COLLOBORATION IN THE AGE OF COVID-19:
Key Culture Principles and Activities for
Internal and External Partnerships

ATSH:PC
Virtual Learning Session #2

California Health Care Foundation
HEALTH CARE THAT WORKS FOR ALL CALIFORNIANS

catalyz

Today's Presenters

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Catalyz

Objectives for Today

1 Understand how team and organizational culture can impact the success and outcomes of community health partnerships

2 Practice two activities from our toolkit "**A Hands-On Guide to Cultural Integration in Community Health Partnerships and Alliances**

Learn how to engage current MAT program partners (internal and external) in designing healthy partnerships that foster improved patient outcomes.

3

Please use the chat feature to share one thing you are hoping to learn/take away from today OR what motivated you to attend.
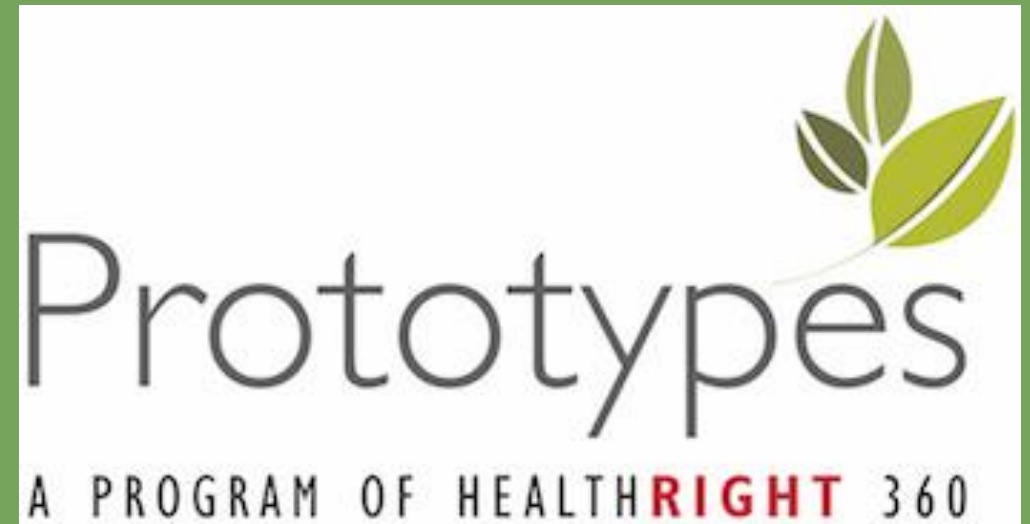
Potential Partnering Challenges

From our research

- Training around Trauma/Tolerance for Negative behaviors

- Cultural Awareness of patient communities (language, cultural norms, etc)

- Comfort/protocols around sharing data

- Are we aligned on desired patient outcomes?

- How do we communicate/collaborate?

Challenges for MAT during COVID-19

- How do we make our patients feel safe and stay engaged?

- What are reasonable expectations for patient and program outcomes, and are we aligned on them?

- What's the best ways to communicate and collaboration across teams?

- How do we maintain staff and partner morale and health during this time of uncertainty?

- How can we support staff, partners and patients in adapting to changes needed?

Research Says…Culture is Challenging

80%
find culture hard to define

64%
report cultural integration in nonprofit mergers is more difficult than anticipated

70%
or more of corporate mergers fail to achieve their desired results, with culture clash listed as top reason for failure

Source: The Big Idea: The New M&A Playbook, Clayton M. Christensen, Richard Alton, Curtis Rising, and Andrew Waldeck, Harvard Business Review, March 2011. Integrating Cultures After a Merger, Bain Brief, Dale Stafford and Laura Miles, December 11, 2013. Assessing Cultural Compatibility: A McKinsey Perspective on Getting Practical With Culture in M&A, June 2010Mergers as a Strategy for Success, 2016 Report from the Metropolitan Chicago Nonprofit Merger Research Project, Donald Haider, Katherine Cooper, Reyhaneh Maktoufi

The New Guidebook…

BUILDING TO A SUM GREATER THAN ITS PARTS:

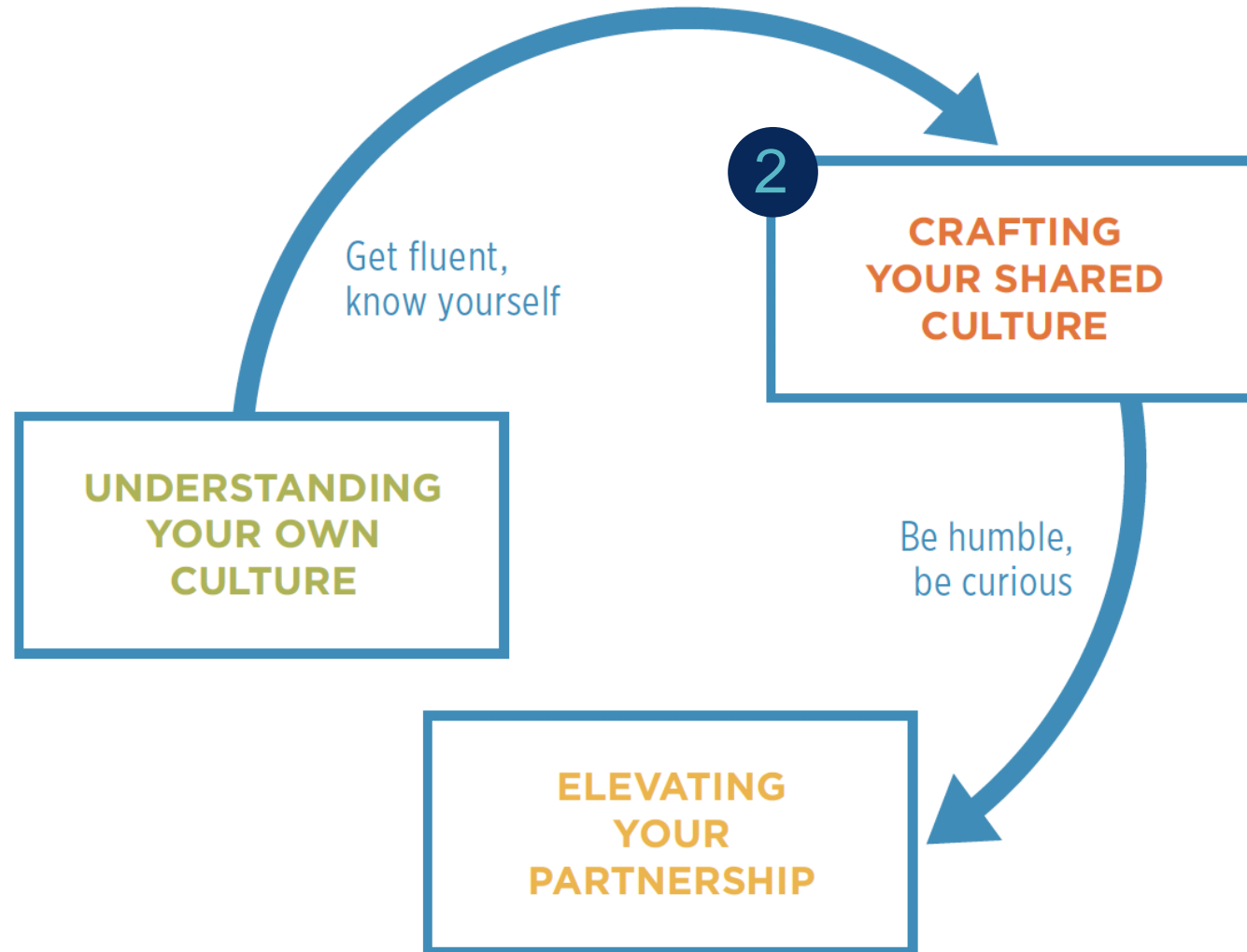A Hands-On Guide to Cultural Integration in Community Health Partnerships and Alliances

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1 framework
6 key areas
21 activities

3 Stages of Cultural Awareness

Get fluent,
know yourself

2

**CRAFTING
YOUR SHARED
CULTURE**

1

**UNDERSTANDING
YOUR OWN
CULTURE**

Be humble,
be curious

3

**ELEVATING
YOUR
PARTNERSHIP**
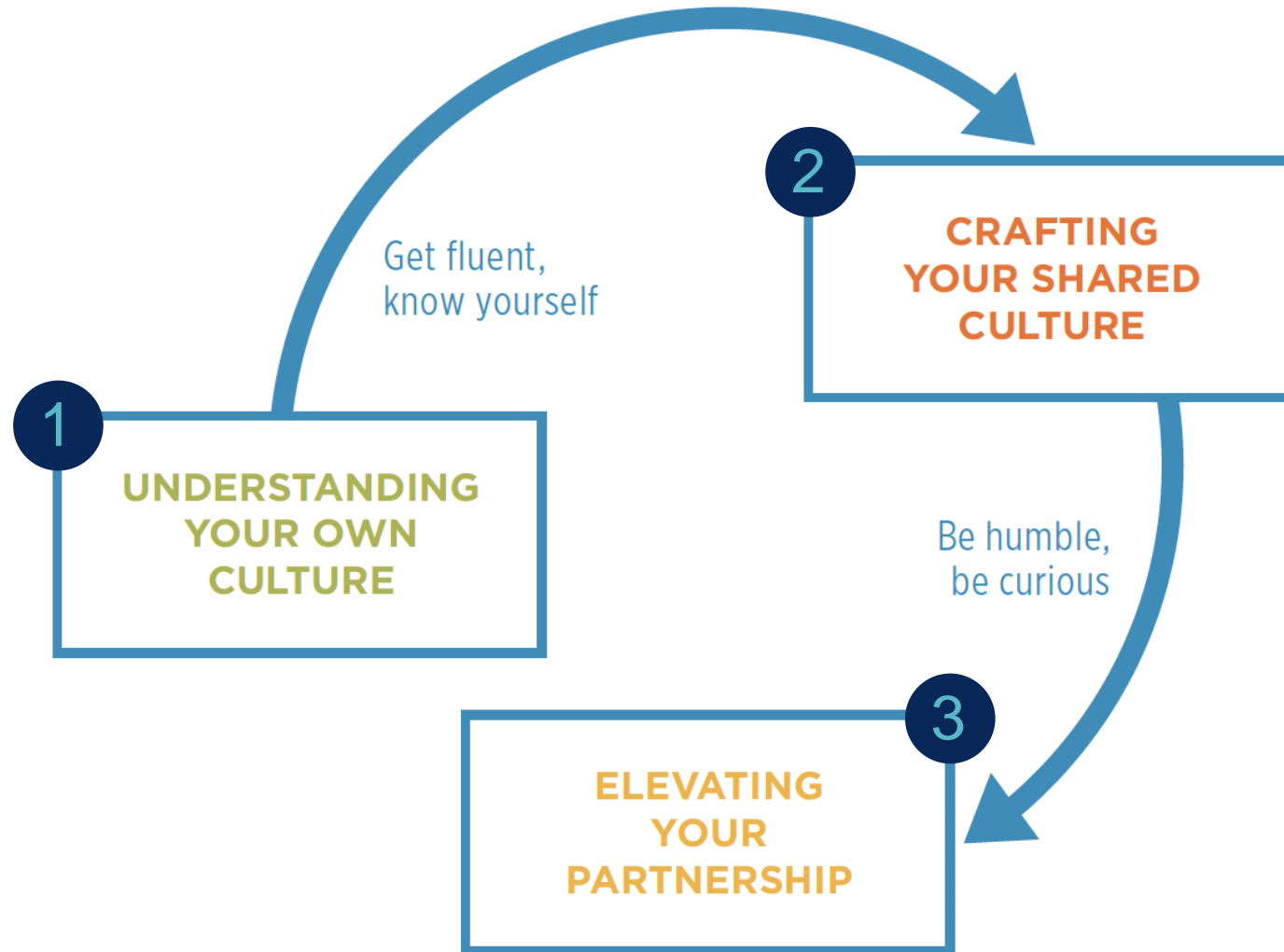
Crafting Your Shared Working Culture
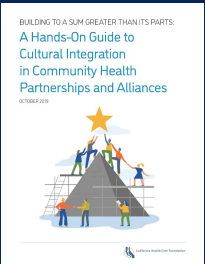
Crafting Your Shared Culture

Superpowers

Working Agreements

Retrospectives

Working Agreements

STAGE 2: CRAFTING YOUR SHARED CULTURE

Worksheet 2.2: Working Agreements
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Our Working Agreements:

Outcome This Helps to Achieve:

1. _____   > _____

2. _____   > _____

Working Agreements: Examples

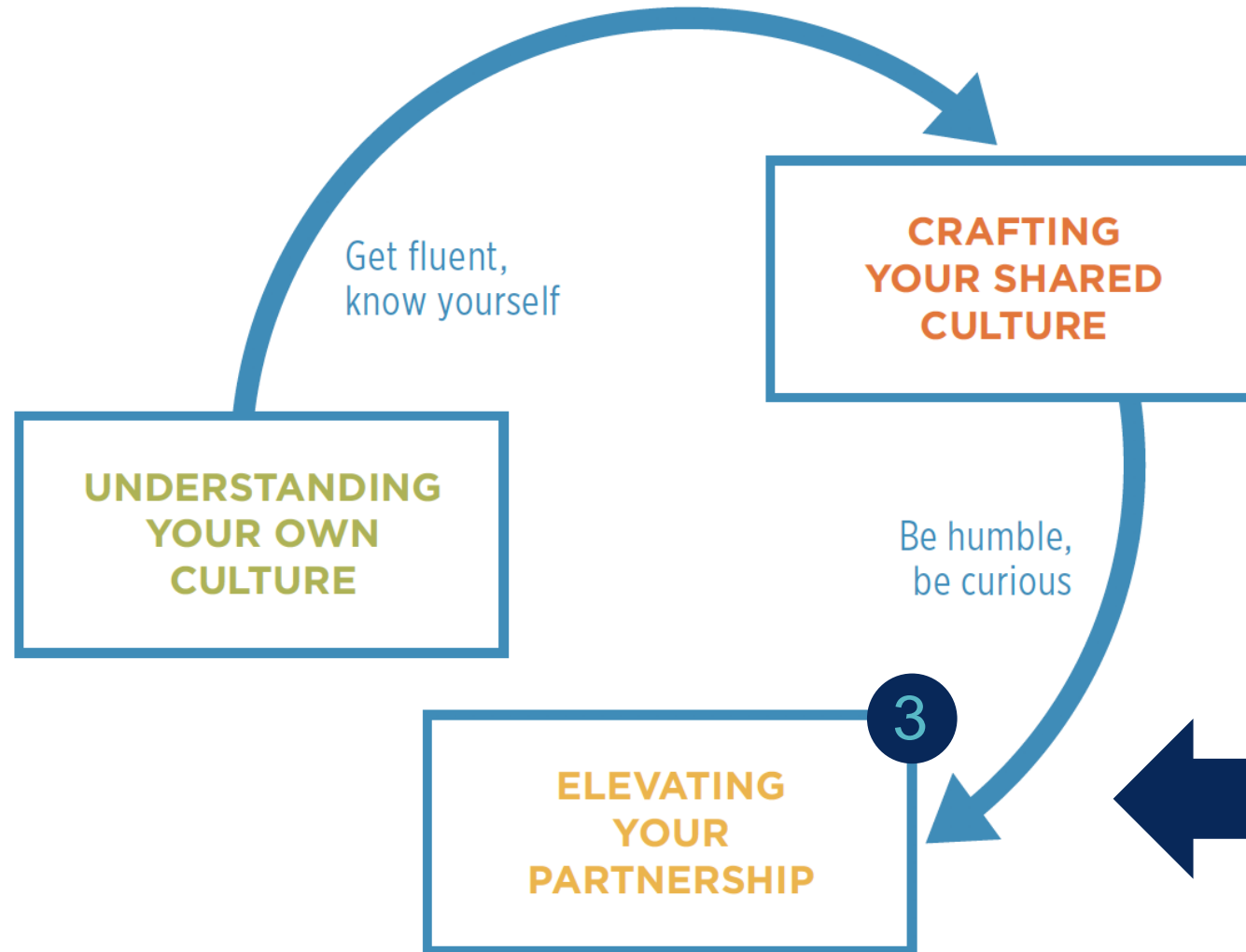| Communication	Collaboration	Mental Wellness
As a team, decide which digital platforms to use (*e.g.,* Zoom videos for group calls, Slack for asynchronous chat).	It's understandable not to know the right answer in this uncertain time. Admit it and rely on the team to help find answers.	Assume the "Most Respectful Interpretation" of colleague behaviors
Establish expectations around availability and response times (*i.e.,* don't expect response to non-critical emails from 8PM-8AM).	During team huddles at beginning of week, make space for anyone to ask for help they might need for the week.	Set up a #Watercooler channel for sharing funny videos, memes, or cute animal photos.
If life or home needs make it necessary to cancel or reschedule a call, don't feel guilty. Give at least 1-hour heads up, if possible.	At end of each week, share a #GratitudeFriday (could be gratitude towards a colleague, family, friend, or even your favorite restaurant).	Start meetings with a "check-in" to see how everyone is showing up.

Activity #1: Working Agreements

1 **TBD… Waiting for confirmation on # of participants to finalize activity flow.**

2

Partner Retrospective

Worksheet 2.4: Partner Retrospective

What's slowing us down?

What's been working well?

What could we start doing or do more of?

What should we stop doing or do less of?

Elevating Your Partnership

CRAFTING
YOUR SHARED
CULTURE

Get fluent,
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UNDERSTANDING
YOUR OWN
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Be humble,
be curious

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ELEVATING
YOUR
PARTNERSHIP

6 Key Areas of Cultural Friction & Opportunity

1 Balancing Mission & Margin
The ongoing tension between CHCs' imperative to deliver high-quality care to underserved populations and the need to maintain a healthy and sustainable revenue model.

2 Approach to Client Care
The philosophy, protocols and attitudes that shape how organizations respond to and engage with clients.

3 Mission & Identity
The unique values, cultural competency and behaviors that CHCs develop in order to create safe and welcoming environments for the unique populations they serve.

4 Leadership & Decision Making
The ways in which decisions are made, information is disseminated, and the degree to which staff are empowered and engaged in the decision making process.

5 Learning & Collaboration Styles
The rituals and norms that guides how meetings are run, information is shared and new ideas are introduced to an organization.

6 Approach to Operations
"The way things get done" at CHC's, including processes, practices and staff responsibilities.

Approach to Client Care

Challenge

A dispute arose when a staff member from a primary care clinic working onsite at a partner's housing shelter objected to the shelter's decision to evict a patient for an alcohol and drug policy violation.

SOLUTION

The staff members involved escalated the matter to their respective CEOs, who issued a coordinated response on the same day. The partners then designed a revised approach to joint care activities at the shelter and used implementation as an opportunity to cross-train housing staff on a trauma-informed approach to care.

"Our team is grounded in trauma informed care – we know how to de-escalate situations. WCCS, as a shelter, is focused on logistics and safety."

Approach to Client Care
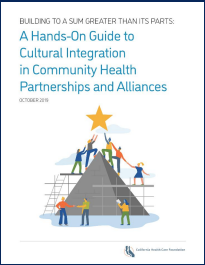
Worksheet 3B.3: What Makes Our Clients Feel Welcome?

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1. Community Outreach Experience
Events, messaging, etc.

4. Moving Through Our Space
Artifacts on walls, types of spaces, etc.

2. Transport/Arrival Experience
What does our building exterior look like?
How do clients know this is a space for them?

5. Engaging with Our Services
Intake process, first interaction with staff, etc.

3. Front-Desk Experience
How we greet, make clients feel welcome?

6. Follow-up Experience
Post-visit calls, feedback collection, etc.

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Activity #2: Making Patients Feel Welcome during COVID-19

INDIVIDUALLY
Write down at least 2-3 rituals, practices or documents that your organization has implemented (or that you've heard about) to help your patients feel more safe or welcomed during this COVID-19 phase.

(Tip: Consider communications around telehealth, actions to make those seeking in-person care feel safe, or practices that have evolved given current constraints)

TOGETHER
In the chat window, please type in and share the examples you came up with!

Measuring Your Progress

"As with many elements of health care, the hard truth about working with culture is that the work is never done."

Want to Learn More?

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Audience Poll #2

What is one thing you learned today that was helpful/applicable OR one activity/tool you learned about that you want to try after this session?

Q&A