INVEST HEALTH
Strategies for Healthier Cities

A Project of the *Robert Wood Johnson Foundation* and *Reinvestment Fund*

The Challenges and Opportunities of Cross-Sector Collaboration

September 28, 2016

Adapted from the Prevention Institute

What We Know From You...

- **Pre-existing relationships** among IH Team Members
  - 82% knew many or all of their IH Team Members
  - 32% had worked with many members of the team

- **Prior collaborative activity among organizations** represented on the IH Team
  - 34% had previously engaged in **cooperative** activity only
  - 25% had previously engaged in **integrated** activity (cooperative and collaborative)
 - 24% had previously engaged in **coordinated** activity only

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What We Know From You...

- **Pre-exiting relationships among Team Members by sector** (sectors with highest %):

  - Sectors where **90% knew** many or all team members:
    - philanthropy
    - public sector (county/state)
    - public sector (municipal)
    - nonprofit/community-based organization/civic organization

  - Sectors where **>40% worked with** many team member(s) prior to the IH application process:
    - financial/developers/realtors/chambers
    - public sector (county/state)

Why Do Challenges Arise?
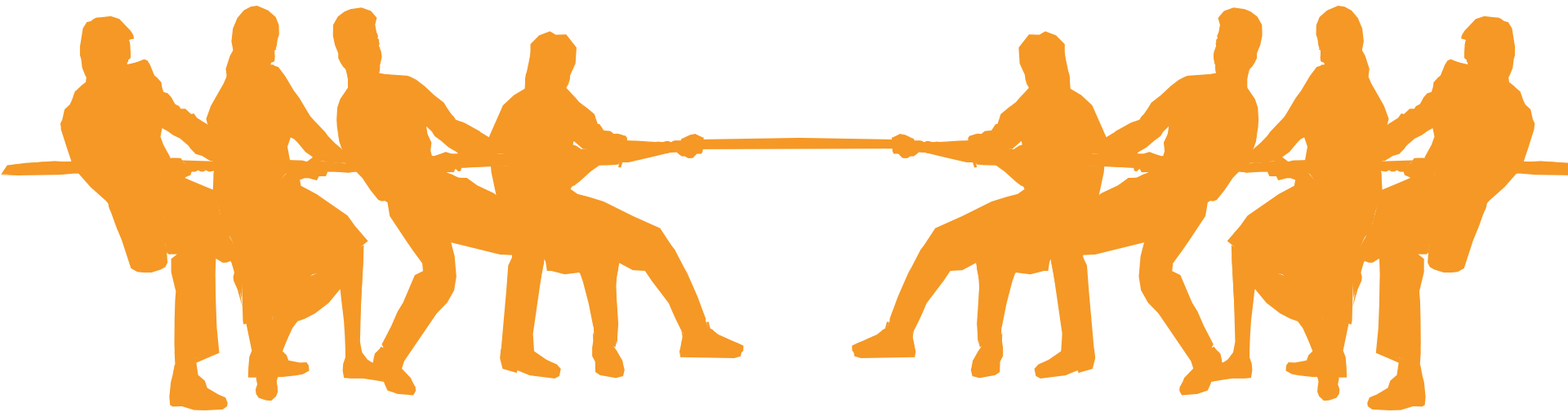
Why Do Challenges Arise?

- Passionate members

- External issues

- Conflicting agendas

- Previous bad relations

- Control (identity, ideology, and strategy)

- Who gets recognition and resources

Tools and Tips

➢ **Shape collective identity/vision**

- Build a common focus and commitment among members

➢ **Acknowledge potential turf issues and challenges**

- Have honest conversations about the history of relationships between organizations

➢ **Talk details**

- Openly discuss intentions and motivations for participation/being at the table (individual and/or organization)

Tools and Tips

➢ **Encourage flexibility**

- Discuss new ways to approach issues and do the work

- Celebrate variations in organizational values and methods

➢ **Establish a decision-making process**

- Agree on a decision-making process *before* decisions must be made, including about:

    - Who has authority to make decisions

    - Consensus vs. majority rule

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Tools and Tips

➢ **Reward partners and celebrate success**

- Set milestones and acknowledge successes along the way

- Early successes help build commitment

➢ **Remember your shared purpose**

- Common goals and collective vision around a bigger picture – your shared vision and goals – serve to unify the group, especially during challenging times

Discussion with Dace West

Executive Director of Mile High Connects

Denver, CO

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Tools and Tips

1. Shape collective identity/vision

2. Acknowledge potential turf issues and challenges

3. Talk details

4. Encourage flexibility

5. Establish a decision-making process

6. Reward partners and celebrate success

7. Remember your shared purpose

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Sector-Based Discussion

- **Background**: As we think about the concept of "turf," we know that some turf issues have sector-based commonalities (i.e., people from the same sector might experience similar turf issues).

- **Activity Goals:** Gain a deeper understanding of the turf dynamics you may bring to the table based on the sector you represent to help inform the work you will do with your team moving forward. Opportunity for cross-team discussion and learning.

- **Activity:** Each breakout group has participants from the same/similar sector, and a facilitator with experience in and/or subject matter knowledge of the sector. The group will discuss a series of questions, including questions specifically tailored to the sector.

Discussion Questions

- What is our identity as a sector? What do we most value? How do we exhibit that identity and those values?

- What protocols and procedures does our sector use and why? How does our sector prefer to make decisions?

- What do we wish other sectors better understood about our sector? What language or terminology does our sector use that we might need to explain to other sectors?

- How do the norms of our sector make collaboration challenging? How do they create the opportunity for collaboration?

- How do our experiences on our Invest Health teams reflect – or contradict – the answers our sector group has generated?

- **Plus: sector-specific questions**

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