



Alberta Health
Services

Collaboration & Partnerships

**Why
they
work
and
why
they
fail**



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coll·a·bor·a·tion

n. working with another person(s) or group(s) in order to achieve or do something

n. giving help to an enemy(ies) who have invaded your country during a war

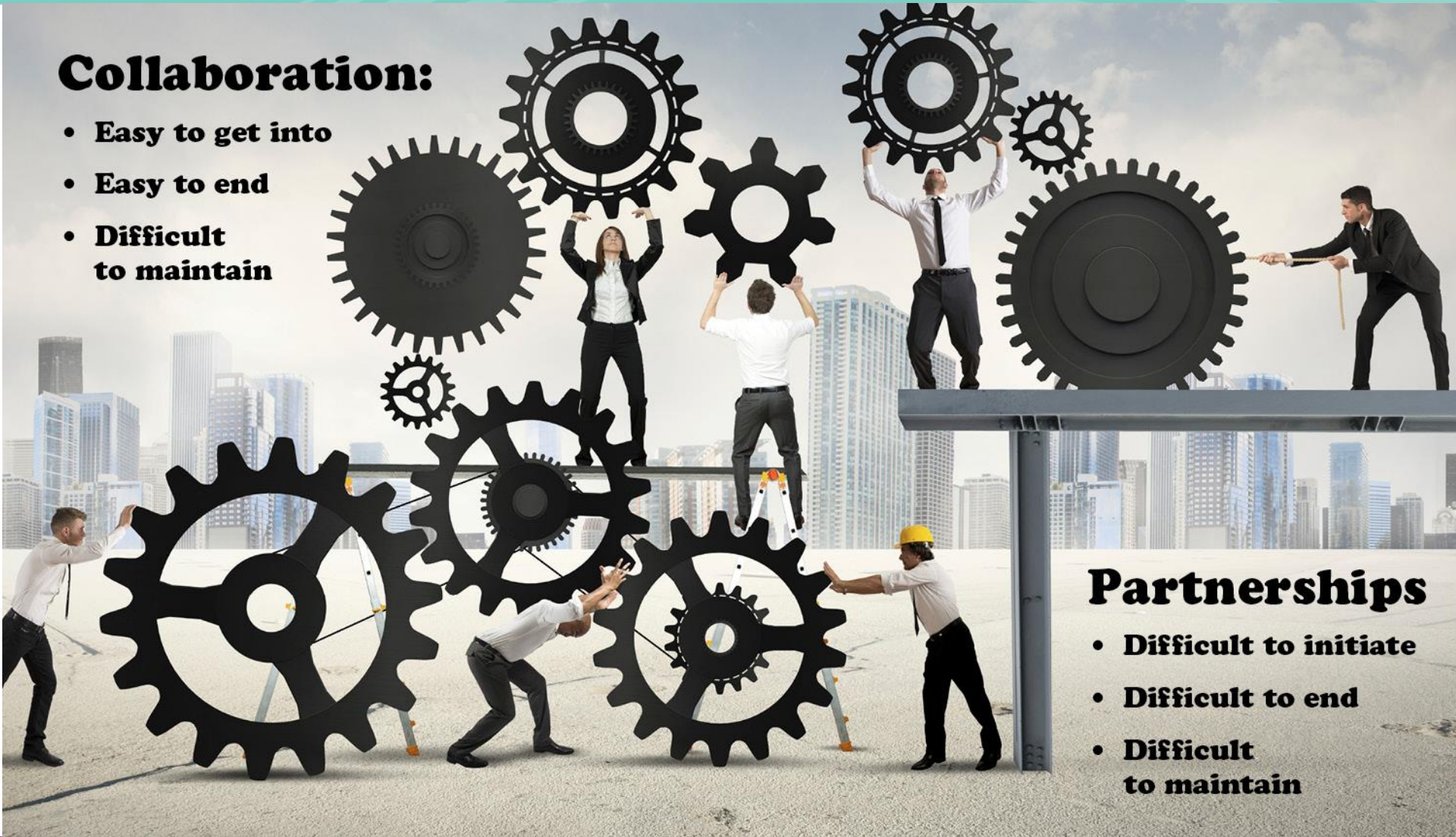


part·ner·ship

n. a legal relationship existing between two or more persons or entities contractually associated as joint principals in a venture.

Collaboration:

- Easy to get into
- Easy to end
- Difficult to maintain




Partnerships

- Difficult to initiate
- Difficult to end
- Difficult to maintain



Why pursue collaboration?

- **Common purpose**
- **Reduces competition**
- **Reduces duplication**
- **Expands scope (of services, influence, effectiveness, etc.)**
- **Increases your profile**
- **Enhances use of resources (more reach)**

Cooperation	Coordination	Collaboration
<p>Lower intensity</p> 		<p>Higher intensity</p>
<p>Shorter-term, informal relationships</p>	<p>Longer-term effort around a project or task</p>	<p>More durable and pervasive relationships</p>
<p>Shared information only</p>	<p>Some planning and division of roles</p>	<p>New structure with commitment to common goals</p>
<p>Separate goals, resources and structures</p>	<p>Some shared resources, rewards and risks</p>	<p>All partners contribute resources and share rewards and leadership</p>





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Why end a collaboration?

Lack of results • Changes in mandate • Failure to thrive

Degree of intensity	Administration	Development and advocacy	Service delivery
<p>High</p>  <p>Low</p>	<p>Centralized purchasing, benefits programs</p> <p>Shared staff</p> <p>Co-location</p> <p>Asset management</p> <p>Board/staff development</p>	<p>New funding streams</p> <p>Packaged funding requests</p> <p>Advocacy on policy issues</p> <p>Media/marketing campaigns</p> <p>Community forum</p>	<p>Regionwide service delivery system</p> <p>Niche specialties shared through contracts</p> <p>New program development</p> <p>Coordinated intake and referral</p> <p>Staff exchanges</p>
<p style="text-align: center;">Difficulty, time and impact</p> <p>Low  High</p>			



Why collaborations fail

Purpose (vision changes)

Resources (funds, staff, time)

Communication (formal and informal)

Processes and structures (roles, policies, flexibility, etc.)

Changes in the environment (political, community, social climate)

Member characteristics (respect, trust, self-interest, no compromise)



Partnerships:

Maximizing $(SR)^3 + (SV)^2 =$
High Effectiveness

$(SR)^3$ Shared risk
Shared resources
Shared rewards

$(SV)^2$ Shared vision
Shared values



- Increase knowledge**
- Increase profits**
- Streamline costs**
- Expand roles**
- Increase access to new markets**
- Increase service delivery/capacity**



Partnerships: Why they work





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DIVORCE DECREE

Partnerships: Why they fail

**Conflict that's hidden
or unresolved**
Lack of communication
Attempts at manipulation
Resources

Divergence of opinion
Changed goals and vision
**Shifts in the balance
of power and control**

Partnerships: rule of thumb



**... when you can
live with the
'spirit of the law'**



**... when you start
to 'rely on the
contract'**



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**Seriously,
it's
not
rocket
science.**





AHS partnerships

- **My Health Alberta**
- **Alberta Health**
- **Covenant Health**
- **Foundations & Health Trusts**
- **Municipalities & Townships**
- **Health Advisory Councils**
- **Provincial Advisory Councils**
- **Alberta Innovates - Health Solutions**



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Thank you.



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