Objectives

- Define reasons why partnerships are critical to community health

- Describe steps and best practices in forming cross sector partnerships for health promotion

- Describe outcomes of partnerships

CHES Responsibility V: Administer Health Promotion Competency 5.5 Facilitate Partnerships in Support of Health Education
Why do we need partnerships?

- Population health is broader than one organization

- Public Health 3.0 recommends that health departments engage multiple sectors & community partners to generate collective impact

- Partnerships are need to address social determinants of health (High impact in 5 years) - CDC

- We all need to work collective to address health conditions and inequalities (Healthy People 2020)
Public Health 3.0

2. Public health departments should engage with community stakeholders—from both the public and private sectors—to form vibrant, structured, cross-sector partnerships.

These partnerships should share a vision for creating health, equity, and resilience in a community over the long term, with employers and payers among the key partners. The defining feature of these partnerships should be the ability to organize in order to share governance, set shared vision and goals, blend and braid funding, and capture savings for reinvestment upstream.

Partnerships is one of the 5 qualities for communities to achieve health for all

3 Buckets of Prevention

1. Traditional Clinical Prevention
   - Increase the use of clinical preventive services

2. Innovative Clinical Prevention
   - Provide services that extend care outside the clinical setting

3. Community-Wide Prevention
   - Implement interventions that reach whole populations

Continuum of Partnerships

**Coordination:**
Exchange of info/materials

**Cooperation:**
minimal agreement; joint strategies for a common purpose

**Collaboration:**
orgs work together on a certain project with a common purpose

**Partnerships:**
higher level of trust; shared resources, vision and decision-making; enhancing capacity of each other
Benefits of Partnerships

- Increased understanding of, and access to, priority populations
- Increased opportunities for promotion
- Increased access to data and interpretation of data
- Support for shaping policy change
- Additional resources for the activities and/or community
- Provision of staffing, facilities, or amenities for meetings

A NBCCEBP Partnership Toolkit.
What is the best structure for partnerships?
Community Coalition Action Theory

Source: Recreated from Butterfoss, 2007
Key Concepts of Coalition Action Theory

- It presents important coalition characteristics (e.g., leadership, membership, structure) that affect a community coalition’s ability to foster changes in the community.

- In the formation stage, lead agency builds a collaboration to respond to a particular community and recruits the coalition members.

- Leaders are selected to develop the coalition’s processes and structures. **Operations and processes** are the mechanisms for communication among members, decision-making, and conflict management.

- **Structures** are the formal procedures that facilitate the coalition’s activities.

- These components make **synergy** within the coalition more likely.
Who are common public health partners?
Common Partners

- Hospitals
- Clinics/Health systems/Urgent Care
- Schools
- Religious Institutions
- Social organizations (YMCA, senior ctrs)
- Worksites
- Community Organizations
- Social Services
- Professional networks
- Govt Svs. (County Extension)
- Apartment and Management Companies

Uncommon Partners

- Physical activity
- City Planning/Transportation
- Farmers/food producers
- Corner stores

Healthy eating

- Reduction of Smoking and Secondhand smoke
Rethink Health: Survey of over 237 partnerships in over 42 states

Figure 5. Participation levels by sector (n=213)

- Public health: 23% don't know, 67% member with limited participation
- Health care delivery: 24% don't know, 65% member with limited participation
- Government and elected officials: 35% don't know, 43% active participant (not leadership)
- Social services: 38% don't know, 38% member of leadership
- Childhood and education: 37% don't know, 36% member of leadership
- Community or neighborhood organization: 37% don't know, 37% member of leadership
- Mental and behavioral health: 37% don't know, 33% member of leadership
- Academia and research: 29% don't know, 39% member of leadership
- Community planning and transportation: 34% don't know, 29% active participant (not leadership)
- Philanthropy (including United Way): 25% don't know, 33% member of leadership
- Housing and economic development: 32% don't know, 21% member of leadership
- Business: 22% don't know, 30% member of leadership
- Health insurance: 25% don't know, 25% member of leadership
- Faith-based institutions: 26% don't know, 14% member of leadership
- Law and law enforcement: 20% don't know, 7% member of leadership
- Media: 15% don't know, 6% member of leadership
- Union: 5% don't know, 3% member of leadership
What is associated with partnership success?
### Figure 8: Current contributors to partnerships’ momentum (n=173)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Unsure</th>
<th>Not a contributor</th>
<th>Past contributor</th>
<th>Slight contributor</th>
<th>Significant contributor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaging multi-sector stakeholders</td>
<td>7%</td>
<td></td>
<td></td>
<td></td>
<td>67%</td>
</tr>
<tr>
<td>Building a region-wide vision around shared values</td>
<td>18%</td>
<td></td>
<td></td>
<td></td>
<td>57%</td>
</tr>
<tr>
<td>Designing and funding operating structures</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>Provoking innovation</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>Experimenting and learning from “easy wins”</td>
<td>29%</td>
<td></td>
<td></td>
<td></td>
<td>45%</td>
</tr>
<tr>
<td>Elevating shared goals</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td>45%</td>
</tr>
<tr>
<td>Taking a longer view</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
<td>44%</td>
</tr>
<tr>
<td>Building capacity to discuss tough issues</td>
<td>29%</td>
<td></td>
<td></td>
<td></td>
<td>43%</td>
</tr>
<tr>
<td>Looking to other sectors and countries for models of success</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
<td>41%</td>
</tr>
<tr>
<td>Exercising influence upward and outward</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td>40%</td>
</tr>
<tr>
<td>Institutionalizing stewardship</td>
<td>31%</td>
<td></td>
<td></td>
<td></td>
<td>34%</td>
</tr>
<tr>
<td>Conducting a shared needs assessment</td>
<td></td>
<td></td>
<td></td>
<td>17%</td>
<td>33%</td>
</tr>
<tr>
<td>Facilitating uptake and spread</td>
<td>41%</td>
<td></td>
<td></td>
<td></td>
<td>32%</td>
</tr>
<tr>
<td>Celebrating successes</td>
<td>44%</td>
<td></td>
<td></td>
<td></td>
<td>29%</td>
</tr>
<tr>
<td>Recruiting new leaders who have a region-wide focus</td>
<td>41%</td>
<td></td>
<td></td>
<td></td>
<td>27%</td>
</tr>
</tbody>
</table>
What is linked to successful partnerships?

An evaluation of a program called Partnership for the Public’s Health (PPH), 39 community partnerships in 14 local health depts. (HDs) to promote community and health department capacity building and community-level policy and systems change

- **Membership:** Having a stable, knowledgeable group of core members (60%)
- **Vision:** Mutual understanding and trust between HD and community group (80%)
- **Communication:** Open communications and sharing of information (60%)
- **Processes:**
  - Establishing relationships with residents and/or skilled outreach (76%)
  - Working in a small and/or well defined community (72%)

Characteristics of Effective Partnerships

1. Well defined, specific issues
2. Shared vision and goals
3. Cohesive membership

- Well-defined health problem
- Leadership role
Best Practices for Partnerships

1. Formalized relations (MOUs)
2. Leadership and Resources
3. Engagement rules & Expectations from beginning
4. Ongoing communications
5. Share successes
6. Quick wins/milestones

CDC. A structure approach to effective partnering.
Steps in Evaluating Partnerships

1 Plan
- Engage stakeholders (i.e., members, community)
- Create evaluation team/gather resources

2 Describe
- Describe the partnership
- Develop a logic model

3 Focus
- Ask stakeholders what they want to know
- Focus on membership, processes, activities, outcomes, and/or impact
Steps in Evaluating Partnerships

4 Methods
- Choose methods
- Collect data to answer your questions

5 Analyses
- Analyze data (records, observations, survey)
- Interpret results (expected, comparable to other coalitions)

6 Findings
- Summarize data and make recommendations
- Share the partnership evaluation resources
Examples of Evaluation Questions for Partnerships

- Are we meeting members’ needs?
- Are tasks group functioning well?
- Which strategies are effective?
- How can the partnership structure be improved?
- Are we building community capacity?
- What goals/milestones have been achieved?

Evaluating Partnerships (Early Stage: Formation)

**Inputs**
- Leadership and Staff
- Members
- Funds
- Other Resources

**Activities**
- Recruit members and develop vision
- Establish leadership and communications
- Facilitate meetings
- Create task groups

**Outputs**
- Formal agreements
- No. of meetings/attendees
- No. of milestones achieved
- No. of tasks accomplished
- No. of task groups
Evaluating Partnerships (Later Stages)

Inputs
- Leadership and Staff
- Members
- Funds
- Other Resources

Activities
- Recruit members and develop vision
- Establish leadership and communications
- Facilitate meetings
- Create task groups

Short-term Outcomes
- Increase reach
- Leveraged resources
- Increase plan implementation
- Policy/Environmental changes
- Shared products created

Questions

Cam Escoffery, PhD, MPH, CHES
Rollins School of Public Health
cescoff@emory.edu
Partnership Resources

- Community Toolbox, [http://www.ctb.edu](http://www.ctb.edu)
- CDC. A structured approach to effective partnering. [https://www.cdc.gov/phpr/partnerships/documents/a_structured_approach_to_effective_partnering.pdf](https://www.cdc.gov/phpr/partnerships/documents/a_structured_approach_to_effective_partnering.pdf)
References


