

Effective Partnership Working

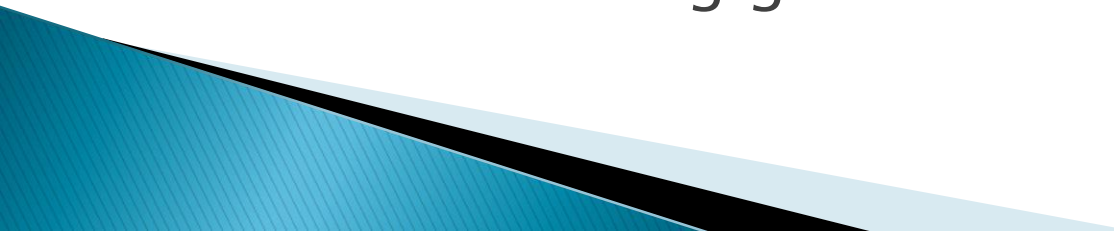
Some Principles of Effective Partnership

1. Well informed visible Leadership.

Necessary for cross-sector collaboration and for gaining acceptance of the partnership and its objectives; as well as shaping a positive public perception.

2. To be communicated effectively and understood.

A vision should be created in order to communicate goals, and evaluate performance. Long term public interest must be considered as well as ensuring goals and resolving conflict.

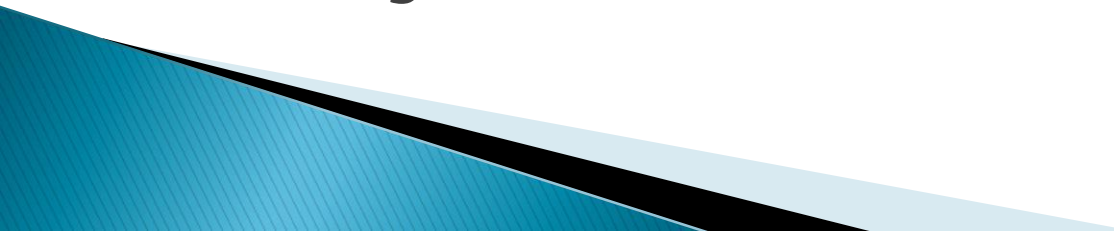


3. A rational decision making process.

To articulate and agree upon processes and rules of engagement to be used to structure and deal with public and private dimensions as early as possible.

Agreement on the process helps ensure that the partnership establishes effective policies and implements them efficiently and collaboratively.

Furthermore, a documented decision-making process increases transparency and facilitates the sharing of information about the project.



4.Contingency-based planning

Identifies a wide range of potential solutions and results in the implementation of the most cost-effective strategies. Strategies are justified ...even if they fail initially.

5.Regular review

There should be a review in which partners assess how well the partnership is fulfilling its purpose, and decide on actions necessary to improve the partnerships.

This review and evaluation may be reported publicly in a clear and accessible manner. Clear targets are set for delivery and regular monitoring of performance.



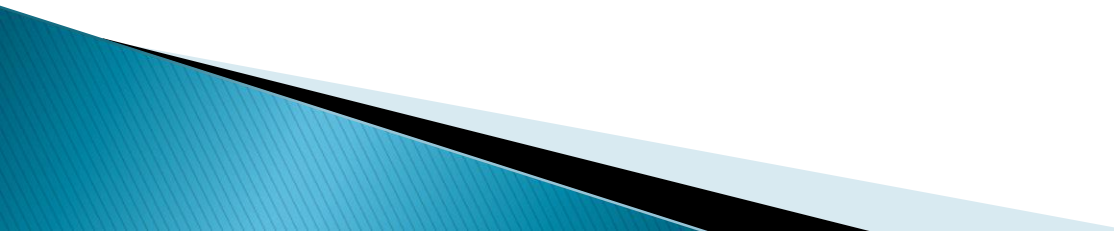
6.Equity and sustainability

Through job creation, strengthening of low and moderate-income communities and also protection of the natural environment.

Economic development is a critical objective for all partnerships.

The provision of jobs and other opportunities are needed to enhance disadvantaged and/or marginalized populations and to make communities /population and their relations stronger and more competitive.



- ▶ Along with equity, economic development through public–private partnerships should encourage development that minimises disruption and degradation of the natural environment.
 - ▶ Regeneration and revitalisation efforts should be concentrated in areas suffering from poverty, a weak job market, and/or abandonment.
- 

7. Effective communication

Communication is a means for transparency in public–private partnerships and allows for efficiency in decision–making and implementation.

Early and frequent communication with all ensures effective communication because it gets all partners involved in the process.

Communication is also a way in which the shared vision of partners becomes apparent. Recognition of the shared vision creates value for the partnership which leads to support and further engagement.



8. Feasibility analysis.

Research and diligence on all issues relevant to the partnership (technical, social, financial, etc.) needs to be conducted by partners throughout the process because there are risks, limitations and rewards to partners' involvement that need to be made known.

Risks and limitations may change throughout the process and as such, means for addressing those risks and limitations should change accordingly.

This is especially true for the financial aspect of public-private partnership where the private sector may be taking unusual risks because of public sector involvement. Through analysis, partners can do scenario planning and structure public/private finance plans.

Scottish Executive Publications, Effective Partnership Working, March 2004
(<http://www.scotland.gov.uk/Publications/2004/04/19167/35260>)

Metropolitan Area Planning Council (MAPC), Smart Growth Principles:
(http://www.mapc.org/regional_planning/MAPC_Smart_Growth.html)

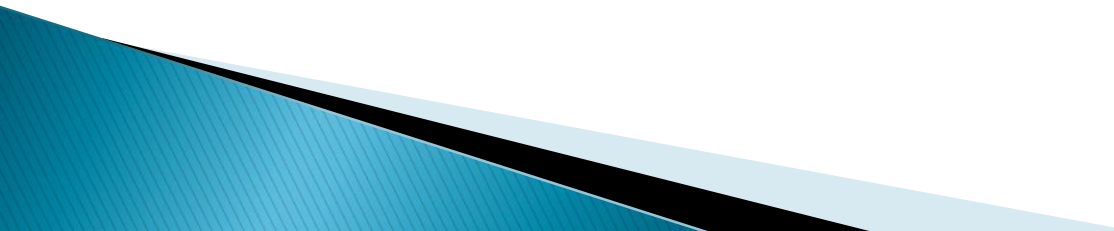
Reid Ewing (2006), Best Development Practices, Planners Press (www.planning.org)

What makes a good partnership?



What makes a good partnership?

A practitioner needs to be:

- Clear about his/her role.
 - Aware of the roles of other professionals.
 - Confident about his/her own standards and targets.
 - Respectful of the standards and targets that apply to other services
 - Respectful of contribution of others working within health and social care.
- 

Effective partnership working

Jelphs & Dickson, (2008)

Effective partnership working

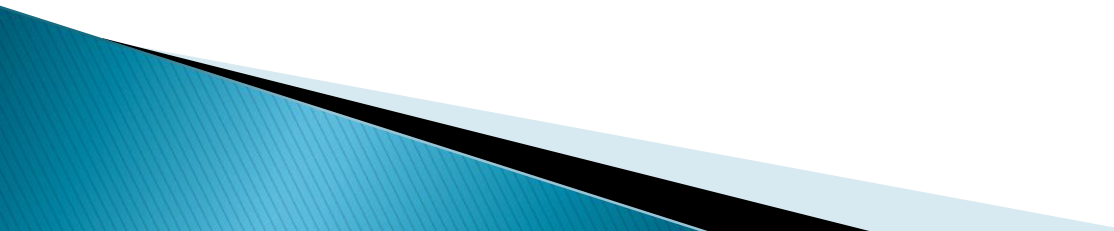
- Shared commitment to goals and objectives
- Interdependence of outcomes
- Role clarity
- Focus on quality and innovation
- Cultural congruity
- True cooperation
- Interprofessional trust and respect

Activity



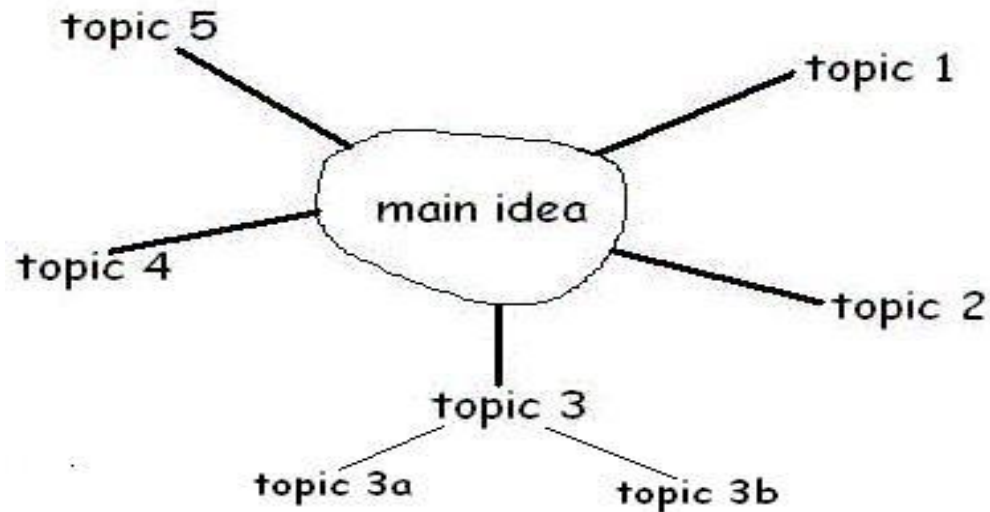
- ▶ What are the advantages of multi-disciplinary/partnership working?
- ▶ Brainstorm your ideas
- ▶ Feedback to the class

Advantages of multi-disciplinary/ partnership working

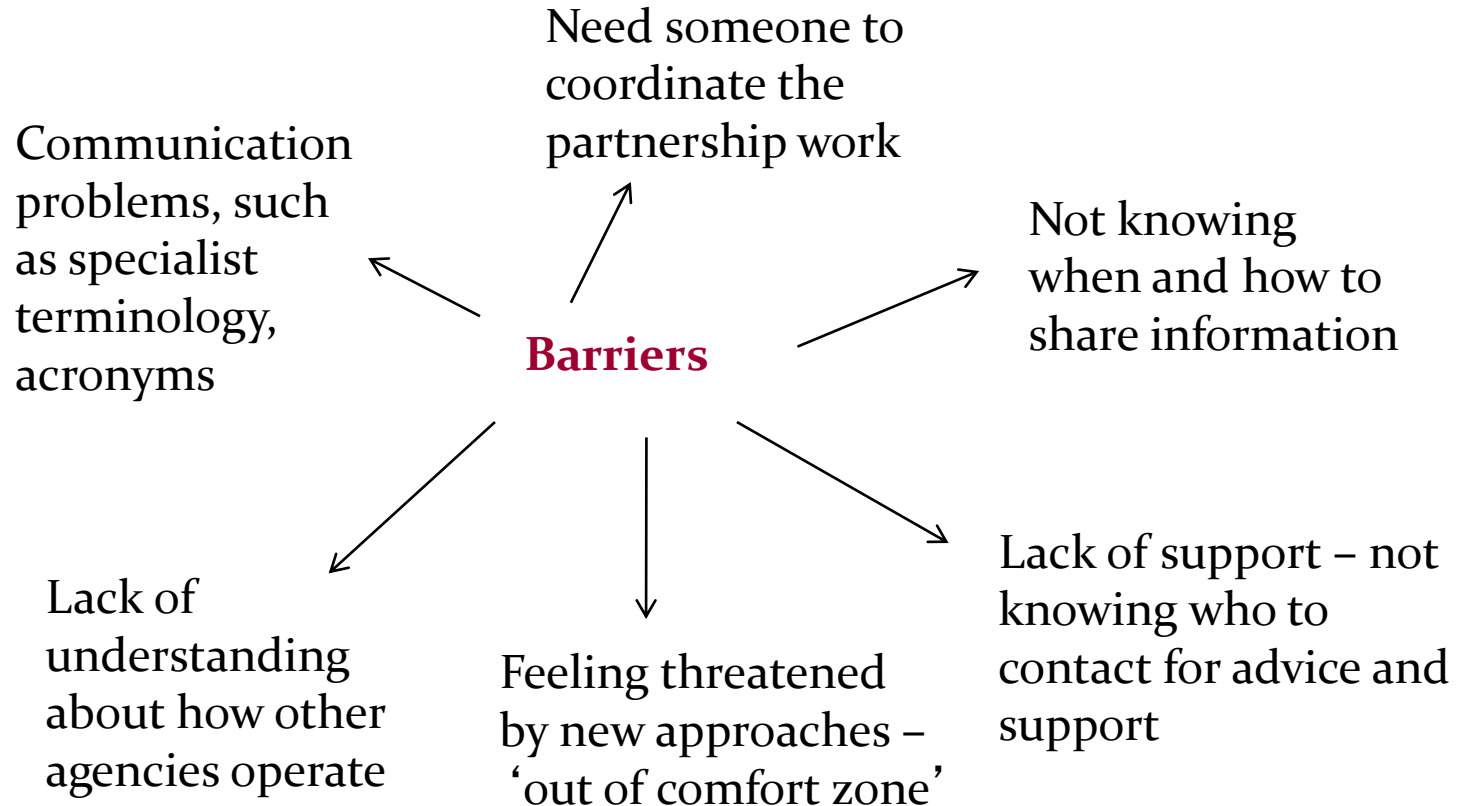
- ▶ Providing a more effective service.
 - ▶ Enabling professionals and lay people to achieve their objectives more fully and economically.
 - ▶ Obtain a full picture of a situation.
 - ▶ Consider an assessment of service user and meet their needs more effectively, whatever those needs may be.
- 

Activity

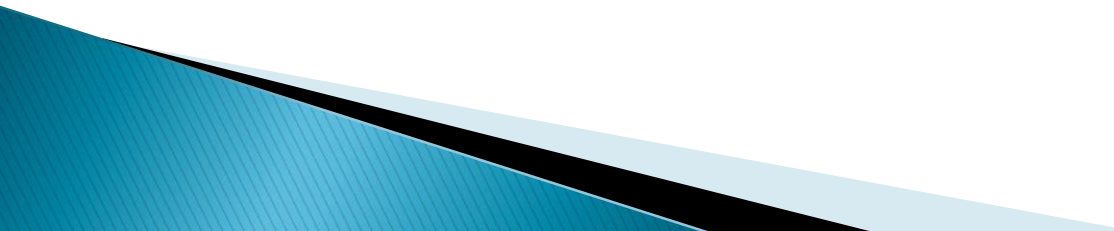
- ▶ What are the barriers to multi-disciplinary partnership working?
- ▶ What stops people from working well together?
- ▶ Work in your groups to produce a spidergram/mindmap



Barriers to partnership working



Challenges

- ▶ Likelihood of service users ‘slipping through the net’ (Oliver & Pitt 2011:105).
 - ▶ Challenges – professionals ‘understanding how their role fits in with the work of others’
 - ▶ Need to achieve a coordinated approach, pooled expertise, support others.
- 

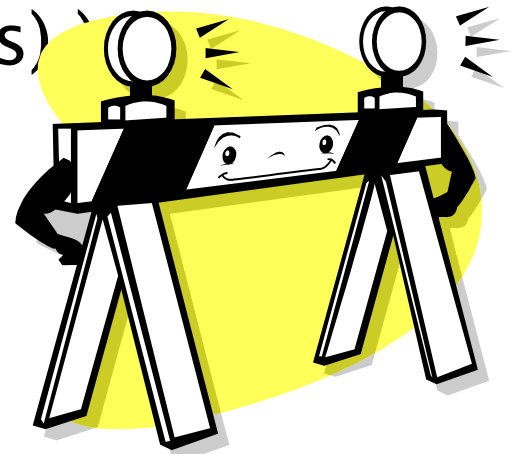
Danger areas



- ▶ Communication failure or ineffective.
- ▶ Duplication of services
- ▶ Gaps in service provision
- ▶ Different agencies not knowing service users exist or that other agencies are providing a service.
- ▶ Service user may become bewildered by host of professionals involved in their lives.

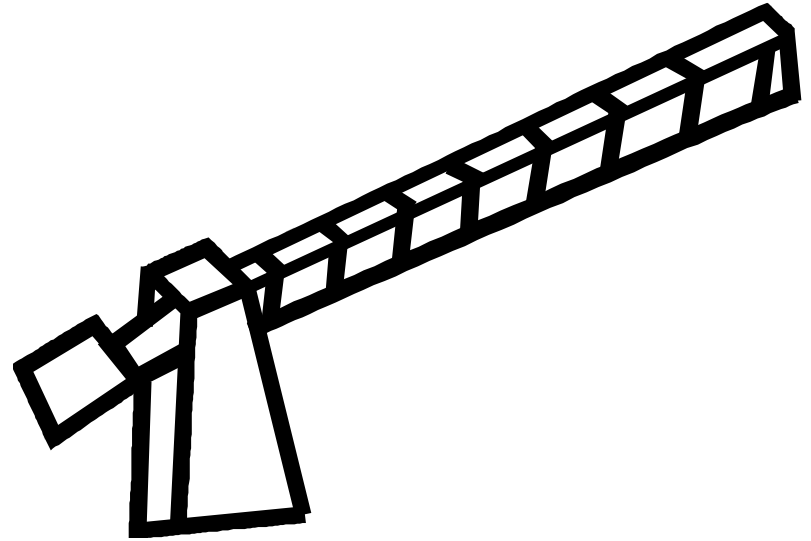
Barriers to multidisciplinary working

- ▶ Lack of time due to pressure of work (Speech and language/social work)
- ▶ Unclear roles
- ▶ Different policies between practitioners
- ▶ Different management structures
- ▶ Lack of understanding the roles of others
- ▶ Exclusion of significant others (non professionals, third sector services)

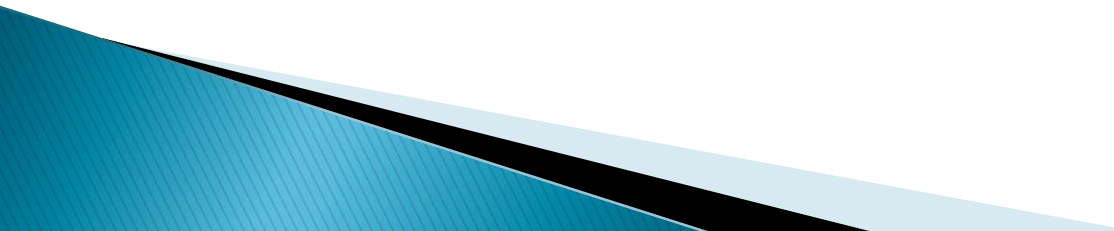


Barriers to multidisciplinary working

- ▶ Stereotypes
- ▶ Hidden agendas
- ▶ Differences in values
- ▶ Lack of trust
- ▶ Inappropriate use of language (jargon, acronyms)
- ▶ Lack of understanding of roles
- ▶ Blurring of roles (Thompson, 2002)

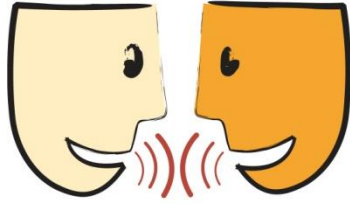


Barriers to multidisciplinary working

- ▶ Different leadership styles.
 - ▶ Use of jargon facilitates communication within a professional group but may have the opposite effect outside the group.
 - ▶ Different training backgrounds.
- 

Team working

- ▶ Multi-agency team working in action
- ▶ <https://www.youtube.com/watch?v=w-IJkU4z548>

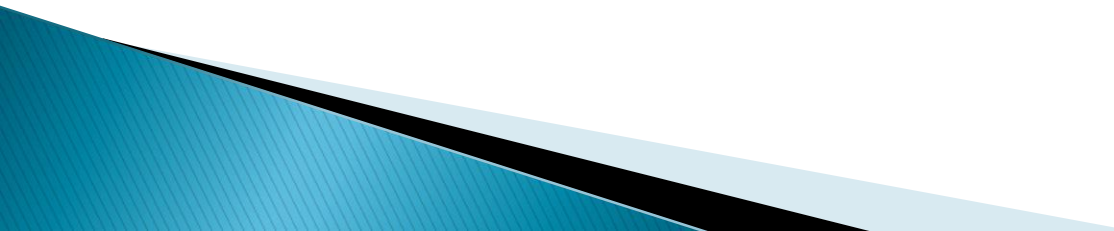


Activity

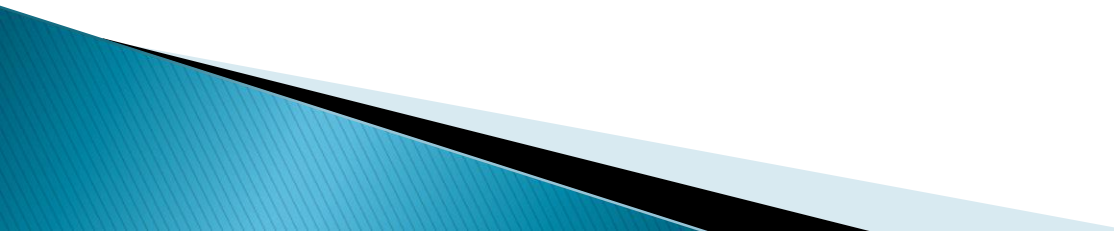
**Why is effective communication
and information sharing important?**

The importance of effective communication and information sharing

Practitioners need to find out about what other organisations can offer to individuals, families, carers, groups and communities so that:

- They can work effectively with others to improve the services offered.
 - They can share information that focuses on the service user.
 - They are all working towards the same aim – to achieve the best possible outcomes for the service user and their families.
- 

Effective Communication

- ▶ Active listening skills.
 - ▶ Conversational competence.
 - ▶ Modes of communication.
 - ▶ Sharing information and knowledge.
 - ▶ Building effective professional relationships.
 - ▶ Building, using and maintaining professional networks.
- 

Policies and procedures for information sharing in the work setting

- To comply with Data Protection Legislation every setting should have policies and procedures that encourage effective and clear communication when sharing information.
- All policies should be available to interested parties and shared with colleagues, parents/guardians, carers and other settings and services.

You need to identify the policies and procedures in your work setting that include details about data protection, confidentiality and information sharing.

Ask to see these policies and note details of:

- The title of the policy
- The details about the procedures for sharing information
- Gain an understanding of your role in the implementation of these policies

Conflicts and dilemmas about information sharing

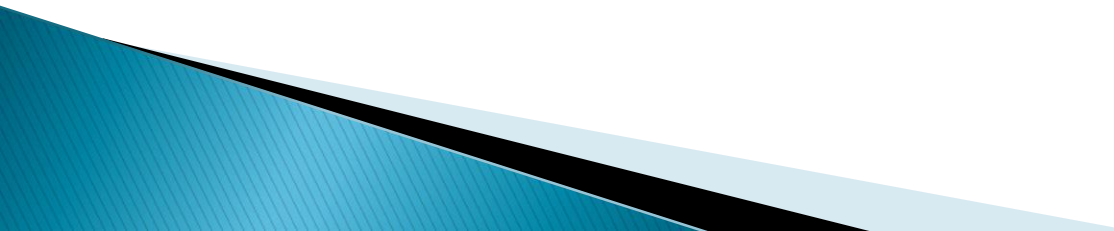
- In partnership working, private information about a service user is often shared with other professionals within the partner network.
 - Records should only show information that is essential to the service but there may be conflicts/dilemmas when:
 - A practitioner is asked to, or wishes to, share information – **is there a clear and legitimate reason for doing so?**
 - The information might identify the person – **advice, if possible, should be sought in the first instance, without identifying the person.**
 - The information is confidential – **has consent been given or has this been overridden in the public interest?**
 - The practitioner is unsure about the need to share the information, how much to share and when and how it can be shared – **advice from a superior must be sought.**
- 

Record Keeping

Keeping records is an essential part of any work with health and social care service users.

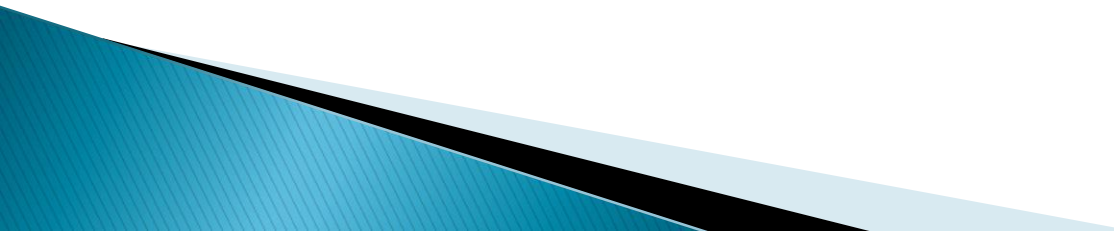
What's the purpose of recording information like this?

How should they be kept?

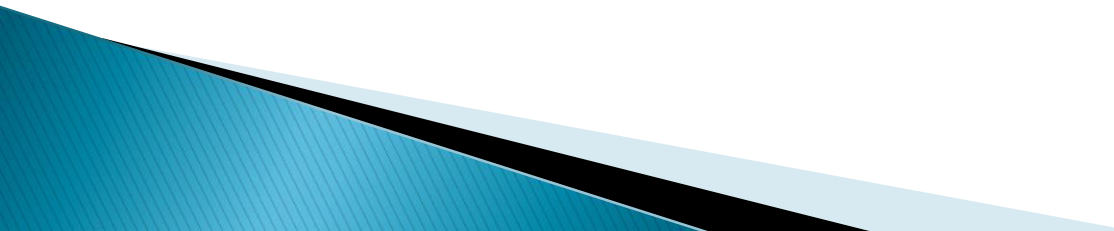


Record Keeping

Records and reports should:

1. Be legible and grammatically correct so that details can be read and understood.
 2. Contain details of any concerns about a service user's health or well-being so they can be considered and dealt with.
 3. Identify needs so that these can be addressed.
 4. Be written in such a way that, if necessary, another staff member could take over the case.
 5. Help managers to monitor and evaluate the quality and performance of the service provided for service users.
- 

Storing Information

- Every setting must provide clear policies and procedures about the recording and storing of information.
 - Anyone who keeps records, whether on computer or paper, should comply with the Data Protection Act.
 - Information should not be kept for longer than is necessary.
 - Records should be securely stored.
 - Care must be taken if information is kept on computers or sent by email, that it is only accessed only by authorised people.
- 

References

- ▶ Jelphs, K., and Dickson, H., 2008, *Working in Teams*, PP in association with community care
- ▶ Maclean, I., Maclean, S., Pardy-McLaughlin, L., 2007, *A Handbook of Theory for Social Care Volume two*, Staffs, Kirwin Maclean Associates

References

- ▶ Maynard, T., Thomas, N., 2004, *An Introduction to Early Childhood Studies*, London Sage
 - ▶ Oliver, B Pitt, B., 2011, *Working with Children, Young People and Families*, Exeter, Learning Matters Ltd.
 - ▶ Stacey, M., 2009 *Teamwork and Collaboration in Early Years Setting*, Exeter, Learning Matters Ltd
- 