

COMMUNITY CONNECT

SPRING 2001

INSIDE THIS ISSUE:

A Matter of Fit	2-3
Collaboration: The 12 'C's	2
Resources	3
Are We Collaborating Yet?	4
Smart Beginnings	5
Reach Out!	6
Recently Awarded Grants	6-7
Pay the Cost, Be the Boss	7

COLLABORATION: Share the Vision

The Promise: Collaboration between nonprofits has the potential to deliver greater results than can be achieved by organizations working independently of each other.

The Pursuit: An increasing number of organizations seek information about how to develop collaborative projects as well as how to find willing partners knowledgeable in navigating their inherent complexities. An increasing number of grant makers like SLHI encourage collaboration among nonprofits by occasionally making it a criterion for funding.

The Problem: Collaboration takes work, and it may not always be the right thing to do. What is a collaboration, anyway? Ask around in nonprofit circles, and you're apt to get everything from a raised eyebrow to two thumbs up.

In this edition of Community Connect, we share the insight and experiences of successful collaborators, as well as list resources for gaining more information about how they work and what it takes to construct your own win-win collaboration with like-minded agencies. It's never easy, and it's never without pitfalls, but by coming together under a collaborative structure, nonprofits can take their programs to new levels of success.

"COMMUNITY BASED COLLABORATION IS THE PROCESS BY WHICH CITIZENS, AGENCIES, ORGANIZATIONS AND BUSINESSES MAKE FORMAL, SUSTAINED COMMITMENTS TO WORK TOGETHER TO ACCOMPLISH A SHARED VISION. COMMUNITY BASED COLLABORATION REQUIRES A COMMITMENT TO SHARE DECISION-MAKING AND THE ALLOCATION OF HUMAN, PHYSICAL AND FINANCIAL RESOURCES."

CHANDLER CENTER FOR COMMUNITY LEADERSHIP
REPORT



St. Luke's Health Initiatives

A MATTER OF FIT

A Matter of Fit

Collaboration? It's nothing new, according to Herb Paine, who held the reins at Paine Consulting Services for 12 years before becoming president of Junior Achievement at the end of 2000. Given increased competition and funding constraints in the nonprofit marketplace, Paine sees a sense of urgency to find the economies of scale and opportunities to leverage the resources in the nonprofit community that collaborations can deliver.

Collaboration – and the richness of collective thinking that can go with it – offers the potential for community problem solving and advocacy plus an opportunity to accomplish a shared

vision and impact goals. In addition to creating economies of scale, collaborations are also credited with building opportunities for fund-raising, marketing alliances and program development.

A collaboration is not without challenges, however. According to the Chandler Center for Community Leadership, a collaboration of Oregon State University Extension Service and Central Oregon Community College, barriers may include inadequate funding, resistance to involvement by a critical community sector, personality conflicts or turf issues. Then there's the time, patience and resources it

takes to nurture and form a collaborative relationship, as well as a perceived loss of autonomy that bothers some nonprofits.

MORE THAN A LETTER

Still, many agree that collaboration is worth the sacrifice. Paine says that nonprofits can no longer afford to deal with complex problems alone nor move in fragmented ways. He calls for a "holistic approach," combined with caution when nurturing and developing collaborative partnerships, since skills and capacities of organizations may vary widely. "It's not enough to gather a group of partners together and produce letters saying, 'We are now collaborating,'" he says.

Organizations should approach collaboration with a clear sense of the ultimate purpose of the endeavor and the outcome they are seeking. They also need to provide – in writing – a realistic appraisal of the true costs and benefits and a well-designed action plan that includes the following:

- Goals and benchmarks
- Definition of partner roles
- Suggested approach to the issue or opportunity
- Timelines
- Resources required – not just what is in place
- Type of evaluation needed, including frequent opportunities for ongoing adjustments during the collaboration
- Documented agreement with partners

When developing new programs and considering collaboration as a solution, organizations are wise to seek other organizations that provide a good fit, either in terms of mission and programs or in target customers served, according to Paine.

COLLABORATION

The 12 'C's

Connect – convene members to promote information sharing and networking.

Continuous Assessment and Planning – identify service delivery gaps and community resources.

Communicate – be a clearinghouse for information exchange and dissemination.

Capacity Building – build the knowledge and skills of individuals and organizations.

Coordinate Services – improve service delivery, reduce duplication, fill gaps.

Collaborate – participate in joint grant proposals, share resources and staff, co-locate services.

Commit – walk the talk.

Consensus Building – develop a shared vision and goals.

Community Outreach – involve others in planning, decision making and shared activities.

Conflict Resolution – pay attention to a structured process for resolving the inevitable conflicts.

Cooperate – learn what you must share, and what you should keep separate.

Change – think differently.

In addition to creating economies
of scale, collaborations are also credited
with building opportunities
for fund-raising, marketing alliances
and program development.



"It's a matter of fit, complementarity, resources and priorities," he says. "Who is best suited in terms of resources and organizational depth? One organization's services or continuity of care may be complemented or augmented by another organization's services. If the two come together, they can create a real affinity."

NETWORK, NETWORK, NETWORK

Paine, who would like to see an increase in resources available to nonprofits seeking opportunities to collaborate, suggests that organizations seek help from consultants with expertise in the process.

One local resource available to nonprofits is Arizona State University's Nonprofit Management Institute (480-727-5280), which periodically sponsors programs, classes and a Nonprofit Day conference. Each class member receives a roster of participants – potential collaborative partners – as well as ample access to networking opportunities throughout the day.

Nonprofit leaders who have participated in the Institute's programs and similar activities throughout Arizona comment without exception on just how valuable the opportunity to meet and network with similar minded organizations actually is.

"It's the power of networking," Paine says. "You can't predict where the next good idea or opportunity to work together is going to come from."

Resources

In addition to ASU's Nonprofit Management Institute, the Center for Civic Partnerships at www.civicpartnerships.org contains a wealth of online resources as well as information on publications, planning tools, techniques and other resources you can order to foster collaboration.

You might also check out the following:

BOOKS

Effective Collaboration: Strategies for Pursuing Common Goals by Teresa Hogue and Jeffrey P. Miller. A practical, step-by-step workbook that guides participants through the strategies of building and sustaining collaborative partnerships. Available through Rocky Mountain Press: <http://www.rmleadership.com/books.cfm>

Collaboration Handbook: Creating, Sustaining and Enjoying the Journey by Michael Barry Winer and Karen Louise Rae. Along with advice about how to establish and operate a successful collaboration, the authors share information about how to find and attract the right people, build trust, change conflict into cooperation and select the best structure.

To order, call 1-800-274-6024.

ONLINE RESOURCES

The National Network for Collaboration offers an online collaboration training manual that covers a range of how-to advice, from strategies to initiate and advance a collaboration to focusing on outcomes and insuring successful projects: <http://crs.uvm.edu/nnco/cd/train2.htm>

"Assessing Your Collaboration: A Self-Evaluation Tool," is available online from the Journal of Extension at: <http://www.joe.org/joe/1999april/tt1.html>

The Chandler Center for Community Leadership report, "Community Based Collaboration: Community Wellness Multiplied," explains the process by which citizens, agencies, organizations and businesses make formal sustained commitments to collaborate to accomplish a shared vision or purpose. Available online at: <http://crs.uvm.edu/nnco/collab/wellness.html#forward>

Are We Collaborating Yet?

Collaborations, coalitions, cooperation, networks and partnerships – all present themselves as commonplace words today. It is important to recognize the differences and the value of each.

Before starting a collaborative relationship, it is critical to understand the range of choices of community based linkages. In some cases a collaboration is the ideal relationship – in other cases perhaps a coordination effort is appropriate. Over time, groups working together informally may build enough trust to ultimately move up the scale toward a collaboration.

LEVELS	PURPOSE	STRUCTURE	PROCESS
NETWORKING	<ul style="list-style-type: none"> • Dialogue and common understanding • Clearinghouse for information • Create base of support 	<ul style="list-style-type: none"> • Nonhierarchical • Loose/flexible links • Roles loosely defined • Communication is primary link among members 	<ul style="list-style-type: none"> • Low key leadership • Minimal decision-making • Little conflict • Informal communication
COOPERATION OR ALLIANCE	<ul style="list-style-type: none"> • Match needs and provide coordination • Limit duplication of services • Ensure tasks are done 	<ul style="list-style-type: none"> • Central body of people as communication hub • Semi-formal links • Roles somewhat defined • Links are advisory • Little or no new financial resources 	<ul style="list-style-type: none"> • Facilitative leaders • Complex decision-making • Some conflict • Formal communication within the central group
COORDINATION OR PARTNERSHIP	<ul style="list-style-type: none"> • Share resources to address common issues • Merge resource base to create something new 	<ul style="list-style-type: none"> • Central body of people consists of decision makers • Roles defined • Links formalized • Group leverages/raises money 	<ul style="list-style-type: none"> • Autonomous leadership but focus is on issue • Group decision-making in central and sub-groups • Communication is frequent and clear
COALITION	<ul style="list-style-type: none"> • Share ideas and be willing to pull resources from existing systems • Develop commitment for a minimum of three years 	<ul style="list-style-type: none"> • All members involved in decision-making • Roles and time defined • Links formal with written agreement • Group develops new resources and joint budget 	<ul style="list-style-type: none"> • Shared leadership • Decision-making formal with all members • Communication is common and prioritized
COLLABORATION	<ul style="list-style-type: none"> • Accomplish shared vision and impact benchmarks • Build interdependent system to address issues and opportunities 	<ul style="list-style-type: none"> • Consensus used in shared decision-making • Roles, time and evaluation formalized • Links are formal and written in work assignments • Resources and joint budgets are developed 	<ul style="list-style-type: none"> • Leadership high, trust level high, productivity high • Ideas and decisions equally shared • Highly developed communication systems

SMART Beginnings

Research tells us that the care and stimulation children receive from birth to age 3 permanently shapes their physical, intellectual and emotional development.

Practice tells us that the right kind of stimulation isn't always present, and there is precious little in the Arizona health policy environment that encourages and supports public education, advocacy and service for very young children.

Ergo, two well established and respected organizations decided to collaborate to achieve a common vision for all Arizona children to reach adulthood having experienced a healthy and nurturing early childhood.

Smart Beginnings, an SLHI-funded collaboration between Southwest Human Development (SHD) and the Children's Action Alliance (CAA), demonstrates the power of two complementary nonprofits coming together to achieve common goals:

- Increase public awareness and parent education about early childhood development and family support resources.
- Identify, link, establish and expand a public/private family support system that includes a continuum of services.
- Improve the quality and increase the availability of infant and toddler child care.

Collaboration is not new to CAA, a 13-year-old privately funded research, policy development and advocacy organization. "Collaboration is a way of life for us," says Carol Kamin, CAA's executive director. "It's rare for us to take on a project involving children and families that does not include collaborating with other agencies and the community. They can reach constituencies that are beyond our grasp. Likewise, we can reach those that our partners cannot."

Founded in 1981, SHD provides Head Start, health and family support

services to over 25,000 Maricopa County children and their families who face challenges related to health, child abuse and neglect, mental health, poverty and disabilities. With a staff of 370, SHD also trains professionals who work with families and children.

SHD has worked with young children and their families for 20 years, while CAA brings a wealth of public policy expertise to the table. Collaboration on the Smart Beginnings program was an effective way to develop short- and long-term recommendations for a system to support Arizona's children and their families.

"It's a complementary, resource-sharing arrangement between an agency that develops public policy and another that works in communities," says Ginger Ward, SHD executive director. "Together we are a powerful combination."

To gain leadership and encourage community buy-in and feedback, Ward and Kamin formed a steering committee comprised of community, business, religious and government leaders co-chaired by former Attorney General Grant Woods and former Superintendent of Public Instruction Carolyn Warner. They also involved their own respective boards by having individual members play critical roles throughout the process.

Communications at the Core

The Smart Beginnings collaboration produced a series of communication vehicles to disseminate its message, including a series of brochures that outline ways for parents to give their children a healthy start from birth through age 3. SHD contributed basic content while CAA coordinated production and handled promotion. Both agencies now distribute the brochures statewide.

The forthcoming report, *Smart Beginnings: What Parents, Community Leaders and Policymakers Can Do to Improve the Lives of Arizona Children,*



"IT'S RARE FOR US TO TAKE ON A PROJECT INVOLVING CHILDREN AND FAMILIES THAT DOES NOT INCLUDE COLLABORATING WITH OTHER AGENCIES AND THE COMMUNITY."

outlines what the State of Arizona could or should be doing to support programs for young children, and how communities can support effective programs. The report will be sent to the governor's office, state legislators and other parties interested in children's issues.

Not the First Time

Smart Beginnings also supported the introduction of legislation encouraging child care providers who care for fewer than five children in their own homes to adopt safety measures and voluntarily register to become part of the Arizona Childcare Resource and Referral System.

Kamin reports that even though the bill did not pass, the organization will push it again this year.

Kamin and Ward say that they were able to sidestep the typical challenges associated with collaborations by coming together with an attitude of mutual respect and trust, plus by agreeing at the outset on values, direction and desired outcomes.

The collaboration between SHD and CAA was not their first one, nor will it end with Smart Beginnings. "We're already discussing our next joint venture," Ward says.

REACH OUT!

What do you get when you combine the strengths of a youth development program with substance abuse prevention services for youth?

You get Reach Out, a collaboration between the Boys & Girls Clubs of Scottsdale (BGCS) and Scottsdale Prevention Institute (SPI), funded in part by SLHI.

Created to help prevent problem behaviors, nurture positive conduct, build self-esteem, manage aggressive behavior and develop a positive peer/adult culture, the collaboration has proved so successful in its first year of operation that it's slated for expansion to a second BGCS site this year.

SPI Executive Director Stephanía O'Neill and BGCS CEO James Stratton had previously worked together on various Valley leadership committees within the nonprofit sector. That, plus their mutual respect and desire to meet a recognized need in the commu-

nity, fueled their commitment to creating the Reach Out collaboration.

Both organizations serve children and families, but they have slightly different centers of expertise, according to Stratton. "BGCS has always been an agency with a broad interest in the social, physical and educational development of children. In the past, the club's only option for providing behavioral health support was through a network of referral services. Now we have a partner with the expertise to provide services directly on site.

"The Club is like a giant magnet for children and families with problems who might never feel comfortable reporting to a 'counseling center,'" Stratton continues. "By having SPI on site, they are able to observe children in both large and small group activities. Through play, children often exhibit patterns of behavior that demonstrate the existence of deeper issues."

The Reach Out collaboration used a "by-the-book" approach to help ensure

success. In the beginning, Stratton and O'Neill met with their staffs and boards to determine if collaboration was the right approach. Once the two organizations agreed to proceed, they developed a governance system, including a memorandum of agreement that spelled out policies and procedures plus the roles of both agencies in pursuit of their common mission. Each contributed 50 percent to the costs of the endeavor.

Despite the benefits, it still requires a lot of work. "Collaborations take time, effort and commitment," says Stratton. "Getting staff teams to work together toward a common set of goals is always the most challenging part."

"It's important that you go to the table with a mindset of a common goal and common mission," says O'Neill. "Think from a mindset of, 'Do I have something to give?' rather than 'What can I get?' If you're only there to get, you're probably not a good candidate for a collaboration."

Both agree it's worth the effort. "Their staff have become stronger in the area of prevention, and our staff have become part of theirs," O'Neill says. "Both of us have become stronger at reaching a common goal."

This partnership has all the aspects of a joint program that can only improve conditions for children and families.

RECENTLY AWARDED GRANTS

December 2000

Following is a listing and brief description of grants totaling \$1,160,545 that were approved by SLHI's Board of Trustees in December 2000:

ARIZONA INTERFAITH NETWORK
\$75,000 for one year
Development of infrastructure to address access to health care issues.

FOUNDATION FOR BLIND CHILDREN
\$170,277 for two years
Development of low vision center.

PHOENIX CHILDREN'S HOSPITAL
\$125,000 for one year
Equipment for new cardiac center.

PHOENIX UNION HIGH SCHOOL DISTRICT
\$40,000 for one year.
Support of Metro Tech Wellness Center.

AMERICAN RED CROSS

\$98,565 for two years.
Establishment of the "Academy for Caregiving".

ASSOCIATION FOR SUPPORTIVE CHILD CARE
\$68,000 for two years.
Expansion of Kith and Kin Child Care Project.

CENTRAL ARIZONA SHELTER SERVICES
\$59,000 for one year.
Start-up costs for dental clinic for homeless.

GOLDEN GATE COMMUNITY CENTER
\$23,400 for one year.
Planning and implementation of Health Education Center.

PLANNED PARENTHOOD OF CENTRAL AND NORTHERN AZ

\$92,500 for two years.
Funding for the African-American Outreach Project.

ARIZONA DEPARTMENT OF HEALTH SERVICES
\$40,000 for one year.
Health needs assessment of children with special health care needs.

Funding was approved for the following SLHI-initiated project under the Access to Care Initiative:

Pay the COST, Be the BOSS

There's a common saying on the streets that says, "Pay the Cost, Be the Boss." It means that you can get where you want to go, but it's not going to be easy, and you'll pay full freight in the end.

It's true for collaboration as well. Pooling resources, skills and energy for a common goal can produce remarkable results. The question is, are you prepared to accept the risks and inevitable tradeoffs that go with it?

THE ISSUE OF POWER.

Collaboration is not a zero-sum game. The good ones share power and responsibility alike, and they do it as equals. Most collaborations begin with an imbalance of power. How well the balance of power is negotiated can determine the effectiveness of the collaboration.

THE ISSUE OF CREDIT.

We all want to take credit for the good news, but no one wants it for the bad news. Are you prepared to be part of a greater whole, or do you want the whole for yourself?

THE ISSUE OF COMPETENCY.

This is the "I can do this more quickly and better myself" syndrome. More than one collaboration has fallen apart because of differing views of what consti-

tutes an "acceptable" performance.

THE ISSUE OF TIME.

Time turns out to be the most precious resource of all. Good collaborations take time, and if you're not prepared to give it, you'll get nothing in return.

THE ISSUE OF LEADERSHIP.

Someone has to start the ball rolling. If it's you, are you prepared to play that role and deal with the perceptions and expectations of the other players?

THE ISSUE OF RESPECT.

All good collaborative projects start and end here. Collaborations driven by fear, power, self-aggrandizement or pursuit of the latest new thing ultimately don't work.

So, it turns out that taking the time to meet other people, learn about their work, getting to know them and finally to admire and respect what they bring to the table is where it all begins. There's a point to all this "convening" after all. We need to get together. Then we need to get on with it.

ORAL HEALTH FOR CHILDREN PROJECT.
\$225,000 over three years

Funding was approved for the following SLHI-initiated project under the Mental Health Initiative:

ARIZONA ALLIANCE FOR THE MENTALLY ILL
\$28,495

Funding was approved for the following Trust initiated projects:

SLHI/SUCCESS STRATEGIES-TECHNICAL ASSISTANCE PARTNERSHIP
\$36,815

The following grants were made from SLHI's Bridge Grants Program:

THE ARIZONA OSTEOPOROSIS COALITION
\$8,250 for one year.
Membership development program.

THE FRANK KUSH FOUNDATION
\$5,100 for one year.
Development of web site.

KAET-TV (CHANNEL 8 PUBLIC TELEVISION)
\$10,000 for one year.
Distribution of information packets on death and dying issues.

LITERACY VOLUNTEERS
\$10,000 for one year.
Expansion of adult education services.

LURA TURNER HOMES, INC.
\$9,143 for one year.
Staff training program.

MESA ARC
\$9,000 for one year.

Organizational development.
PINAL COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES
\$7,000 for one year.
Resource development.

The following grants were made from SLHI's Trustee Fund:

CASA
\$5,000 for one year.
Program support.

JUNIOR ACHIEVEMENT

GRANTS

WANTED: A Few Good People

ST. LUKE'S HEALTH INITIATIVES is in the process of looking for several new trustees to join the leadership of our organization. We're a public foundation, so it's to the public that we turn for our sustenance: the people and communities we serve, the partners who work with us to address community health issues, the leaders and advocates whose ideas, imagination and energy drive our common enterprise.

This isn't a call for applications. It's a call for advice, ideas and suggestions. Our trustees are responsible for the most effective and responsible discharge of our public responsibility. They set policy and provide oversight and control of our programs and operations. They ponder strategies, engage in debate about community health issues, and wonder about the future. They're in charge of limited financial and human resources, so they look to leverage other community resources to get things done.

Please visit www.slhi.org to learn more about our work. We'd like to hear your views on the qualities we ought to seek in new trustees, and perhaps a few good leads on where to look. E-mail us at info@slhi.org or call 602-385-6500 anytime.

COMMUNITY CONNECT

is published three times a year

by St. Luke's Health Initiatives.

© all rights reserved.

Material may be reproduced without permission when proper acknowledgement is made.

Writer: Peggy Roberts

Graphic Design:
Dona Shaver Graphic Design



St. Luke's Health Initiatives

2375 East Camelback
Road
Suite 200
Phoenix, Arizona 85016

www.slhi.org
info@slhi.org

602-385-6500 T
602-385-6510 F

PRSR STD
U.S. POSTAGE
PAID
Phoenix, Arizona
Permit No. 4288