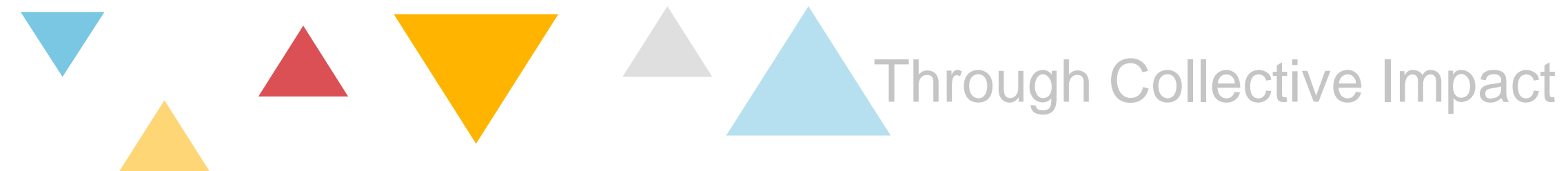


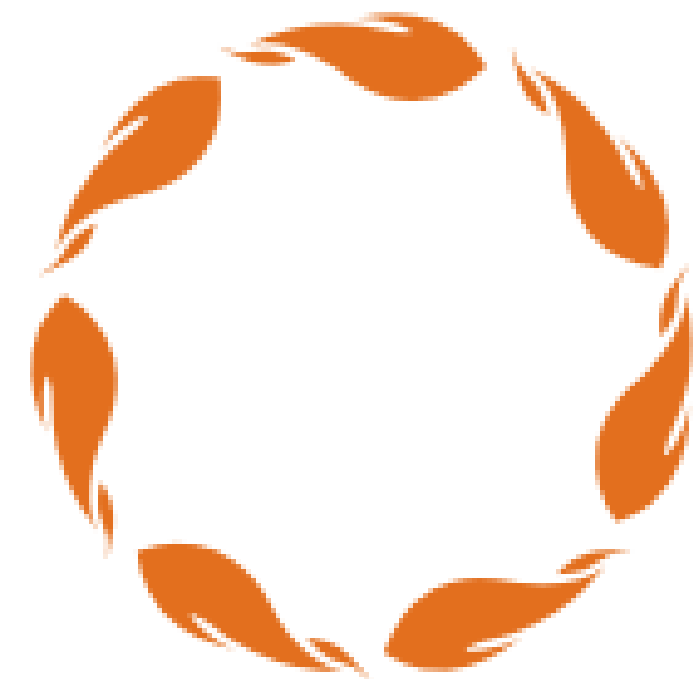
Developing Cross-sector Partnerships: Facilitators, Strategies and Barriers

Keeping Kids Healthy



Webinar
June 25, 2019 at 11:00am
Kim Bergeron & Melanie Sanderson

Land Acknowledgement



Truth and
Reconciliation
Commission of Canada

Land acknowledgement to acknowledge the First Peoples
on whose traditional territories we live and work

<http://www.trc.ca/>

Ontario Public Health Association



Mission: To provide leadership on issues affecting the public's health and to strengthen the impact of people who are active in public and community health throughout Ontario

Keeping Kids Healthy



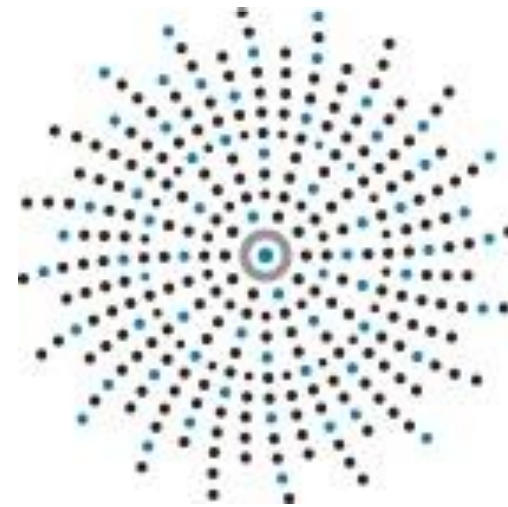
Build and strengthen partnerships between health and social sector players to better address the social determinants of health and promote health equity among children





Project Partners

alPHA-OPHA Health Equity Workgroup



PROPEL
CENTRE FOR
POPULATION
HEALTH IMPACT



Funded by the government of Ontario



The views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province

How many people are with you for this presentation?



just me,
no others

1 other
person

2 other
people

3 other
people

4 other
people

5 or
more
other
people

A

B

C

D

E

F



**What sector do you represent?
Please choose one.**

**Health
care**

Education

**Non-
profit**

**Public
health**

Recreation

Other

A

B

C

D

E

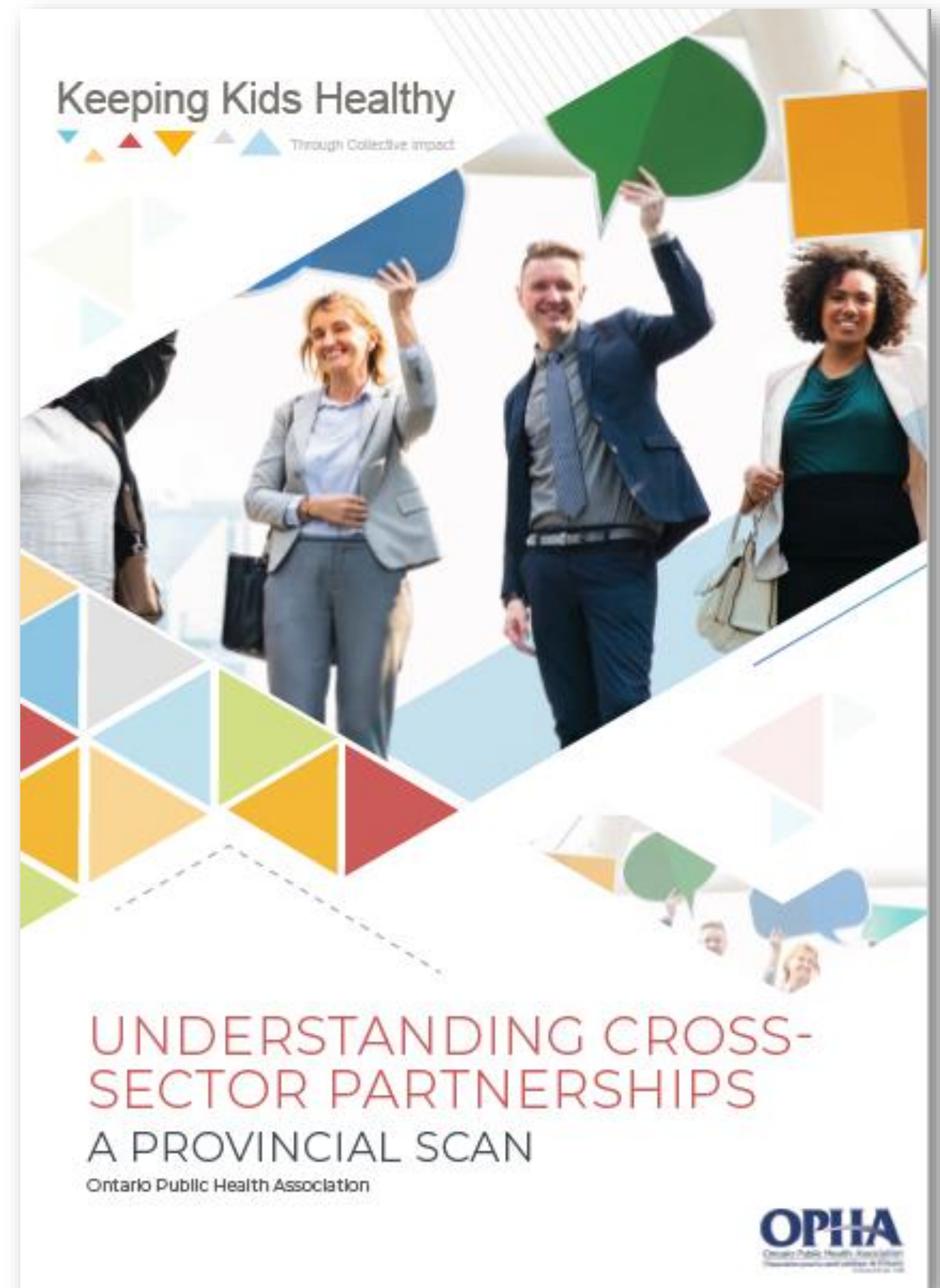
F

Goals:

- Share the results of our provincial scan.
- Engage in facilitated discussion about developing cross-sector partnerships.

Learning objectives:

- Recognize facilitators and barriers for developing cross-sector partnerships.
- Identify at least one strategy for the effective development of cross-sector partnerships.
- Reflect how the information can be applied to their own context.



What are cross-sector partnerships?

- Consist of a cross-section of people from different professions, backgrounds and experiences representing different sectors (e.g., health care, education, social).
- Who work together to accomplish something more than individuals, specific groups, organizations or professions could do on their own.



Provincial Scan

Purpose

To better understand facilitators and barriers when working in partnership across health and social sectors.

Aim

To identify strategies to strengthen future cross-sector partnerships.

Facilitators = Actions that enable the partnership to work effectively & overcome barriers.

Barriers = Obstacles that can make working in partnership challenging.

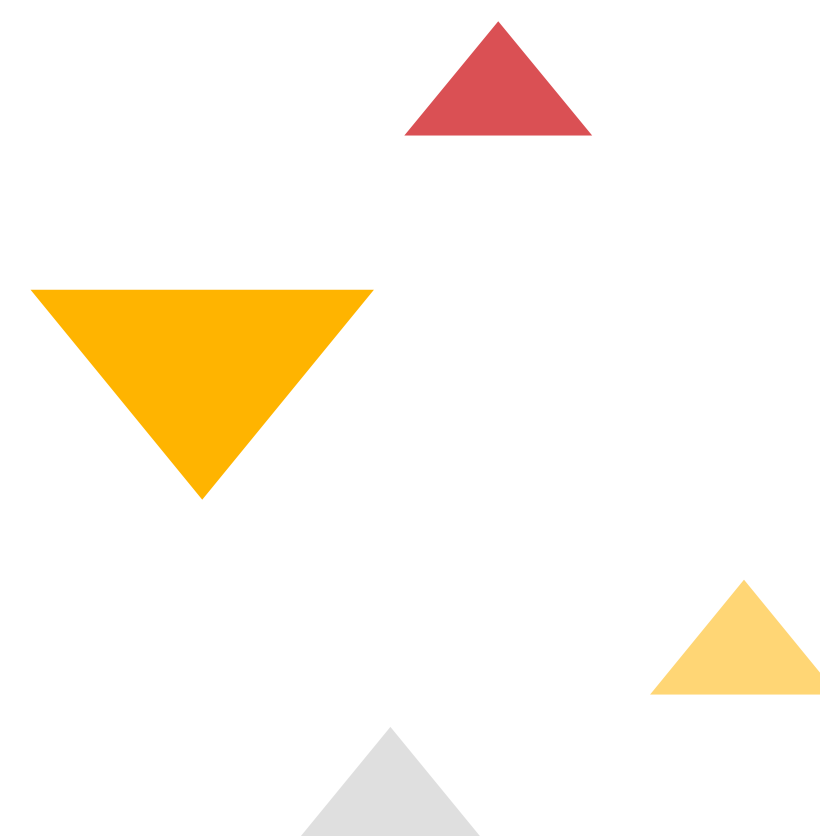
Study Limitations & Strengths

Limitations:

- Not an exhaustive list of facilitators and barriers.
- Snap-shot in time.
- Self-reported.

Strengths:

- Relevant sample population.
- Response rate was high for an online survey.
- Study followed Tri-Council Policy Statement Ethical Conduct for Research Involving Humans and a detailed research plan was developed prior to implementing the study.

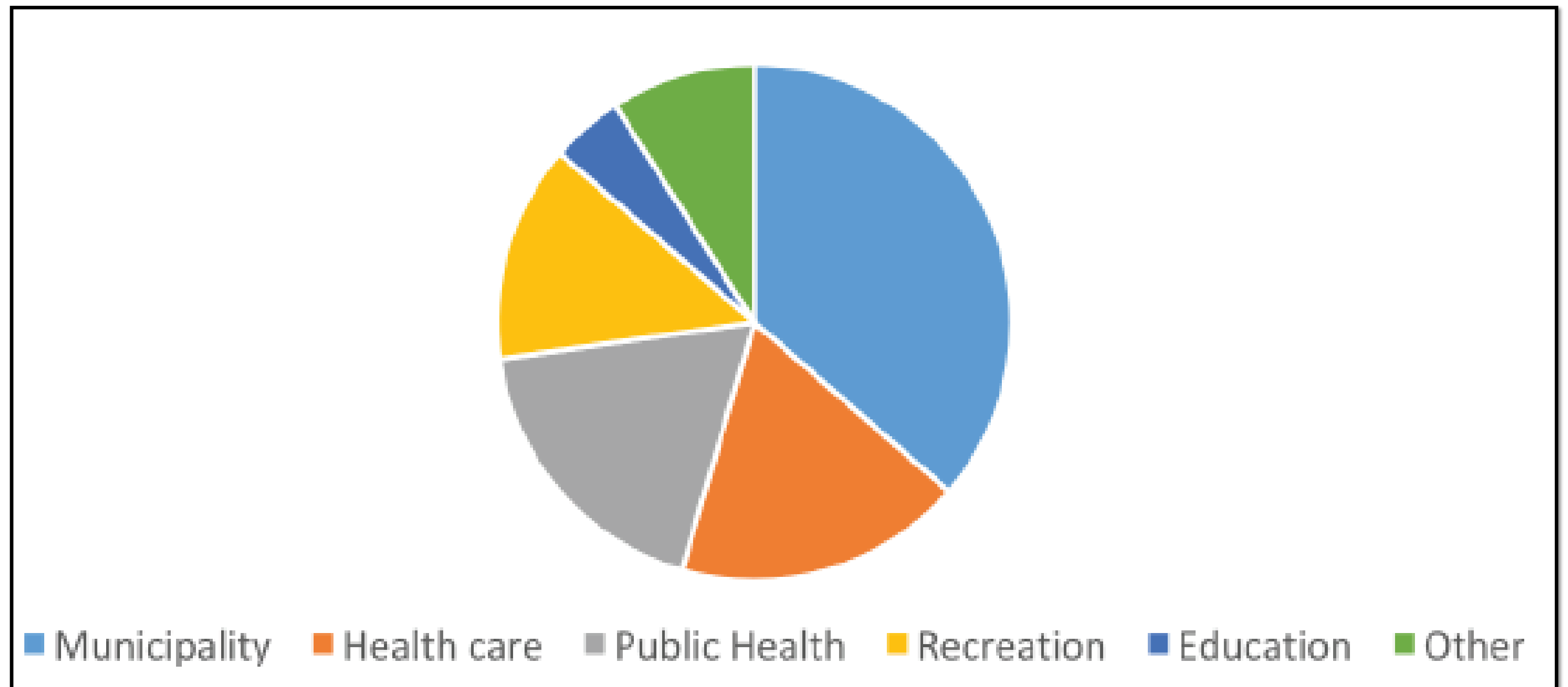


Five Sectors of Interest

Sectors	Example of services/organizations within the sector
Health care	Hospitals, family health teams, community health centres, nurse practitioner-led clinics, general practitioner-led clinics, mental health services
Education	Primary, elementary, secondary and post-secondary schools, public libraries, childcare centres/establishments
Non-profit	Non-government organization, charity, health promoting such as Diabetes Canada, Heart and Stroke Foundation
Public health	Public health unit, public health agency
Recreation	Private and public funded recreation facilities, sports associations/leagues

Sample Population & Methods

- Online survey with Healthy Kids Community Challenge Local Project Managers (HKCC LPM) (22/45) = Response rate of 49%.
- Participants were from across Ontario and with host organizations that represented a number of sectors





Consider these three facilitators, please select the one that you use the most when leading cross-sector partnerships.

Leverage and/or share resources

Work together for change

Share a common vision

A

B

C

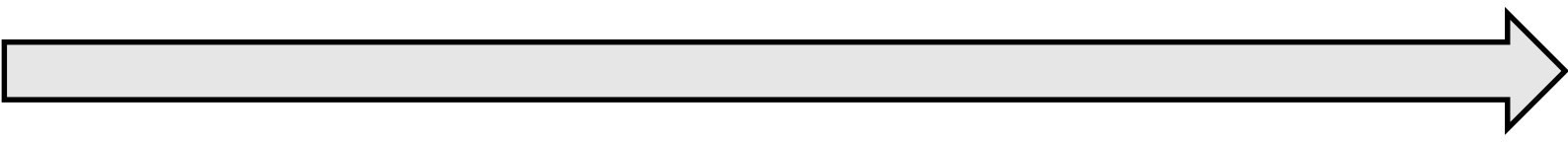
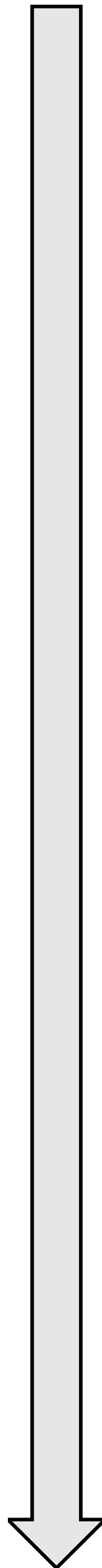


Table 5: Summary of facilitators and strategies by sector.

Facilitators and Strategies	Health Care	Education	Non-Profit	Public Health	Recreation
Leverage and/or share resources	✓	✓	✓	✓	✓
Work together for change	✓	✓	✓	✓	✓
Share a common vision	✓	✓	✓	✓	✓
Foster an environment for a shared understanding	✓	✓	✓	✓	
Their participation in the partnership is recognized and empowered by their own organization	✓	✓		✓	✓
Clear understanding of their role and responsibility within the partnership	✓		✓	✓	✓
Model clear communication		✓	✓	✓	✓
Find/have a champion	✓	✓	✓	✓	
Align mandates	✓		✓	✓	
Leverage relationships		✓		✓	✓
Have strong leadership			✓	✓	
Provide incentives		✓			✓
Model strong communication loop between partnership and their organization				✓	
Accountable for the actions they take and ownership for delivering the objectives of the partnership	✓				✓
Shared leadership	✓				



Summary of Facilitators & Strategies by Sector

Table 5: Summary of facilitators and strategies by sector.

Facilitators and Strategies	Health Care	Education	Non-Profit	Public Health	Recreation
Leverage and/or share resources	✓	✓	✓	✓	✓
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Share a common vision	✓	✓	✓	✓	✓
Foster an environment for a shared understanding	✓	✓	✓	✓	
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Clear understanding of their role and responsibility within the partnership	✓		✓	✓	✓
Model clear communication		✓	✓	✓	✓
Find/have a champion	✓	✓	✓	✓	
Align mandates	✓		✓	✓	
Leverage relationships		✓		✓	✓
Have strong leadership			✓	✓	
Provide incentives		✓			✓
Model strong communication loop between partnership and their organization				✓	
Accountable for the actions they take and ownership for delivering the objectives of the partnership	✓				✓
Shared leadership	✓				

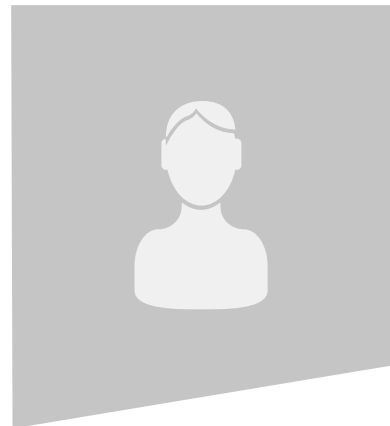
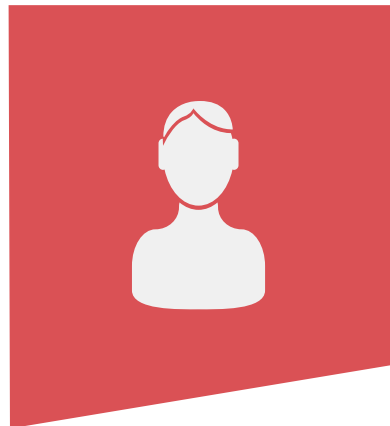
Summary of Facilitators & Strategies by Sector

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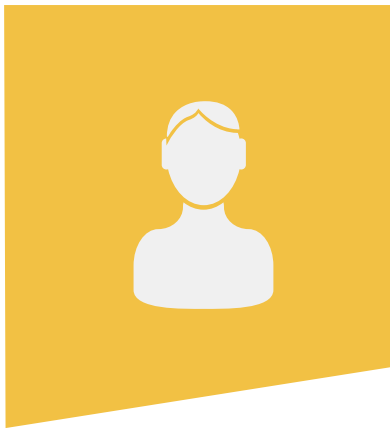
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Model strong communication loop between partnership and their organization				✓	
Accountable for the actions they take and ownership for delivering the objectives of the partnership	✓				✓
Shared leadership	✓				

Summary of Facilitators & Strategies by Sector

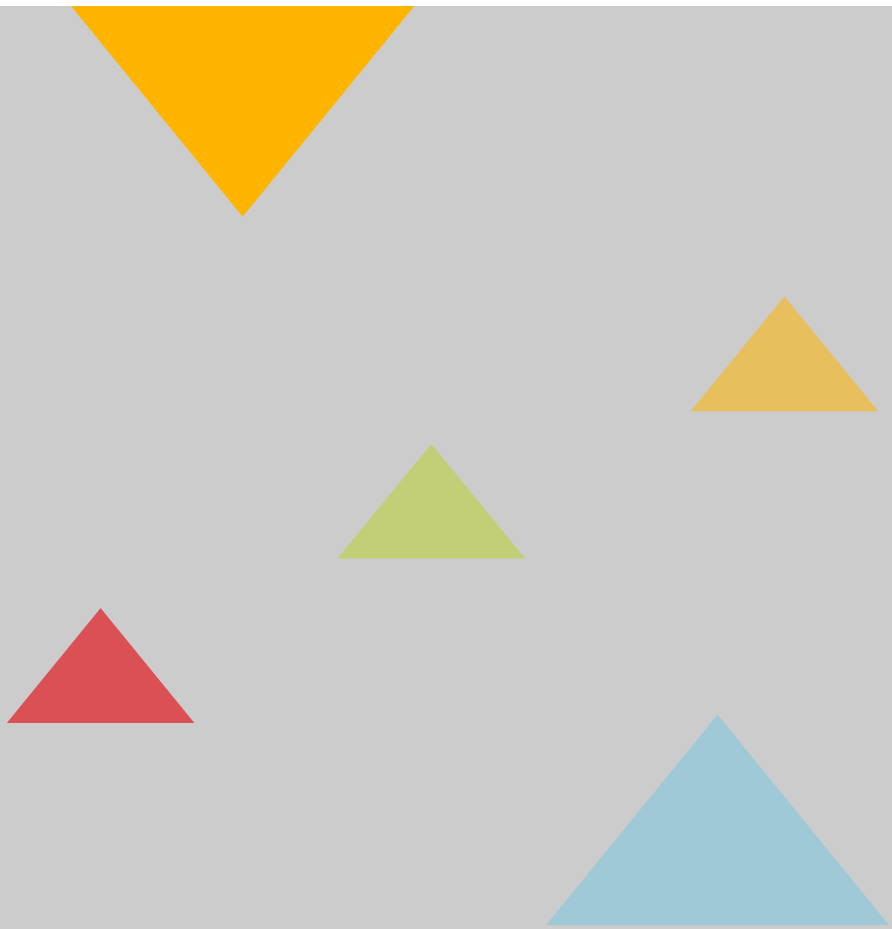
Example of Different Sectors Working Together



Non-profit and recreation: The YMCA (non-profit sector) was an excellent partner who worked with their municipal recreation department (recreation sector) to deliver HKCC programs.



Public health and education: A public health nurse (public health sector) was a champion of the HKCC project and advocated and communicated with primary schools (education sector) to engage their participation.



Consider these four barriers, mark the one that you most experience as a barrier when developing cross-sector partnerships.

Financial and time commitments outweigh the potential benefits

A

Lack of support from their organization

B

Human resource issues

C

Bureaucracy/Administration requirements

D

Table 9: Summary of barriers by sector.

Barriers	Health Care	Education	Non-profit	Public Health	Recreation
Financial and time commitments outweigh the potential benefits	✓	✓	✓	✓	✓
Lack of support from their organization	✓	✓	✓	✓	✓
Human resource issues	✓	✓	✓	✓	✓
Bureaucracy/Administration requirements	✓	✓	✓	✓	✓
Too little time for effective consultation	✓	✓		✓	✓
Lack of time	✓	✓	✓		✓
Differences of philosophies and manner of working together	✓	✓		✓	
Lack of commitment		✓	✓		✓
Lack of readiness for this type of partnership/project		✓	✓		✓
Lack of understanding of roles/responsibilities within the partnership			✓	✓	✓
Manipulated or dominated the partnership or competed for the lead				✓	
Hidden agenda				✓	

Barriers by Sector

Table 9: Summary of barriers by sector.

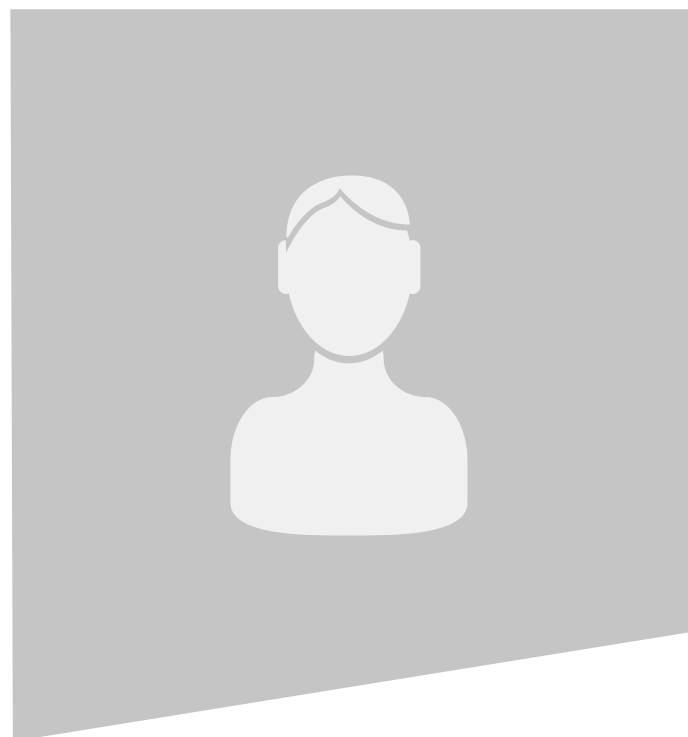
Barriers	Health Care	Education	Non-profit	Public Health	Recreation
Financial and time commitments outweigh the potential benefits	✓	✓	✓	✓	✓
Lack of support from their organization	✓	✓	✓	✓	✓
Human resource issues	✓	✓	✓	✓	✓
Bureaucracy/Administration requirements	✓	✓	✓	✓	✓
Too little time for effective consultation	✓	✓		✓	✓
Lack of time	✓	✓	✓		✓
Differences of philosophies and manner of working together	✓	✓		✓	
Lack of commitment		✓	✓		✓
Lack of readiness for this type of partnership/project		✓	✓		✓
Lack of understanding of roles/responsibilities within the partnership			✓	✓	✓
Manipulated or dominated the partnership or competed for the lead				✓	
Hidden agenda				✓	

Barriers by Sector

Examples of Barriers Experienced

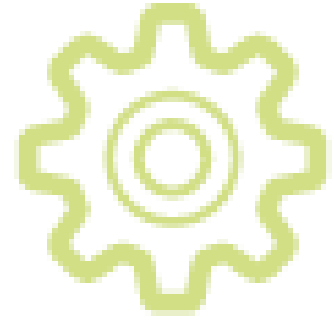


Lack of a champion and time to reach out to the health care sector: Several respondents identified the health care sector as the hardest to reach.



Limited human resources and lack of time and the recreation sector: One respondent shared that they “worked with a number of sports organizations and associations. These organizations are often volunteer operated, so time and capacity were a big barrier.”

So What Did We Learn?



Some facilitators and strategies were effective for developing successful cross-sector partnerships with some sectors.



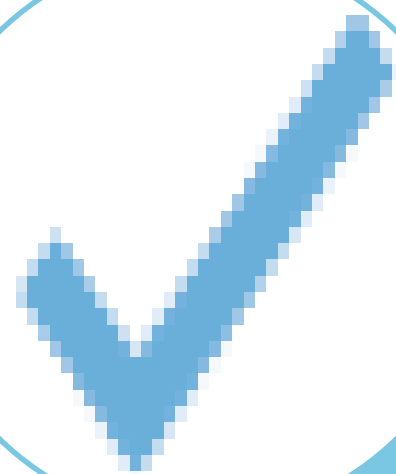
Some barriers were experienced when working to develop cross-sector partnerships with some sectors.



Knowledge and a number of skills were helpful for leading and developing cross-sector partnerships, including:

- Building relationships & trust
- Modeling clear communication
- Developing facilitation skills
- Utilizing Collective Impact and Asset-based Community Development methods

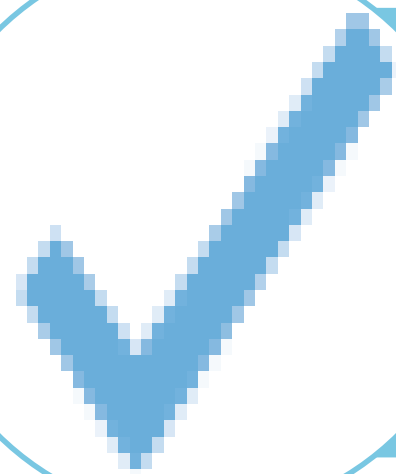
Implications for Practice



Model the facilitators & decrease the barriers.



Consider the findings in relations to specific sectors.



Build your own capacity.



**Which practice are you most likely to do?
Please check all that apply.**

**Model the facilitators
and decrease the
barriers?**

A

**Use information from
this report about
specific sectors?**

B

**Build your own
capacity?**

C

Facilitated Discussion

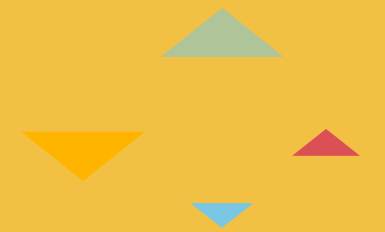


Questions?

Based on your experience:

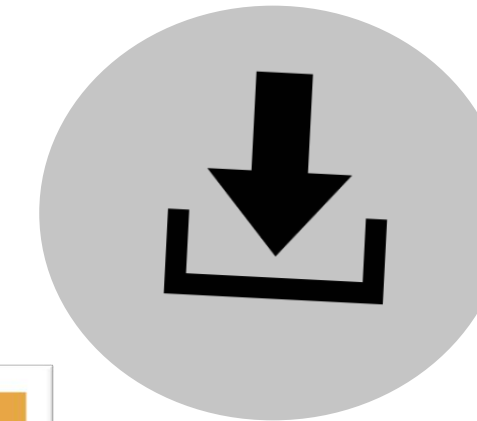
- What are facilitators and strategies you use to develop cross-sector partnerships? ▲
- What are barriers you have experienced?

Let's use the chat feature....



Sharing Tools and Resources

<https://opha.on.ca/What-We-Do/Projects/Keeping-Kids-Healthy-through-Collective-Impact.aspx>



The screenshot shows the OPHA (Ontario Public Health Association) website. The header includes the OPHA logo, contact information, social media links, a search bar, and a 'Donate Now' button. The left sidebar contains a menu with categories: About OPHA, Our Work, Leadership Centre, Programs, Projects, Workgroups, and Networks. The 'Projects' section is expanded, showing 'Keeping Kids Healthy through Collective Impact' as the selected project. The main content area features a large photo of two children looking at a red gift box. Below the photo, the title 'Keeping Kids Healthy through Collective Impact' is displayed, followed by a subtitle 'Through Collective Impact' and a 'Webinar Series' label. On the right side of the main content, there is a 'Share' button and a section for 'Upcoming events' listing two events: 'Developing Cross-sector Partnerships: Facilitators, Strategies & Barriers' on Tuesday, June 25, 2019, and 'OPHA Fall Forum 2019: Health & Climate Change' on Wednesday, November 13, 2019.



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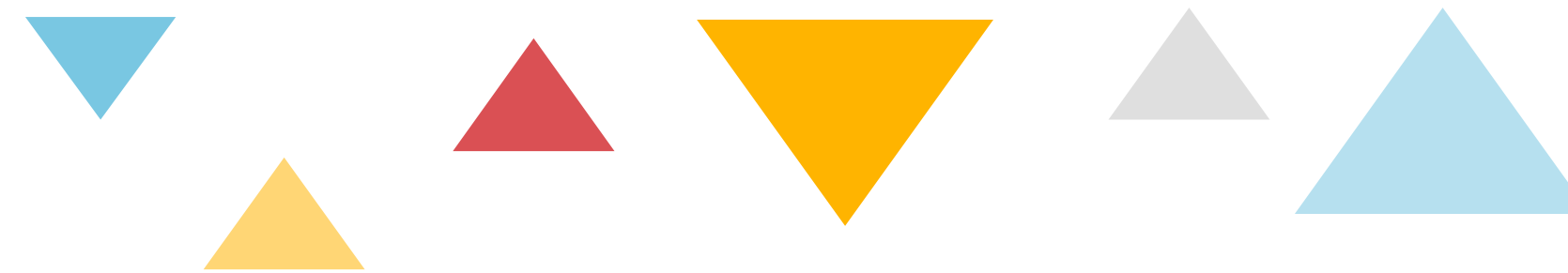
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l'Association pour la santé publique de l'Ontario
Established/Établi 1949

TODAY

THANKS FOR PARTICIPATING



For more information, contact:

Melanie Sanderson

Phone: 416-367-3327

Email: MSanderson@opha.on.ca