Relationships 101
Building & Maintaining Relationships

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Building Intraorganizational Relationships

- Inclusivity is the key to success
- Consider population needs and available resources in building relationships
- Relationships are built on trust
- Collaboration is essential to increasing efficiency
- Benefits of collaboration: cost savings, increased access
Learning Objectives

1. Identify methods used to strengthen company morale and prepare staff to build relationships within an organization.

2. Utilize feedback provided on initial product in order to tailor the course to the appropriate audience and project objectives.

3. Provide the audience with communication skills that are practical and comfortable for the audience to implement into the workplace.

4. Identify components necessary to build interagency relationships, including but not limited to time, trust, cultural competency, and flexibility.

5. Enable participants to facilitate effective collaboration to reach desired goals.

Click on a character below to begin a scenario. Please complete each scenario in this section.

- Scenario 1 - Josh the Intern
- Scenario 2 - Lynn the Case Manager
- Scenario 3 - Camilla the Director
Scenario 1 - Josh the Intern

Josh is extremely excited for his first day interning at Children's Health Org. This will be his first experience with direct services within his field of study.

Josh is naturally introverted, however, he wants to make an effort to get to know staff within the organization.

Josh starts his day with a tour of the center, then is invited to “have a look around”. While familiarizing himself with the new environment, Josh walks past a group of people discussing weekend plans.

Should Josh:

- Eavesdrop to hear what his new peers are like
- Continue exploring the office as planned
- Introduce himself as the new intern and exchange names with the staff
Tip from an Expert

Brian McEwen
Executive Director
Champions for Children

"Language is important, so I'm a talking guy, I promote people talking. I don't necessarily think all executive directors do that, I believe in it. I expect that from all of all our top leadership, I expect that in all of our program leadership and I encourage it in all of folks who are in more behind the scenes support role positions. I have a common expectation of everybody at this agency that folks feel response-ability and responsibility to contribute to building a trustworthy nature of workplace here. That is the basis of creating relationships with other folks, and I think everybody, some folks have obvious opportunities to participate in that, some folks may not feel comfortable with that, some folks may feel like they're in such supportive secondary roles that they have no role to play in that. I disagree with that. My point is that the entire agency contributes to the effectiveness of building trustworthy relationships. That's just what I believe."
Josh has a question regarding the paperwork needed for client intake. His direct supervisor is on lunch and a client is waiting. **What should Josh’s next steps be?**

- Tell the client that Josh’s supervisor is unavailable and ask the client to wait.
- Request assistance from someone else in the office, being careful not to be interruptive or intrusive to their work.
- Explain the paperwork to the best of his knowledge and ask for clarification later.

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**This is the best option** - It is important to build credibility in your new workplace. There is a large necessity for credibility and your workplace peers like to know they can count on you. Acknowledging that you are unsure about a topic is one way to begin to do that. Coworkers can contribute valuable information to you when you ask for clarity so that you can have a clear understanding for the future.

Continue
Tip from an Expert

Vanessa Rowland-Muñoz, RN, BSN, LHRM
Clinical Director
REACHUP

"Money's good; money's always good because people um, have bills to pay, they have their expenses that's just basic things. However, building that trust you can't say 'Well if I gave you more money then you gonna trust me more', because the money you get that today, you spend it by tomorrow, and then in a few weeks you gonna say 'Well what have you done for me lately?' Cause you don't remember that bonus I gave you last week cause you already spent it. So, you... it's the little things that you do. Sometimes it's as little as (this is gonna sound a little hokey) but sometimes as little as send them an unexpected card, you were thinking about the person and you put a card on their desk or you pay a compliment, a sincere compliment. I know, I know today's Tuesday and I always compliment people on my eyes. On Tuesday, and then I compliment them on they you know, their pants on Friday. Not that type of thing, but genuine compliment to let the person know that you do think about them."

Josh is paired with two coworkers to help develop an assessment for client needs, which has a deadline that week. The three of them are brainstorming ideas when the subject changes to a coworkers upcoming surgery. Josh cares about his coworker but also feels the pressure of meeting their deadline. Should Josh:

- Tell his teammates to get back to work
- Start asking his coworker more details about his surgery, completely ignoring the assessment.
- Steer the team to the project at hand. At lunch, Josh leaves a note on his coworker's desk in an effort to support and encourage him before his upcoming surgery.
This is the best option - Completing your tasks in a timely manner is extremely important when new to an organization and attempting to build credibility. But it is unrealistic to believe that the workplace is going to 100% work eight hours a day five days a week. You never want to come across as rude or controlling to your colleagues. By acknowledging a coworker’s struggle, choosing to show his support during his lunch break, and then steering the conversation back to the time-sensitive project, Josh displays that he cares for his coworker as well as stays focused at work.

Lynn has worked at Children’s Health Org. for over 5 years as a case manager. Although Lynn has never been designated as a program lead, she has contributed to many programs in her time with the organization. As you help Lynn through her first experience as the program lead, keep in mind the need for precise communication when building relationships and clear expectations when working with colleagues.
Lynn's new project requires collaboration with some employees in a different department that she has never worked with before. **What is the best way for Lynn to begin the project?**

- Take control of the group right away and assign tasks to each individual.
- Lynn takes a step back at the initial meeting and waits for another co-worker to start the conversation.
- Set up a short meeting with the group where everyone can introduce themselves and present what they can contribute to the project.

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**This is the best answer** - This is a fantastic opportunity to demonstrate new talents and your reliability as a colleague and employee by rising to this new role without hesitation. In order to do this, it is important to become acquainted with the peers that the individual does not know and begin to build relationships with them. It is also important that everyone in the group become acquainted with each other. This is the start of a successful interagency collaboration!
Tip from an Expert

Amy Hale
Associate Director
Champions for Children

"I like to maintain them on the individual level,... I can do lunch, and it was an opportunity for to meet with her on a one on one basis and find out a little more about who she was and hear what she wanted to meet about."

Lynn overhears some of her colleagues whom she considers friends talking about her new position. She ignores them but after settling into this new role, she notices that they are not working consistently or listening to her. **What should Lynn do?**

- Allow them to continue their behavior without any intervention from Lynn
- Talk to the colleagues at lunch about her concerns about being open and honest with her
- Tell them to end their conversation and get back to work
This is the best response - It takes time to adjust to a new position. Communicating with your colleagues and opening up a positive dialogue can establish a sense of transparency. The discussion of expectations, boundaries, responsibilities, and potential consequences will leave everyone involved with clarity on the situation moving forward and ensure project success.

How should Lynn handle the issue of a co-worker’s refusal to work together/ conflict with a co-worker/ disagreement about how a case should be handled with a client?

- Inform the director of the program
- Send out an email which states that such actions are grounds for write up
- Approach her co-workers 1 on 1 to resolve the issue
This is the best option - Lynn should approach her co-worker directly as a first step to address conflicts with their working relationship. Lynn should be prepared to actively listen to her co-worker's standpoint even though it may have been the wrong response and they disagree. Lynn should communicate how she felt by her co-worker's attitude and remarks, and work towards resolving their conflict.

Camilla – The Director

Camilla has been the Director of Client Services at Children's Health Org for over five years. Camilla has noticed that a significant portion of her staff are new and wants to help build camaraderie among them and veteran employees.
Tip from an Expert

Vanessa Rowland-\nMishiti, RN, BSN, LHRM
Clinical Director
REACHUP

“In many communities people exist in silos and they are so competitive that they let the competitiveness get in the way of building trusting relationships.”

“When organizations don’t have a trusting relationship then it interferes with client services. And no one is really helped. What builds the trusting relationships among organizations is working with the person, doing what you say you are going to do, essentially having the same goals, the same mission.”

How should Camilla handle building camaraderie among peers with different lengths of employment?

Send an email to everyone introducing the new employees to the rest of the organization.

Have a meet and greet lunch after the weekly staff meeting so that employees can mingle.

Ask older employees to stop by new employees’ offices during the day and introduce themselves.
This is the best option - Scheduling a meet and greet lunch after a mandatory meeting will ensure that all staff are present. This will give the team time to get acquainted with each other in a not so formal setting.

Tip from an Expert

Amy Halle
Associate Director
Champions for Children

“Well I think it all comes from the cornerstone of being respectful. Being respectful of time, being respectful of opinions. And getting to know your staff as individuals. It’s not about being in their business but it is about understanding why they choose to work at the organization...”

“What motivates them to be that way”

“As a supervisor, my relationships are kind of like a bank account. There is debits and credits; and if I’ve got someone who’s put in a lot of credits in the bank as they do a good job and they are a value and an asset to the organization. And they have a bad day, or a bad week or a bad month. I try to remember to balance that against all the credits and not just come out and be punitive. So put it in the context of the entire relationship.”
Multiple team members have approached Camilla and expressed concerns about a lack of trust with another team member. This team member has been with organization for years and has not received prior complaints. How should this be addressed?

- Ask the team members to discuss the issue among themselves to reach a solution.
- Wait to see if other team members express similar concerns.
- Sit down with the individual with whom trust was lost to discuss the concerns and any issues that may be impacting their performance.

This is the best option - By handling this situation discreetly and taking the time to discuss with the employee about the matter at hand, Camilla is gaining trust from not only the employee of concern but also the others involved as well. The goal is to create a work environment where all employees feel valued and trusted in order to foster strong interagency relationships.
Tip from an Expert

Amy Haile
Associate Director
Champions for Children

“The word ‘authentic’ it’s overused. I really think it’s about knowing who you are, and knowing yourself. And knowing that I don’t have your life experiences and you don’t have my life experiences. But we’re both on this blue marble, so there is a common ground there. So, that’s a tough one because there’s lots of different cultures. There’s countries of origin, there’s women (and) men, there’s economics.”

“I think part of it is like anything you just try to be aware of the differences and you address it when you see it, and you own it. And if you always come from a place of learning and respect then hopefully you’re going to be able to get through that process.”

Camilla has hired a new employee who is not completely fluent in the English language. She has noticed that this has become an issue among the other employees, especially regarding communication. Camilla is thinking of planning a program for her employees centered around the idea of cultural competency. The goal of this effort is to increase employees’ capacity to communicate, hopefully resolving the issue.

- She should tell the older employees to learn the language of the newer employee.
- She should incorporate the cultures of all employees into the work environment and discussion (i.e. hosting office potlucks, celebrating differentiating holidays).
- She should just sit back and wait for the employees to resolve the issue on their own.
This is a great option -
Incorporating others’ cultures encourages employees to connect and communicate in ways other than language. It would also encourage employees to make more of an effort when communicating. For example, learning certain phrases to communicate with the new employee.

References

Centers for Disease Control and Prevention (2006). Division of Partnership and Strategic Alliances, National Center for Health Marketing, CCHIS, CDC.


Module 2: Maintaining Intraorganizational Relationships

Learning Objectives

1. Identify strategies for maintaining and sustaining relationships within an organization.
2. Select appropriate strategies to maintain relationships in case scenarios.
Core Mechanisms for Relationship Maintenance and Sustainability

- Trust
- Credibility
- Communication
- Organizational Structure
- Organization’s Characteristics

Trust

Key Aspects of Trust
- Transparency
- Non-judgmental behavior
- Integrity
- Honesty
- Consistency
- Dependability

Ways to Build Trust
- Team retreats
- Training
- Team-building exercises

Resources
- Funding
- Creativity
- Encouragement
Tip from an Expert

Hope Tackett, MPH
Quality Assurance/Quality Improvement Program Director
REACHUP

“Trust is transparency, knowing just the face value that the other person is coming to the table with and knowing what agenda is going in, knowing that there is no end agenda and knowing that we are working towards a common purpose.”

Tip from an Expert

Amy Halle
Associate Director
Champions for Children

Questions: In what ways can organizations work to build trust?

“You have to be intentional about it. It’s not just going to happen just because you share the same space or same community, or the same target population. What we found is you really just have to seek those relationships out, usually it start with who you know in the organizations. If you have trust with an individual within an organization how do you leverage that to build trust between the organizations. Usually it around something very tangible, so you identify a project that has mutual benefit to both organizations and you work together towards that and that also how you get to know each other a little better. Trust comes from that experience just like school work, if you work together on a project do people follow up with what they said, it is a good experience, did you feel respected through the process. It really based on individuals and the individuals within the organization forging that relationships.”
Credibility

Key Components of Credibility

• Integrity
• Setting and achieving goals
• Credentialing

Tip from an Expert

To me, credibility is you say what you're going to do and you do it. A lot of times there are programs that may... that may go out into the community and say they are going to do x, y, z but before we do this let's do some research using you and then forget to come back to let the community know, "This is what we found". We don't want to do that. We don't want to leave anyone hanging, so if we are going to do research we make sure the community is involved and then we provide feedback. A perfect example is we love University of South Florida, of course. We work with USF in terms of evaluation and we've done focus groups in the past with USF and we've invited the community to participate in focus groups, let them know what it would be about and then we invited them back to report back and let them know what happened as a result of the focus group and let the next steps we're going to take after. So, as long as we feel like, stick to our word and if we're not able to carry out for whatever reason, explain why and what happened and what are we going to do to compensate for that. But definitely always an open line of communication, be transparent and if we say we are going to do something, follow through.
Tip from an Expert

Vanessa Rowland-Mishel, RN, BSN, LHRM
Clinical Director
REACHUP

Credentialing is very important. You have to know that the people you are trusting have been educated and trained in that area. So that you know if you’re not the expert you know that you can go to an expert to get the answers that you need.

And then, if you don’t know, say that you don’t know. The honesty to, you know, the more honest you are the more people will be willing to trust you.

Communication is KEY

- Segues into relationship sustainability
- Serves to demonstrate a commitment to the organization and its staff
- Among staff, volunteers, and administrators, as well as between different departments
- Assists in managing conflict resolution

Click to learn about Formal Communication
Click to learn about Informal Communication
Formal Methods of Communication

- Examples:
  - Regularly scheduled staff meetings
  - Weekly emails that update staff of organizational news
  - Memos
  - Monthly newsletters

Informal Methods of Communication

- Allow employees to establish connections on a personal level
- Fosters a feeling of importance with the employee
- Example:
  - Weekly check-in with employees
  - Congratulate for personal life events
Tip from an Expert
Deborah A. Austin, Ph.D.
Director of Community Engagement
REACHUP

We have something that we call the Sunshine Fund. And so we actually collect money during the year from each of our employees, they don’t have to be part of what we call the Sunshine Fund but anybody who does so, we celebrate birthdays, graduations, having babies. You know, when folks leave we let them know how much we appreciate them. And like I said, when people suffer grief and loss or sickness and all of those kind of things, we have actually a tangible way to reach out to them as well as the kinds of things that we do that don't take resources.

Organizational Structure
Strategies to maintain the flow of communication throughout the organization:
- Open door policy
- Regular staff and team meetings
- Involving the higher leadership
Tip from an Expert

Hope Tackett, MPH
Quality Assurance/Quality Improvement Program Director
REACHUP

“IT very open, very open communication. We have a staff meeting every month with all the staff, we have a monthly managers meeting with just the managers, a care coordination, the case management team meets every month, outreach team meets every month, I meet my staff once every month. So there is lots of communication. Lots.”

“Regular. I wanna say that our doors...that we have an open door policy. Sometimes are doors open too much, I have been having to close it a little bit because I am working on two different grants. But, it works that people know that if they have any issue, something they need to talk about...they have somebody they can go to. I think that works. And having a regular, I mean a staff meeting is held every third Thursday at 2:00. So people know that that’s when they are going to get an update on everything that’s happening for REACHUP. And every now and then we have organization wide training programs for HIPAA, OSHA, conflict resolution...that’s where we get an overall training so just regular consistent coming together on all levels and then consistent one-on-one with your supervisor because we all managers are super busy so we have to carve out that time where those under us have access to us. That works.”

Organization’s Characteristics

- Clear mission statement
- Measurable goals
- Incentives for staff members (e.g., bonuses, PTO increases)
- Team-building opportunities (e.g., volunteering)
Tip from an Expert

Hope Tackett, MPH
Quality Assurance/Quality Improvement Program Director
REACHUP

"I think if those that have the information hold tight to the information, all kinds of stories will happen out there because it will. They will come up with all kinds of reasons why something is happening and it will be the farthest from the truth. So, I send out every week, which is time consuming, but at least every week I am sending out a company-wide email about something, every two weeks I send out a reminder about submitting time-sheets because people will forget. And attached to that, I will tell them, if somebody new is being hired, I remind them about this or we are closed on veteran’s day or whatever. So there’s always something coming out. So coming from the top down, it’s always good to let people know what’s happening so they are not having to guess, like somebody is having a baby we try to have baby showers, someone is getting married we have bridal showers. We try to support people, not extravagantly, but celebrate every part of people’s lives because we are family and we see each other. I see these people much more than I see my own family. So just regular, consistent, fair communication is important."
Learning Objectives

1. Know how to identify people.

2. Describe the ways to approach people (reach out) via email, person to person, letters.

3. Explain the importance of building relationships.

4. Describe the challenges in building relationships.

5. Draft a personal development plan or building relationships.

An Introduction to Relationship Building ...

Building relationships with other organizations is a key aspect of our work at Children's Health Org.

Relationship building helps us:
- Achieve our goals
- Increase our capacity
- Increase our reach
- Avoid fragmentation
- Implement effective community change and impact
Guidelines for Building a Successful Relationship

- A clear and aligned mission
- Mutual understanding
- Credibility
- Trust
- Time

Tip from an Expert

Vanessa Rowland-Mitchell, RN, IBSN, LHRM
Clinical Director
REACHLIP

When organizations don’t have a trusting relationship, it interferes with client services and then no one is served.
Identification of Potential Stakeholders/Partners

The various ways to identify stakeholders include:

- Conduct a community scan
- Identify organizations with similar mission and goals as your organization.
- Brainstorm with other members of the team on potential contacts and make decisions as a team.
- Ask informants in the community about key stakeholders.
- Consult organizations with prior history with the effort.

Identification of Potential Stakeholders/Partners

Lynn is given the task to identify potential stakeholders in the community for a proposed intervention.
Identification of Potential Stakeholders/Partners

She remembers quotes from a previous meeting.

Click to hear a quote from Vanessa Mishkit

Click to hear a quote from Candice Simon

Tip from an Expert

Vanessa Rowland-Mishkit, RN, BSN, LHRM
Clinical Director
REACH UP

The more questions you ask, the more information you will get. Because you’re not going to know who the real stakeholders are until you start asking those questions. So that means that means you do some research on the community first.
Tip from an Expert

Candice J. Simon, MPH
Public and Community Health Director
REACHUP

Their mission and vision have to align with ours.

Identification of Potential Stakeholders/Partners

She types “how to identify potential stakeholders” into a search box and gets the following result:

- Brainstorm with other members of the team on potential contacts and make decisions as a team
- Identify organizations with similar mission and goals as your organization
  - Consult with organizations with prior history with the proposed effort
  - Ask informants in the community about key stakeholders
  - Research the community or organization

Proceed ☝️
Identification of Potential Stakeholders/Partners

She then calls a community liaison to ask about potential stakeholders in that community for the proposed intervention.

She attends a networking event or a meeting, where she identifies organizations with similar goals through interaction and asking questions.

She then presents her finding to her boss who tells her to initiate contact with one of them.

The Initial Contact

Let's start with...

- Hi! My name is Lynn.

- Cityville has one of the lowest breastfeeding rates in the state, especially among working women.

- I'm Lynn Klein, the breastfeeding program coordinator at Children's Health Org.
The Initial Contact

Great! Let's move on to the next part of your message. If you can make a personal connection, now is the time to do it. This is also a good place to let them know if you've been referred to them by a mutual acquaintance.

Cityville has one of the lowest breastfeeding rates in the state, especially among working women.

I'm Lynn Klein, the breastfeeding program coordinator at Children's Health Org.

Dear Ms. Brown,
I'm Lynn Klein, the breastfeeding program coordinator at Children's Health Org. It was so nice meeting you at the community baby shower last week.

The Initial Contact

Let's start with...

- Hi! My name is Lynn.
- Cityville has one of the lowest breastfeeding rates in the state, especially among working women.
- I'm Lynn Klein, the breastfeeding program coordinator at Children's Health Org.

I'm going to...

- Describe how they should be involved in my program.
- Give a one or two sentence introduction to the organization and project.
- Ask them if they would be willing to meet.
Dear Ms. Brown,

I’m Lynn Klein, the director of Children’s Health at Cityville. We recently decided to further develop our breastfeeding program, after learning that breastfeeding rates in Cityville are far below the state average.

Infants who are breastfed are healthier, and stay healthier as they grow into children. Through partnerships with employers and daycares, we are supporting policies that encourage breastfeeding among Cityville mothers, so that all infants can experience the benefits.

The community baby shower last week.

As you may know, Children’s Health Org has been working on children’s health in Cityville for the past 10 years. We recently decided to further develop our breastfeeding program, after learning that breastfeeding rates in Cityville are far below the state average.

Infants who are breastfed are healthier, and stay healthier as they grow into children. Through partnerships with employers and daycares, we are supporting policies that encourage breastfeeding among Cityville mothers, so that all infants can experience the benefits.

Great! You’ve already introduced yourself, but you also need to introduce your organization.

The Initial Contact

I'm going to...

- Describe how they should be involved in my program.
- Give a one or two sentence introduction to the organization and project.
- Ask them if they would be willing to meet.

The Initial Contact

My ask will be ...

- I hope you will consider adopting policies that encourage breastfeeding in your daycare.
- I’d love to meet with you sometime to discuss the role you could play in this partnership!

Would you be available for a meeting next week to discuss the role you could play in this partnership?

Would you be available for a meeting next week to discuss the role you could play in this partnership?
the community baby shower last week.

As you may know, working on children’s health for years, we recently released breastfeeding program that has raised breastfeeding rate to above average.

Infants who are breastfed are healthier as they grow into children. Through partnerships with employers and day cares, we are supporting policies that encourage breastfeeding among Cityville mothers, so that all infants can experience the benefits.

Would you be available for a meeting next week to discuss the role you could play in this partnership?

Best,
Lynn

The Initial Contact

My ask will be ...

I hope you will consider adopting policies that encourage breastfeeding in your daycare.

I’d love to meet with you sometime to discuss the role you could play in this partnership.

Would you be available for a meeting next week to discuss the role you could play in this partnership?

Completed Email

Dear Ms. Brown,

I’m Lynn Klein, the breastfeeding program coordinator at Children’s Health Org. It was so nice meeting you at the community baby shower last week.

As you may know, Children’s Health Org has been working on children’s health in Cityville for the past 10 years. We recently decided to further develop our breastfeeding program, after learning that breastfeeding rates in Cityville are far below the state average.

Infants who are breastfed are healthier, and stay healthier as they grow into children. Through partnerships with
The First Meeting

Our Mission
The mission of Children's Health Organization is to promote the health of mothers and children in Cityville.

Their Mission
The mission of Smiling Kid Daycare is to promote safe and affordable childcare for mothers, children, and families in Cityville.

The First Meeting

Great! Now that you have determined that this organization's mission aligns with yours we will now talk about the goals and objectives of this new breastfeeding program.

While, Child's Health Organization suggested using these goals/objectives:
- Increase exclusive breastfeeding by 20% among women living in Cityville.
- Have monthly breastfeeding education classes offered to women in Cityville for one year.

Ms Brown suggests these goals/objectives:
- Have walk-in or drop-by hours for women to visit the lactation consultant in the office/clinic.
- Increase the number of mom-friendly spaces to breastpump in Cityville.
Select 2 SMART (Specific, Measurable, Attainable, Relevant, Time-based) goals/objectives for this program from all the goals suggested by the two organizations.

- Have monthly breastfeeding education classes offered to women in Cityville for one year.
- Increase exclusive breastfeeding by 20% among women in Cityville for one year.
- Increase the number of mom-friendly spaces to breast pump in Cityville.
- Have walk-in or drop-by hours for women to visit the lactation consultant in the office/clinic.

Great job! These objectives include the Who, What, When, and By How Much that are needed in SMART objectives.

Continue
Which resources can I offer to my newly established partner? (pick two out of the four)

- Employees (Our organization has a large number of passionate workers (30+))
- Space (Our organization has many offices, and a big conference room)
- Data (Our organization has collected access to important statewise data on breastfeeding)
- Funding (Our organization has received a large grant to support our program)

Great Choices
Great! Now we will look at resources that we believe our partner organization can share with us.

Continue
Which resources from your newly established partner do you think could benefit your organization? (pick two out of the five)

- Funds (Their organization has limited funds)
- Employees (Their organization has a small group of passionate workers, including a lactation specialist)
- Marketing (Their organization has a strong social media presence)
- Space (Their organization has 3-4 offices and a large recreation center)
- Data (Their organization has community-level data)

- Great Choices!
  All of these are great options! Now that we have decided shared resources, we want to set up the structure of the relationship.
  Continue
The First Meeting

Consider the themes you want to address early on. Click the buttons to hear more about why these themes should be prioritized and click the Resources link in the upper right for additional information.

- Open Communication
- Conflict Resolution
- Monthly Meetings to check on the progress of outcomes and measure success
- Setting up a reward system to give thanks for workers who meet expectations

Tip from an Expert

Candice J.T. Simon, MPH
Public and Community Health Director
REACHUP

We definitely make sure that we have an open door policy with everyone. We make sure that they are aware of any changes in our program. Often a lot of changes going on in the world, so we want to make sure that they are aware of what we will do. That plan A, B and C, as always with grants you have to have a plan A, B and C. And this is what we do if we have to use plan B or C or Z or what have you. We always make sure, we try our best to be transparent. We also try to ask the needs of the staff. What can we do to help your job feel better?
Tip from an Expert
Deborah A. Austin, Ph.D.
Director of Community Engagement
REACHUP

Other staff people on the outside, to really make sure that they understand that coming back to a manager and talking about that is not being a snitch. But what it means is that this is an issue that we need to deal with because our credibility is at stake.

Please rank the following themes based on importance from highest to lowest.

1. Open Communication
2. Conflict resolution
3. Monthly Meetings to check on the progress of outcomes and measure success
4. Setting up a reward system to give thanks for workers who meet expectations
Please rank the following themes based on importance from highest to lowest.

1. Open Communication
2. Conflict resolution skills
3. Monthly performance reviews to ensure success
4. Setting up a reward system to give thanks for workers who meet expectations

You've received an e-mail from another organization in the community.

Click the button below to view the e-mail.

Resolving Conflict
- Understand the conflict
- Communicate with the opposition
- Brainstorm possible resolutions
- Choose the best resolution
- Use a third party mediator
- Explore alternatives
- Cope with stressful situations and pressure tactics
To Lynn at Children’s Health Organization:

I want to let you know that we here at W.E.D. are not happy about the fact that you are applying for the Healthy Families Grant. We feel that our organization is the appropriate recipient for this kind of funding, and do not appreciate the competition from one of our partners.

Resolving Conflict

- Understand the conflict
- Communicate with the opposition
- Brainstorm possible resolutions
- Choose the best resolution
- Use a third party mediator
- Explore alternatives
- Cope with stressful situations and pressure tactics

Resolving Conflict

What does our organization really care about in this conflict?
What are the interests of W.E.D.?
Is there a precedent that would convince us that an agreement is fair?
What kinds of agreements might we reach?
Resolving Conflict

To learn more, check out the Community Toolbox.
Keys to Building a Successful Relationship

You will need to:
- Research potential organizations
- Approach stakeholders
- Communicate goals & build trust
- Create mutual objectives
- Manage genuine and open dialogue about concerns, success and potential alterations to original goals
- Move into maintenance of this partnership

References


References


References


Module 4: Maintaining External Relationships

Maintaining Relationships Outside of the Organization

Learning Objectives

1. Be able to list the elements of maintaining a good relationship

2. Provide two examples of how to actively engage community partners

3. Be equipped and empowered to implement skills in maintaining relationships going forward
Components of Maintaining External Relationships

Click each component to learn more. Start with the Relationship Cycle component and then move to Transparency. Continue around the graphic from there.

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Relationship Cycle

“Relationship is a cycle. Sometimes you are closer to someone because you have more in common (Example: shared goals, objectives, missions etc.), and sometimes you are further apart because you focus on other things.” -Amy Haile, Champions for Children
Transparency

- It is important that expectations of the relationship are clear
- Both parties must easily understand expectations
- Both parties need to do what they say they're going to do (not saying one thing in a meeting and then doing something else after)
- One way to help establish transparency is through signed contracts between the parties.

Continual Goal Alignment

Barriers include, but are not limited to:
- Hidden Agendas
- Conflicting Interests
- Envy and/or Sabotage
**Scenario:** Camilla, from CHO has established a collaborative relationship with the health department in order to alleviate a common community problem. Camilla knows that she is going to have to delegate duties to another staff member who will be primarily responsible for maintaining this relationship going forward. She has a few options:

Hover over each staff member to learn more about them.

Who would you pick?
Click the employee you think is best suited for this situation.

---

She first thinks of Josh. Josh has been asking about the health department because he needs to complete an assignment for his internship, and getting an inside look at the organization would be sure to get him an A.

Hover over each staff member to learn more about them.

Who would you pick?
Click the employee you think is best suited for this situation.
Then there's Lynn. She used to work at the health department many years ago, so she would know some useful information.

Hover over each staff member to learn more about them.

Who would you pick?
Click the employee you think is best suited for this situation.

Her next option is Andrew, who could easily facilitate this relationship because his mom's best friend (and his former supervisor for licensure) is in a leadership role in the organization.

Hover over each staff member to learn more about them.

Who would you pick?
Click the employee you think is best suited for this situation.
Finally, there's Shavon, who has no known connections to the organization, as she just moved to the area a year ago. But, she does display excellent written and verbal communication skills.

Hover over each staff member to learn more about them.

Who would you pick?
Click the employee you think is best suited for this situation.

Since it's been a long time now since she has worked there, she does not know current personnel policy of the organization really well, but she has a solid grasp on the partnering company's goals, mission, vision, functioning, and reputation. She left on good terms. If potential problems can be minimized, if not eliminated, she might be the best choice.

(Best choice)

Hover over each staff member to learn more about them.

Continue

Who would you pick?
Click the employee you think is best suited for this situation.
Continual Goal Alignment

It is important to make sure missions of organizations do not have conflicting interests
- Periodically reassess mission outlook
- Tackle problems, don't avoid them
- Is funding an issue?
- Have a conversation

Continual Mutually Beneficial Relationship

- Relationships can be uneven, but make sure all partners agree to the allocation of work.
- Example - create an MOU between partners and revisit every 6 months or once a year
- Be mindful of partner organizations' resources - don't overtax them or your own organization
Upholding Trust

- Trust is the glue that holds relationships together
- Ensures open communication
- Ways to enhance trust:
  - Always uphold commitments
  - Never make promises you can't keep
  - Show respect and appreciation
  - Send updates on agency progress
  - Keep all parties informed of changes
- Make all parties feel they have equal value within the relationship

Tip from an Expert

Deborah A. Austin, Ph.D.
Director of Community Engagement
REACHUP

Some of the primary elements of a trustful relationship is that, as I said, that you do what you say. That you don't over extend yourself and make promises to the community that you can't keep. And that community members are always involved in planning and execution. And in that way there is community buy-in and community input. So when it comes to trust, it's not just we trust them, it's also we trust ourselves. Because we are doing this together.
Consistent Communication

- “Open-door” policy
  - Convey information about organizational changes
- Communication as a system
  - Open and closed systems
- “Unsolicited acts of kindness”
  - Gestures to maintain communication
  - Thank you cards, gifts etc.
- Barriers - not being invited to meetings, being left of emails, etc. start breakdown of relationship

Tip from an Expert

Candice J.T. Simon, MPH
Public and Community Health Director
REACHUP

We definitely make sure that we have an open door policy with everyone. We make sure that they are aware of any changes in our program. There’s a lot of changes going on in the world, so we want to make sure that there are aware of what we will do.
When to Cut Ties

- Missions, goals and/or values no longer align
- Unwillingness to evolve
- Reluctant to undergo self-reflection
- The terms of the contract are no longer being maintained
- The relationship is more work than benefit

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Give Thanks. (A Story)

My practice of writing over 30,000 thank you notes during my tenure as CEO of Campbell Soup Company is somewhat well known. But this important ritual of giving thanks began way back when I was working to find a new job in the Spring of 1984 “after being suddenly fired from my job as the Director of Marketing for the Parker Brothers Toy & Game Company. I was devastated — I had two small children and one very large mortgage and I felt every bit the victim. I’ve written a lot about the many lessons I learned from this experience but one of the most crucial was the community-building power of **honoring others**. I learned this from one of the most influential people in my leadership journey “an inspiring outplacement person assigned to me after I was fired, named Neil MacKenna. Neil was a spirited, crusty New Englander who wouldn’t let me inhabit the role of the victim for a second. With Neil’s guidance, I learned that in business, as in life, we can’t make it alone.

You see, early in my career, I was shy and reserved. Diligent, hard-working, driven to succeed, yes “but I kept my head down and did my work quietly. I isolated myself. As a result, I was sadly disconnected to the business world when I lost my job, and lacked the skills to build a network. Neil honed in on this and began equipping me with the tools to build a **community**.

Applying Neil’s advice, I got the name of every single person with whom I interacted, from the head of the company to the receptionist. Even after I secured my next job, I kept in touch with all the people I’d met along the way, maintaining thoughtful relationships, and vigilantly trying to be helpful in return. Through the practice of connecting with people, honoring them, and thanking them for their contributions, I found myself with an ever-growing group of people who genuinely wanted to help me, and who knew I would do the same for them. Over the years, I’m happy to say I’ve had the opportunity to repay their kindness many times. And, I’ve developed a life-long habit of giving thanks, which has helped me immensely in building productive communities of people as a leader in the corporate world. **The harder you work to make people feel valued, the harder they will work for the enterprise.** And, when you thank people for meeting or exceeding agreed upon goals, you are also reinforcing the high standards of your organization in a thoughtful way. Meaningful gratitude is at the heart of any effectively thriving community!

From : Conant, D. R. 2014. 3 things leaders must do to build meaningful communities. https://conantleadership.com/3-things-leaders-must-build-meaningful-communities/
SAMPLE MEMORANDUM OF UNDERSTANDING and LETTER OF INTENT

MEMORANDUM OF UNDERSTANDING

Between:

____________________________________________________________________

and

____________________________________________________________________

The Parties to this Memorandum of Understanding (MoU) agree to the following:

Article 1: Purpose and Scope

Article 2: Conditions and Arrangements

Article 3: Timing

Article 4: Future cooperation

The present MoU describes the general conditions and arrangements for future cooperation between the parties. It is not legally binding on the parties. The exact terms and conditions of this future cooperation will be negotiated in due course and laid down in a contract, should circumstances permit.

Signature: ___________________________  Signature: ___________________________

For and on behalf of: ___________________________  For and on behalf of: ___________________________

Date: ___________________________  Date: ___________________________
Introductory Meeting and Discussion Follow Up

Based upon the initial discussion and the common interest elements identified, follow up with suggestions for next steps.

- **Send a meeting “thank you”** via email, snail mail, or phone. This also provides an opportunity to add a follow up information or materials that were discussed at the meeting.

- **Set a second meeting data** with an agenda based upon what the initial produced in common. Prepare for this meeting by determining the priority for your organization and what resources—information, funding access or actual dollars, subject matter experts or case examples—available for the area(s) identified. Think about potential ways to work together that would be mutually beneficial.

- **Define a shared action plan.** Make certain to outline specific tasks and objectives with a timeframe and be clear about responsibilities. Be SMART—Specific, Measureable, Appropriate, Realistic, and Time-framed.\(^8\)

- **Communicate progress** and share small—and large—successes. Through the regular communication, identify any needs for changes to the action plan and ensure that partners’ needs are met. Address barriers or other issues early to develop solutions.

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\(^8\) Partnership Tool Kit, Division of Partnerships and Strategic Alliances, National Center for Health Marketing, CCHIS, CDC. P65


Community health partnerships: Tools and information for development and support