Collaboration

Why Collaborate?

Nicole Clement
Senior Program Coordinator
April 2018
The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation’s leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking
Collaboration: Any relationship in which two or more independent organizations work together to achieve common goals and objectives.
• Collaboration “generally refers to groups of individuals or organizations working together to address problems and to deliver outcomes that are not easily or efficiently achieved by working solo.” Source: Nick Gamino, www.huddle.com

• “Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.” Source: Wilder Foundation
Why Collaborate?

We’re better together!
Components of Collaboration

- Collaborating for mutual success
- Leading collaboration
- Building trust in collaborative partnerships
- Managing conflict to create positive outcomes
- Achieving commitment
- Maintaining collaboration through transitions
Collaborating for Mutual Success

Life Cycle of an Organization

- Imagine and Inspire
- Found and Frame
- Ground and Grow
- Produce and Sustain
- Review and Renew
Collaborating for Mutual Success

Capacity building (internal and external)
• Address shifts in customer base
• Market forces
• Use of technology
• Ongoing research
• Environmental factors
  ◦ Changing health system!
Collaborating for Mutual Success

Liability

ability

Viability

Survivability
How to collaborate

• Examine obstacles
  ◦ Motivation
  ◦ Culture
  ◦ History
  ◦ Ego
  ◦ Cost
How to collaborate

• Favorable conditions
  ◦ Mission alignment/synergy
  ◦ Commitment from leadership
  ◦ Trust
  ◦ Overlap, redundancy, proximity
Need + Vision + Clear first steps = Cost of Collaboration
Components of Collaboration

- Collaborating for mutual success
- **Leading collaboration**
- Building trust in collaborative partnerships
- Managing conflict to create positive outcomes
- Achieving commitment
- Maintaining collaboration through transitions
Leading Collaboration

- Build credibility among partners
- Assess organizational and self-accountability
- Improve accountability
- Create an inspirational message
- Create an influence strategy
Leading Collaboration

Credibility = Expertise + Trust

• Expertise
  ◦ Industry knowledge
  ◦ Knowledge of the business
  ◦ Technical knowledge and skills

• Trust
  ◦ Following through with commitments
  ◦ Ethical behavior
  ◦ Sound decisions based on data and proof
Leading Collaboration

Credibility = Expertise + Trust

EXPERTISE

TRUST

Credibility = Expertise + Trust

NATIONAL RURAL HEALTH RESOURCE CENTER
Leading Collaboration

Credibility = Expertise + Trust

![Graph showing the relationship between Expertise and Trust with quadrants labeled as follows: High trust/Low expertise, High trust/High expertise, Low trust/Low expertise, Low trust/High expertise.](image)
The five Cs of Trust

- Competence (expertise)
- Communication
- Commitment
- Conflict management
- Care
Leading Collaboration

• Accountability
  ◦ Organizational
  ◦ Personal
Leading Collaboration

Create an Inspirational Message
Leading Collaboration

Create an Influence Strategy

A Issues

B Issues

C Issues

No Influence

Indirect Influence

Direct Influence

Leading Collaboration

Create an Influence Strategy

A Issues

B Issues

C Issues

No Influence

Indirect Influence

Direct Influence
Influencing others

• Clarify purpose
  ◦ What is the desired outcome?
• Establish support
  ◦ Who do you need support from?
  ◦ Know what is important to them
• Compelling case
• Negotiate
  ◦ Necessary vs. ideal
  ◦ Really listen
  ◦ Seek common ground
Components of Collaboration

- Collaborating for mutual success
- Leading collaboration
- **Building trust in collaborative partnerships**
- Managing conflict to create positive outcomes
- Achieving commitment
- Maintaining collaboration through transitions
# Building Trust in Collaborative Partnerships

## Degrees of Collaboration

<table>
<thead>
<tr>
<th>Degree</th>
<th>Description</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperation</td>
<td>Low effort</td>
<td>Informal networking, resource sharing</td>
</tr>
<tr>
<td></td>
<td>Low complexity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Little integration</td>
<td></td>
</tr>
<tr>
<td>Coordination</td>
<td>Moderate effort</td>
<td>Administrative coalition, joint service options</td>
</tr>
<tr>
<td></td>
<td>Moderate complexity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderate integration</td>
<td></td>
</tr>
<tr>
<td>Partnership</td>
<td>High effort</td>
<td>Mergers, partnerships</td>
</tr>
<tr>
<td></td>
<td>High complexity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>High integration</td>
<td></td>
</tr>
</tbody>
</table>
“Having high trust makes execution easier and improves results, whereas having low levels of trust hinders execution and can cause results to suffer.” – Steven M.R. Covey
Trust Building Behaviors

- Listen first!
- Demonstrate respect
- Create transparency
- Right wrongs
- Show loyalty
- Deliver results
- Get better

- Confront reality
- Clarify expectations
- Practice accountability
- Talk straight
- Keep commitments
- Extend trust
Trust Building Behaviors

Listen First!
Trust Building Behaviors

Demonstrate Respect
Create Transparency
Trust Building Behaviors

Right Wrongs
Trust Building Behaviors

Show Loyalty
Trust Building Behaviors

Deliver Results
Trust Building Behaviors

Get Better
Confront Reality
Trust Building Behaviors

Clarify Expectations
Trust Building Behaviors

Practice Accountability
Trust Building Behaviors

Talk Straight
Trust Building Behaviors

Keep Commitments
Trust Building Behaviors

Extend Trust
Components of Collaboration

• Collaborating for mutual success
• Leading collaboration
• Building trust in collaborative partnerships
• Managing conflict to create positive outcomes
• Achieving commitment
• Maintaining collaboration through transitions
The emotional side of conflict

- Crisis
- Tension
- Misunderstanding
- An incident
- Discomfort
Working through conflict

• What keeps people from wanting conflicts resolved?
• What do we gain by not resolving a conflict?
• What might people do that shows they are unwilling to resolve conflict with us?
• For things to change, first I must change.
Managing conflicts

• Styles of dealing with conflict
  ◦ Avoiding
  ◦ Accommodating
  ◦ Compromising
  ◦ Competing
  ◦ Collaborating
Managing Conflict to Create Positive Outcomes

• Analyze past conflicts to make improved decisions.
• Identify and apply your conflict style.
• Assess a team’s ability to manage conflict and disagreement.
• Identify what influences your approach to conflict.
• Analyze and resolve a conflict affecting a team.
Components of Collaboration

• Collaborating for mutual success
• Leading collaboration
• Building trust in collaborative partnerships
• Managing conflict to create positive outcomes
• Achieving commitment
• Maintaining collaboration through transitions
Achieving Commitment

- Five decision-making models
  - Decide and announce
  - Get input from individuals
  - Get input from the group
  - Consensus
  - Delegate with constraints
Consensus

- Occurs when a group reaches a decision that everyone understands, agrees to, supports and is willing to implement

Positive reasons for consensus

- Member agrees with most parts of an option
- Several options could get the job done
- May not be the best choice, but has the best chance of being implemented

Negative reasons for consensus

- Leader favors a certain point of view and member doesn’t want to appear uncooperative
- Fear of repercussion
- Person is bulldozed into consensus
Achieving Commitment

• What if we can’t agree?
  ◦ Agree to disagree
  ◦ “The Freezer”
  ◦ Fallback options
  ◦ Best case scenario
  ◦ Worst Case Scenario
  ◦ The Minor Objection
  ◦ The Major Objection
Components of Collaboration

- Collaborating for mutual success
- Leading collaboration
- Building trust in collaborative partnerships
- Managing conflict to create positive outcomes
- Achieving commitment

- Maintaining collaboration through transitions
Change vs. transition

• Change: An event, situational, external to us
• Transition: Gradual, psychological reorientation that happens inside us as we try to adapt to change
Maintaining Collaboration Through Transitions

Strategies

• Establish a successful foundation for change

• Consider solutions that address the need for change

• Conduct an impact assessment on the solutions

• Choose the best solution and design an implementation plan

• Implement the plan and correct as necessary
Opportunities for Rural EMS

- Volume to value health care transition
  - Hospital - EMS collaborations: Mutually beneficial for the improvement of quality outcomes
  - EMS - EMS collaborations: Build or maintain relationships! Work together to maximize efficiency, shared volume and needed resources
  - Community health: Work with your State Office of Rural Health to be aware of activities in your state, leverage Flex funds and ensure that rural EMS is involved and at the table
Population Health Has Many Partners

- Hospitals
- Clinics
- Mental Health
- Schools
- Government
- Businesses
- Social Services
- Public Health
- Housing
- Long-Term Care
- Faith-based Organizations
- Emergency Services

(NATIONAL RURAL HEALTH RESOURCE CENTER)
Resources: Organizations

- National Organization of State Offices of Rural Health (NOSORH)  [https://nosorh.org/](https://nosorh.org/)
- National Association of EMS Officials (NASEMSO)  [https://www.nasemso.org/](https://www.nasemso.org/)
- National Rural Health Resource Center  [https://www.ruralcenter.org/](https://www.ruralcenter.org/)
- National Rural Health Association (NRHA)  [https://www.ruralhealthweb.org/](https://www.ruralhealthweb.org/)
- Rural Health Information Hub (RHIhub)  [https://www.ruralhealthinfo.org/resources/topics/emergency-medical-services](https://www.ruralhealthinfo.org/resources/topics/emergency-medical-services)
Resources

• The Attributes of a Successful Rural Ambulance Service: Wisconsin Office of Rural Health
  http://worh.org/attributes-successful-rural-ambulance-service
  ◦ Ambulance Service Assessment Instrument
  ◦ Attributes of a Successful Rural Ambulance Service: A Workbook

• PARTNER: Social Network Analysis Tool to Collect, Analyze, & Interpret Data to Improve Collaboration within Community Networks http://partnertool.net/

• Wilder Collaboration Factors Inventory: A Free Online Collaboration Assessment, Amherst H. Wilder Foundation
  http://wilderresearch.org/tools/cfi/index.php
Resources

• Crucial Conversations: Tools for Talking When Stakes Are High

• Conflict Styles Assessment for Individuals
  https://www.usip.org/public-education/students/conflict-styles-assessment

• Manage Conflict – Resolve Conflict – Prevent Conflict (team conflict assessments and resources)
  http://conflict911.com/resources/Conflict_In_Teams_And_Groups/index.html
Think Positive to See Opportunities

If you believe it will work out, you'll see opportunities. If you believe it won't you will see obstacles.

- Dr. Wayne Dyer