

Partnerships: Analysis and Advice

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Origins

- Roman Law of Inheritance
- Medieval Property Partitions
- Diplomacy
- Commerce
- Professions

Commercial Code

- Jointness + Fair Division
- Sharing Profits and Losses
 - Bear some risk,
 - pay some cost,
 - share some gain

Positive Connotations

- Diplomacy – “peace, neighborliness, prosperity”
- Professions – “proven and accomplished”
- Commerce – “shrewd, entrepreneurial and efficient”

Separating Roles

- Partners v.
 - Competitors
 - Clients
 - Customers
 - Agents
 - Contractors
 - Subordinates

The Feds and Foundations

- Partners to share the burdens
- Partners to assume responsibilities
- Partners to leverage resources
- Partners for cooperation
- Partners as mid-way to privatization

Principal-Agent v. Partnership

- Resource Flows
- Know-How
- Control

The Symmetry Test

- Formulation
 - Measure of Control Over Terms
- Function
 - Resource Commitment
 - Shared Fate

“Fair Division”

“Fair Division”

From Potential Ally to Partner

Less Demanding



1. Perceived mutual advantage
2. Mutually agreed upon objectives
3. Shared commitment
4. Pooled resources
5. Shared accountability
6. Shared formulation and function

More Demanding

- Relationships between stakeholders

Less Demanding



1. Networking – exchange information
2. Coordination – alter activity to avoid conflicts
3. Cooperation – share resources
4. Collaboration – share risks and rewards
5. Partnership – stable, fair division

More Demanding

Motives

- Why partner?
 - Economic reasons
 - Leverage Resources – New Capital
 - Complement Assets – know-how, expertise
 - Shortcut Administrative Channels
 - Efficiency Gains

■ Why Partner?

■ Social reasons

- Nurture Civic Culture
- Reduce Conflict
- Promote Engagement
- Encourage Cooperation
- Community-Building
- Symbolize Success
- Sustainability

- Why Partner?

- Political Reasons

- Expand Legitimacy & Support
- Spread Responsibility
- Increase Influence
- Avoid Narrow Accountability
- Cooptation of Potential Rivals
- Promote Market-Oriented Values

Our Sectoral Complex

- What is public and what is private?
- Changing American ideas
 - Domains -- economy, household
 - Rights claims
 - Limited government

- Efforts to keep Public and Private separate
 - Use Organization types
 - Government (courts, agencies, elected officials)
 - Business (e.g., Microsoft Corporation)
 - Voluntary Private Organizations (e.g., Planned Parenthood)
 - Non-governmental Organizations (e.g., United Way)

More Efforts to keep Public and Private separate

Use Legal definitions

- Public -- taxes and sovereign immunity
- For-profit -- commerce and incorporation
- Nonprofit -- gifts and tax breaks

Use forms of governance

- The State -- Elected Officeholders for Voters
- The Firm -- Board of Directors for Stockholders
- The Organization -- Community Board

- Post World War II Consensus
(Limited Welfare State)

- Public – common defense and market intervention
- Private – economic growth and employment
- Voluntary – social stability and inequality

- Post-Reagan Consensus
(Devolution)

- Privatization (Government → Business)

- Substitution (Government → PVOs)

- New Governance (Strategic Alliances)
 - Collaboration (Government + NGOs)
 - Partnering (Government + Business)
 - Convergence (NGOs \leftrightarrow Business)

Conventional Sector x Revenue

	Taxes	Commerce	Gifts
Public Sector	Government		
Private Sector		Firms	
Voluntary Sector			Non-Profit Organizations

Firms

	Taxes	Commerce	Gifts
Public Sector	Government	<i>partnerships</i>	
Private Sector	<i>contracts</i>	← Firms →	<i>affiliations</i>
Voluntary Sector		<i>sponsorships</i>	Non-Profit Organizations

Government

	Taxes	Commerce	Gifts
Public Sector	Government ↓	<i>asset sales</i>	<i>grants</i> ↓
Private Sector	<i>procurement contracts</i> ↓	Firms	<i>subsidies</i>
Voluntary Sector	<i>service contracts</i>		Non-Profit Organizations

Nonprofits

	Taxes	Commerce	Gifts
Public Sector	Government		<i>grant proposals</i>
Private Sector		Firms	<i>campaigns</i>
Voluntary Sector	<i>lobbying</i>	<i>branding</i>	Non-Profit Organizations

The MBA Checklist

- What is your mission, goals and affiliations?
- What do you hope to gain through the partnership? What are you willing to forego?
- What are you willing to contribute? What are you not willing to contribute?

- What degree of autonomy are you willing to give up?
- Will management support and reward collaboration and partnership?
- What are your non-negotiables? What do you fear most about collaboration and partnership?

Relationship Issues

Shirking ← ? → Self-Seeking

- Trust
- Obstacles
 - Suspicions or preconceived notions of the other
 - No history of working together
 - Poor communication
 - Reputation

- Leadership Issues

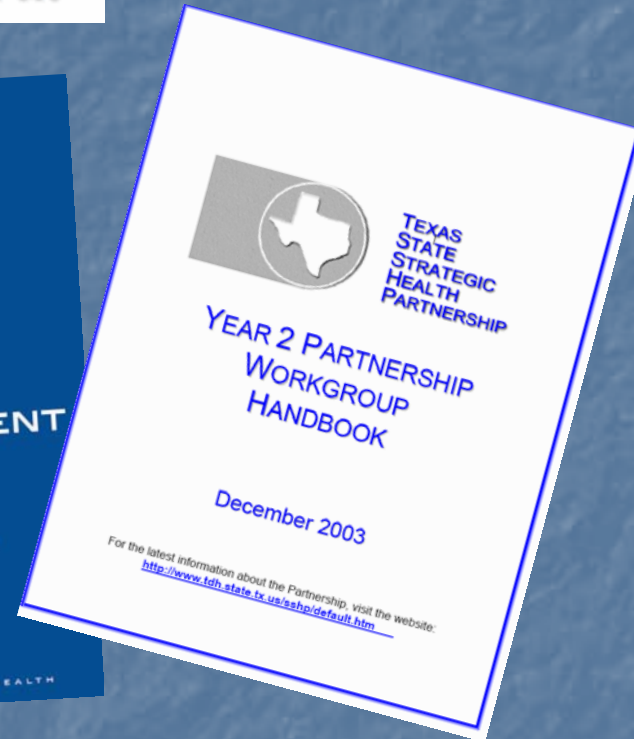
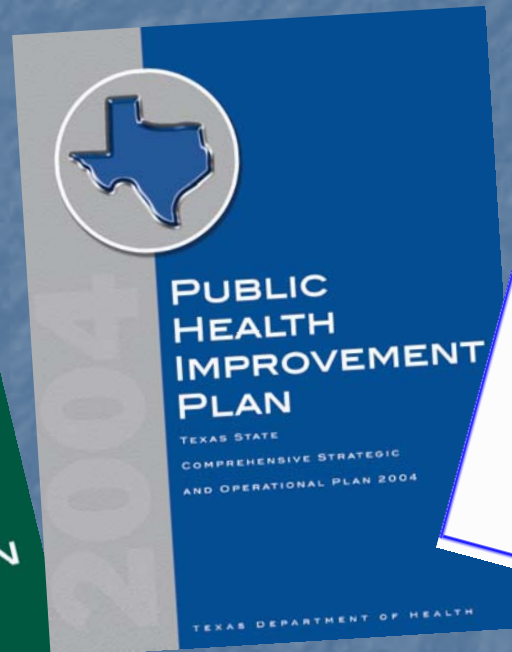
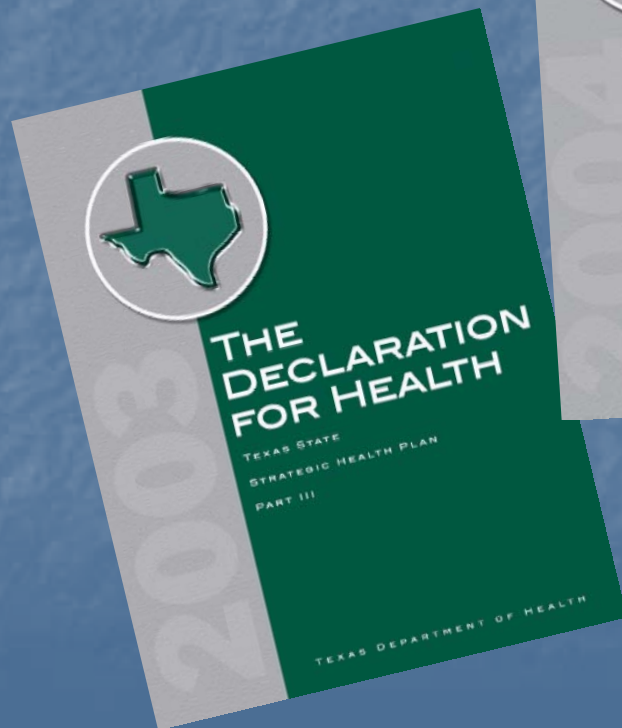
- Encouraging collaboration
- Nurturing versus controlling
- Persistence and enduring commitment

- Obstacles

- Lack of commitment
- Opposition from within
- Few shared goals
- Lack of adequate planning and integrated support
- Inability to institutionalize trust and confidence



TEXAS STATE STRATEGIC HEALTH PARTNERSHIP



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**Texas State Strategic Health Partnership
Process Partners
Cumulative Through December, 2003**

The following organizations have sent representatives to Partnership meetings and/or provided a Commitment to Texas expressing their organization's commitment to the goals identified by the Partnership.

Adolescent Development and Achievement Program of Tyler, Inc. (ADAPT)
Alamo Area Women's Health Information Network
Albornoz & Associates Language Services
American Cancer Society
American Diabetes Association
American Heart Association, Texas
Atascosa Health Center
Austin/Travis County Health & Human Services Department
Brazos Valley Council of Governments
Cancer and Chronic Disease Consortium
Center for Health and Social Policy
Central East Austin Community Organization
Children's Hospital Association of Texas
City of Amarillo, Department of Public Health
City of Austin/Travis County
Coastal Bend Health Education Center
Community Voices
Consulate General of Mexico
Dallas County Health & Human Services
East Texas Area Health Education Center
El Paso Diabetes Association
Glencoe/McGraw-Hill
Good Samaritan Center
H.O.P.E. Bi-National
Harris Methodist-Walls Regional Hospital
Health and Human Services Commission
Health Disparities Task Force
Health Industry Council of the Dallas-Fort Worth Region
House Committee on Appropriations
House Committee on Public Health
Imperial Social Services
Irving Health Leaders Association
JPS Health Network
Kelsey Research Foundation
League of United Latin American Citizens
Lyndon B. Johnson School of Public Affairs, Center for Health and Social Policy
March of Dimes
Medical Institute for Sexual Health

Who's In and Who's Not

Process Partners: 132 Organizations

56% Statewide (have Texas in their name)

8% Academic Orgs.

~6% Nonprofit Community Orgs.

<1% For-profit Organizations

Work Groups: 12 with 24 co-chairs

~50% Statewide

16% Academic Orgs.

<3% Nonprofit Community

0% For-profit Organizations

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National Public Health Performance Program

- Categorical Representation

 - Community Organizations

 - Local Businesses and Employers

 - Neighborhood Organizations

 - Faith Institutions

 - Transportation Providers

 - Civic Organizations

 - Educational Institutions

 - Public Safety Organizations



Creating Partnerships, Improving Health:

The Role of Community-
Based Participatory
Research



U.S. Department
Agency for Health
AHRQ Pub. No. 03-0010
June 2003
www.ahrq.gov



U.S. Department of Health and Human Services
Agency for Healthcare Research and Quality
www.ahrq.gov

CBPR is a collaborative research approach that is designed *to ensure and establish structures for participation by communities affected by the issue being studied*, representatives of organizations, and researchers to improve health and well-being through taking action, including *social change*.

To expand this definition, we conclude that CBPR emphasizes:

- (1) co-learning about issues of concern and reciprocal transfer of expertise;
- (2) sharing of decisionmaking power; and
- (3) mutual ownership of the products and processes of research.

A Mid-Course Advisory

- Pursue Symmetry
- Forget Public v. Private
- Cultivate Unlikely Partners
- Trust Subsidiarity
- Nest the Rest

A Final Note

“We have found that there are many ways to achieve partnership...There is no ideal partner or partnership arrangement.

Successful building of partnerships requires an open and proactive spirit. The craft and tactics can be learned.”

-- Soros Foundation