



‘Collaboration is a tricky business’

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Two batsmen bat in a partnership, although only one is on strike at any time. The partnership between two batsmen will come to an end when one of them is dismissed or retires, or an innings comes to a close – usually due to a victory, a declaration, a time or over limit being reached, or the match being abandoned mid-innings for inclement weather, or exceptionally, dangerous playing conditions!

(Wisden Cricket Almanack 1864)



Collaboration between organisations is difficult and cannot be achieved by doing “business as usual.”

Tensions between agencies do not go away simply because there is money to facilitate collaboration.

Creating a ‘truly shared purpose’ for all partners is essential.



Success depends on local initiative and autonomy.

Local struggles for control of steering groups and boards of management can become painful.

It is easy to begin a collaborative venture but much harder to sustain it over time.



Collaboration is achieved only when organisations “develop mechanisms, structures, processes and skills for bridging organisational and interpersonal differences.” (Kanter, 1994)

Governance bodies need to provide guidelines and lay the foundations for the partnership members to be able to operate with the authority they need, and then step back and “get out of the way.” (Keast et al, 2004)



IS IT MY IMAGINATION,
OR ARE ALL OF OUR
RULES DESIGNED FOR THE
SOLE PURPOSE OF BEING
HUGE INCONVENIENCES?





Allow the partners the flexibility to come up with innovative systems change.

Be aware of, and comfortable with the 'risks' partnerships will have to take.



Realistic expectations
Clarity and realism of purpose
Commitment and ownership
Develop and maintain trust
Create clear and robust partnership arrangements
(transparency, funding, accountability, operational,
define single and collective responsibilities)
Monitor, measure and learn



Barriers to good partnering:

- History of relationships, especially mutual understanding and trust in each other
- Relative power base and power dynamics of members
- Imposition of rules and guidelines either by funders (formal) or by practice (informal)
- Political and cultural context
- Types of issues around which the partnership is formed
- Culture of member agencies



After many years of marital bliss,
tension enters the Kent household.

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