Administrative Partnerships:
AN INNOVATIVE SOLUTION FOR TACKLING PUBLIC HEALTH ISSUES, MAXIMIZING PROGRAM EFFECTIVENESS AND MORE

2018 ASPA Annual Conference
Introduction
“I hate the way people use slide presentations instead of thinking...People who know what they’re talking about don’t need PowerPoint.”

--Steve Jobs
More participation equals more opportunities to get stuff!
Objectives

- Understand the role, responsibilities and benefits of an administrative partnership

- Describe the detailed profile of an administrative partner:
  - Legal type
  - Authority by which they were formed
  - Funding sources
Objectives Cont’d

- Identify best practices of administrative partnerships, specifically within:
  - Working across sectoral boundaries
  - Collaboration/cooperation
  - Established governance
  - Relationship building/trust

- Define/understand the importance of shared values and interest for partnership selection

- Utilizing public policy theories to help identify the most promising administrative partnership
Who Are You?

- Name and sector
- Current experience or understanding of administrative partnerships
- Reason for attendance or desired outcome
Who Are We?

- **Kara Johnson-Hufford**
  - Health and human services field
  - Current state level regulator of Colorado health facilities
  - Data nerd & “pracademic”
  - MPA graduate

- **Geoff Rabinowitz**
  - Environmental field and now health and human services field
  - Federal, state and local level experience
  - Consultant
  - Doctoral student
“We can’t solve problems by using the same kind of thinking we used when we created them.”

-Albert Einstein
Research
Where It All Began

Based on...


by

Kara L. Johnson-Hufford

Capstone/Thesis Seminar, PUAD-5361

University of Colorado Denver

November 22, 2015

And...
Based on...

“International Public Sector Partnerships”
by
Geoff Rabinowitz
Comparative Public Policy PADM 7370
Valdosta State University
November 12, 2017
Background & Purpose

- Public health:
  - A joint responsibility
  - Requires a multi-sector approach
  - Promotes innovative models of collaboration

- The Administrative Partnership dialogue:
  - Defines the parameters and roles
  - Formation, operation and best practices
  - Provides a formalized definition
  - Characteristic typology
  - Fills the gaps in knowledge
“Although governmental actions and agencies constitute the backbone of all efforts to assure the health of the public, government cannot assure population health alone; other sectors and parties have an interest and a civic role to help create the conditions that make health possible.”

-U.S. Institute of Medicine, Committee on Assuring the Health of the Public in the 21st Century, 2002
The Definition & Logic

- Administrative Partnership:
  - “An umbrella concept used to collectively reference a range of both financial mechanisms and administrative support functions that may be provided within the partnership”

- The Logic:
  - Builds upon previous sentinel work
  - Fiscal intermediary role - the basis of operation
  - Required making a distinction
  - Primary and secondary functions
Research Questions

1. How are Administrative Partnerships being used in Colorado and across the country?

2. What are best practices/promising benchmarks within administrative partnerships regarding:
   a) Relationship building and trust
   b) Shared evaluation or systems of measurement
   c) Contracts and/or grant management and training
   d) Project monitoring and evaluation

3. What current practices can further inform public health initiatives?
Considered the literature across several subjects
  - A broad look of terms

The definition and rationale of partnerships
  - No single approach
  - Used in tandem
  - Maximizing opportunities, new approaches to problem solving

Best practices of high performing partnerships

Public health institutes and their roles
Methodology & Limitations

Methodology:
- Electronic survey of identified administrative partnerships
- Across various sectors
- Piloted with 5 similar organizations
- Subsequent key informant interviews
- Characteristic typology

Limitations:
- Fielded fairly high level best practices
- Key informant bias
- Judgmental sample
- Non-respondent bias
- Bias of executive perceptions
Results & Discussion

- Distributed to 79 organizations across the country
- Polled across 32 states, 6 different sectors
- 47% return rate (partial surveys included)
- Sector representation:
  - Public Health-13/45
  - Medicaid/healthcare delivery- 14/20
  - Education- 1/1
  - Nonprofit supports- 1/1
  - Emergency/medical and trauma- 7/11
Participant Profiles:

1. Legal Type
2. Authorities
3. Funding Sources
4. Functions & Services
Results & Discussion

Collected Best Practices:
1. General
2. Relationship Building & Trust
3. Shared Evaluation
4. Contracts & Grant Management
5. Project Monitoring & Evaluation

Project Monitoring & Evaluation

Thematic Responses:
- Link the M and E plan to the strategic plan and work plan
Recommendations

1. Relationship building and trust
2. Establishing a shared mission
3. Taking a diverse, multi-sector approach
4. Maintaining an ability to respond
Application & Theory
Government cannot solve all issues

- Partnerships exist in well over a dozen topical areas, including: health care, environmental, parks & recreation, and welfare programs.

Reasons to partner

- Problem as determined by a “moral panic scale”
- Specific strengths
- Organizational and managerial capacity
- Degree of program focus
- Organizational value(s) and goal(s) congruency
- Commonality of governance
Policy Theory Drivers

- Policy Overlap
  - Economic
    - Influence
    - Advocacy
  - Welfare:
    - Financial resource
    - Aging population
    - Delivery of services
    - Information
    - Equality and equity
Policy Theory Drivers

- Health
  - Industrialized Nations
  - US Difference
  - Freedom vs. Governmental Mandates
- Environmental
- Political
- Policy Transfer
  - Information
  - Best practice exchange between actors/institutions
  - Allows for core function focus
Policy Theory Drivers

- Institutionalism
  - Historical
    - $ and constrained actors
  - Sociological
    - Cultural and symbolic promotions of positive actions
- Rational Choice
  - Collective address needed actions
  - Reduce transactional costs
Key Messages
Take Home Points

- Cause: Government cannot address all the problems
- Need: At-risk populations
- Policy complications: Institutionalism
- Geo-political constraints: Play the ball where it lands
- Reasons to Partners:
  - Specific strengths
  - Organizational and managerial capacity
  - Organizational value(s) and goal(s) congruency
  - A BETTER OUTCOME!!!
- Applicable to health care services and beyond
Group Activity
- Develop the framework of a theoretical partnership
  - Select a topic
  - Select needed actors
  - Walk through what each actor can bring
  - Walk through value/goals and general governance

- Identify and discuss a practical problem from the audience
  - Directly address and offer solutions
  - Discuss thoughts or opportunities as a group
Questions/Discussion
Thank You!

Kara L. Johnson-Hufford  Geoff Rabinowitz
- kara_j15@yahoo.com  - grabinowitz@ggrconsulting.com