):**
  - working together to achieve a common goal (that cannot be achieved independently?);
  - a durable and pervasive relationship... with full commitment to a common mission (*Mattessich, Murray-Close, & Monsey, 2001)*

- **Coordination:**
  - formal relationships with an understanding of compatible missions (*Mattessich, Murray-Close, & Monsey, 2001)*

- **Cooperation (low risk):**
  - working together without a shared purpose (*Ehren, Laster, & Watts-Taffe, n.d.)*;
  - informal relationships that exist without any commonly defined mission, structure, or planning effort (*Mattessich, Murray-Close, & Monsey, 2001)*
At what stage is your work with integrating health across your silos?

• Form a triad and discuss this in your group for 6 minutes.

• Share out from a few groups.
Seven Supports for Collaboration Research

1. Shared goals and vision
2. Stakeholder involvement
3. Systemic support
4. Communication and respect
5. Process
6. Accountability
7. Understanding local context
1. Shared goals/vision

• One interpretation:* Understanding and buying into the purpose of the collaboration

• As a component of a collaborative model:
  - Strieter & Blalock, 2006:
    - Define the problem clearly
    - Develop a common vision
    - Define program and collaboration goals

• As a means of fostering collaboration:
  - National Network of Eisenhower Regional Consortia and Clearinghouse (NNERCC), 2004: Know the purpose of collaborating

*Content Center on Instruction, 2011
2. Stakeholder involvement

- One interpretation:* Identifying and involving all key players
  - As a component of a collaborative model:
    - Strieter & Blalock, 2006: Identify core partners to develop the program
  - As a means of fostering collaboration:
    - NNERCC, 2004:
      - Target the most critical unit for change (one of the common pitfalls of collaborative endeavors is the tendency to emphasize process over content)
      - Identify critical players

*Content Center on Instruction, 2011
3. Systemic support

- One interpretation:* Having procedures and resources that support the effort in place
- As a component of a collaborative model
  - Sharpe & Hawes, 2003:
    - Administrative support of a collaborative culture
    - Provide opportunities to apply collaboration strategies
    - Deliver training via a team that includes general and special educators
- As a means of fostering collaboration:
  - Mattessich, 2005: Resources

*Content Center on Instruction, 2011
4. Communication and respect

• One interpretation:* Understanding each other’s roles and strengths

• As a component of a collaborative model
  ▪ Givens et. al., 2009:
    ▪ Decision making
    ▪ Conflict management
    ▪ Interpersonal communication

  ▪ Parity

• As a means of fostering collaboration:
  ▪ Bean, Grumet, & Bulazo, 1999:
    ▪ Communication skills as one of the keys to collaboration among educators
    ▪ Mutual respect*

*Content Center on Instruction, 2011
5. Process

- One interpretation:* Aligning collaborative activities with the effort being implemented
- As a component of a collaborative model:
  - Givens et. al., 2009: Flexibility
- As a means of fostering collaboration:
  - Mattessich, 2005:
    - Process
    - Structure

*Content Center on Instruction, 2011
6. Accountability

- One interpretation:* Ensuring that the outcomes of the collaborative process are valued
- As a component of a collaborative model:
  - Givens et. al., 2009: Shared accountability
- As a means of fostering collaboration:
  - NNERCC, 2004:
    - Use supportive arrangements that require ongoing participation/commitment
    - Demonstrate the impact of activities and services
    - Deliver on promises

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7. Understanding local context

- One interpretation:* Capitalizing on unique aspects of the context in which the collaboration is taking place
- As a means of fostering collaboration:
  - Mattessich, 2005:
    - Changing conditions/climate (leadership, mandates, funding, etc)
    - Environment

*Content Center on Instruction, 2011
### Collaborative Leadership

<table>
<thead>
<tr>
<th>Behavior</th>
<th>What it means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redefining Success: from narrow agendas to bigger goals</td>
<td>Collaborative leaders redefine success and focus on goals bigger than their own narrow agendas. They seek common ground, look for pragmatic solutions, and compromise.</td>
</tr>
<tr>
<td>Involving Others: from autocratic to inclusive decision making</td>
<td>Collaborative leaders involve others in decision making and exhibit an open mind to alternatives, divergent views, dialogue, and working with others.</td>
</tr>
<tr>
<td>Being Accountable: from blaming to taking responsibility</td>
<td>Collaborative leaders hold themselves accountable, and they also demand accountability from others.</td>
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<tr>
<td>Levels</td>
<td>Purpose</td>
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<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------</td>
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<tr>
<td>Networking (Communication)</td>
<td>Clearinghouse for information</td>
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<td></td>
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<tr>
<td>Cooperation or Alliance</td>
<td>Limit duplication of services</td>
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<tr>
<td>Coordination or Partnership</td>
<td>Share resources to address common issues</td>
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<tr>
<td>Coalition</td>
<td>Share ideas and be willing to pull resources from</td>
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<tr>
<td></td>
<td>existing systems</td>
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<td></td>
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<tr>
<td>Collaboration</td>
<td>Achieve shared vision and impact benchmarks</td>
</tr>
</tbody>
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Three Behaviors of a Collaborative Leader (Hansen, 2009)

1. Redefine Success: from narrow agendas to bigger goals

2. Involving others: from autocratic to inclusive decision making

3. Being accountable: from blaming to taking responsibility
Five Barriers that Block a Collaborative Leadership Style (Hansen, 2009)

- Power Hunger
- Arrogance
- Defensiveness
- Fear
- Ego
Assessment Tools for Evaluating Collaborations
Annual Satisfaction Surveys for Coalitions (Fawcett, 1997)

Diagnosing Your Coalition: Risk Factors for Participation (Kaye, 1993)

Assessing Your Collaboration’s Commitment to Agency and Community-Based Approaches (Chavis and Florin 1990)

Climate Diagnostic Tool: The Six Rs of Participation (Kaye and Resnick, 1994)

Responsibility Charting (Florin and Chavis (1996)

Inclusivity Checklist (Rosenthal, 1997)

Task Force Evaluation and Resource Allocation (Hathaway, B.L. (2001 a,b,c)

Sustainability Benchmack (Wolff, 1994)

Annual Report
Evaluating Collaborative Initiatives

Other Assessment Tools for Evaluating Collaborations

A Collaboration Checklist (Borden, 1999)

Strategic Alliance Formative Assessment Rubric (Gajda, 2004)

National High School Center RCC Collaborative Project Checklist

IDEA Partnership Community of Practice on Transition---Community Building---Key Features of Success-IDEA Partnership: Success Rating Scale
Benefits of Collaboration

- Complexity and magnitude of issues make collaboration an effective strategy
- Economic realities-improved efficiency, reduced costs
- Improved customer services
- More resources to respond to a crisis
- Improve a system
- Reduction in expenses for operational costs

Mattessich, 2005
FACTORS THAT HINDER COLLABORATION

Threat to autonomy

Professional Staff fears

Client representatives

Disagreement among resource providers

Multiple local governments and many private and public organizations

Lack of “domain consensus”

Different expectations from federal, state and local levels

Coordination is a low priority

Costs and benefits are uncertain

Resources not available
FACTORS THAT HELP COLLABORATION

An external catalyst
A receptive political environment
Recognition of a common client
The identification of common benefits
Strong leadership for the collaboration effort
The identification of key players who share beliefs, characteristics, and a commitment to the process
A defined structure
Acknowledgment of the contribution of individual members
Receptive agency culture
Interpersonal trust between members
Commitment of proactive long range planning
Mutual needs and interests
An openness to problem solving
Open communication flow
Team building
Assessments of team effectiveness
Resources
Common vision
Time
Energy
Broad-based representation
Attention to group process
Equality among partners
Rewards

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We don't accomplish anything in this world alone ... and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads from one to another that creates something."

--Former Justice Sandra Day O'Connor, first woman on the U.S. Supreme Court
The Power of Collaboration

Source: Aha! Jokes
http://www.AhaJokes.com