The Why & How of Sustaining Community-University Health Research Partnerships

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Community-Campus Partnerships for Health

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Agenda

- Some background on CCPH
- CBPR – what, why & how?
- What's working & not working
- Sustaining CBPR partnerships & outcomes
- Resources
Mission

To promote health (broadly defined) through partnerships between communities and higher educational institutions
Goals

- **Mobilize knowledge, wisdom & experience** in communities and in academic institutions to solve pressing health, social, environmental & economic challenges

- **Build capacity** of communities & higher educational institutions to engage each other in authentic partnerships that balance power, share resources & work towards systems change

- **Ensure community-driven social change** is central to the work of community-academic partnerships
There is no “one” definition of community

- Geography
- Age
- Ethnicity
- Gender
- Sexual orientation
- Disability, illness or health condition
- Common interest or cause
- Shared values or norms
Defining “community” is more about the process of asking questions than about a strict definition of who “is” community or “represents” community:

- Are those most affected by the problem at the table?
- Are those who have a stake in the issue being addressed at the table?
- Are those with resources (e.g., knowledge, connections, funding) needed to address the issue at the table?
- Do they play decision making roles?
Continuum of Community-Engaged Research

Community-Driven Partnerships
Action is primary

Community-Based Participatory Research
Action & Research in balance

University-Driven Research
Research is primary
What is CBPR?

“A collaborative approach to research that equitably involves all partners in the research process and recognizes the unique strengths that each brings. CBPR begins with a research topic of importance to the community and has the aim of combining knowledge with action and achieving social change...”

W.K. Kellogg Foundation, 2001
Why Do CBPR?

Historically, research has…

Rarely directly benefited and sometimes actually harmed the communities involved
Excluded them from influence over the research process
Resulted in understandable distrust of, and reluctance to participate in, research
Been labeled by communities as parachute, helicopter or drive-by research
Why Do CBPR?

Health interventions have often not been as effective as they could be…

Not tailored to the concerns & cultures of participants

Rarely include participants in all aspects of intervention design, implementation & evaluation

Focused narrowly on individual behavior change with less attention to broader social & structural issues
Community-Campus Partnerships
What’s Not Working

“Many communities start getting into doing this kind of research with academics because the funding is there. But oftentimes, before any common ground is established through someone who can serve as a bridge/translator between both sides, the study moves forward and the community is left with a different understanding of what was supposed to happen.”

~Vince Crisostomo, GUAM HIV/AIDS Network Project/Pacific Island Jurisdictions AIDS Action Group, Arlington, VA
Community-Campus Partnerships

What’s Not Working

- No community engagement as project/proposal is developed
- Inequitable distribution of power and resources
- Decisions made “behind closed doors”
- Grants require community, but funding goes to institution
- Lack of partner commitment to the community’s future
- Researchers not community or culturally competent
- No guidelines for funders and peer reviewers
- No planning for sustainability, no exit strategy
- Community lacks infrastructure to fully engage
“We had heard horror stories about universities being there just for the money. My experience has been that the university was there for the community, to share knowledge, not to empower per se. The university wanted the knowledge gained would be given to others. We have had a long history of working together. We decided to focus on a new opportunity, and decided that this time the community would be a major decision maker in the process of project design. Our role as a co-applicant was as a facilitator to get the community involved, the women directly affected.”

~ Lola Sablos Santos, Guam Communications Network, Long Beach, CA
Characteristics of Success


- Partnership is formed to address genuine community concern and addresses strategic partner issues, not to get a grant
- Partnership builds on prior positive relationships, trust
- Partnership involves organizations and individuals as partners
- Partnership starts small, with community leaders/CBOs that have history of engagement and are well respected
- Partnership explicitly defines who is “the community” and who “represents” the community
Characteristics of Success


- Partnership has structures and processes that encourage sharing influence and control
  - Jointly developed principles & operating procedures
  - Common vision & mutually defined issues, goals, objectives
  - Democratic, participatory processes and consensus decision-making
  - Ongoing evaluation of partnership process
Characteristics of Success


- Leadership (core group or one visionary)
  - Boundary-spanners that understand & appreciate other perspectives, are comfortable sharing ideas, resources & power
  - Clear vision with flexible approaches
  - Motivate members to participate and contribute
  - Structure fair and productive interactions
  - Negotiate among people & organizations with diverse agendas
  - Maintain and communicate enthusiasm
Sustainability & CBPR

We all struggle with *what is next?*
We work hard to complete the research but then are challenged to find the resources to *sustain partnerships* and build on the research to *create change*
Citation for Presentation

Unit 7: Unpacking Sustainability in CBPR Partnerships
Sarah Flicker, Robert McGranaghan and Ann-Gel Palermo
http://www.cbprcurriculum.info

Learning Objectives
1. Examine the multiple meanings of “sustainability” to CBPR partnerships
2. Identify the role of a participatory, formative evaluation in improving and sustaining the partnership
3. Examine factors that can help and hinder sustainability and choose which are most important to your partnership
4. Develop criteria for determining which efforts to continue
5. Learn effective strategies for weathering change
6. Understand that partnerships evolve and in some cases need to dissolve
What Does Sustainability Mean to Your Partnership?

Exercise 7.2.1., www.cbprcurriculum.info

1. Does it mean a continuing relationship and discussion among CBPR partners and organizations?
2. Does it mean continuing a program or intervention from a CBPR partnership or project?
3. Does it mean changes in a policy or system that addresses a root cause of the issue examined by a CBPR partnership or project?
4. Does it mean an increase in community capacity to conduct their own research?
5. Does it mean the sustaining of outcomes achieved by a CBPR project or intervention?
6. Does it mean sustained funding over a specified period?
What Does Sustainability Mean to Your Partnership?

Cultural Wellness Center, 2011

EXISTING MODEL OF MATERIAL WEALTH/ECONOMICS/ACCOUNTABILITY/SUSTAINABILITY

Financial assets, money, cash
Property
Things
Intelligence
Employment Skills
Jobs
Access, Leverage
Worthiness
Hierarchical
Money buys things and opportunity
What Does Sustainability Mean to Your Partnership?

Cultural Wellness Center, 2011

NEW MODEL OF COLLECTIVE ACCOUNTABILITY/ SUSTAINABILITY

People
Community relationships, family and friends
Human skills and knowledge
Spirituality
History/shared history/knowledge of each other's history
Credibility/Reputation
Organized around love and respect
Based in communities rather than economic institutions/systems
Circular or web-like
Sharing and bartering among members of the community
Three Broad Dimensions of Sustainability


1. Sustaining relationships and commitments among the partners involved

2. Sustaining the knowledge, capacity and values generated from the partnership

3. Sustaining funding, staff, programs, policy changes and the partnership itself.
Sustaining relationships and commitments among the partners involved

Challenges:
- Lack of Time and Resources
- Sharing Reduced Resources
- Maintaining Morale and Energy

Facilitating Factors or Strategies for Overcoming Challenges:
- Development and Adherence to Collaborative Principles
- Combination of Structure and Flexibility in Rules Governing Partnerships
- Long-term Commitment and “Right People Around the Table”
- Champions
- Building New Relationships
- Clear Community Benefit
Sustaining the knowledge, capacity and values generated from the partnership

**Challenges:**
- Limited Time and Resources
- Lack of Broader Awareness of CBPR

**Facilitating Factors:**
- Collaboration Principles and Critical Self-reflection
- Power Through Organizational Affiliation
- Ongoing Institutional and Organizational Structures
- Recognition of Community Knowledge and Skills
Three Broad Dimensions of Sustainability


Sustaining funding, staff, programs, policy changes and the partnership itself

Challenges:
- Funding of Infrastructure for CBPR and Noncategorical Programs is Rare
- Insufficient Time to Complete Research to Translation Cycle

Facilitating Factors:
- Bridging Funds
- Institutional Base and Flexibility in Funding
- Partner Organizations Continue Programs
- Continuous Planning and Reorganization to Reflect Realities
Principles of Partnership

Partnerships form to serve a specific purpose and may take on new goals over time.
Partners have agreed upon mission, values, goals, measurable outcomes and accountability for the partnership.
The relationship between partners is characterized by mutual trust, respect, genuineness, and commitment.
The partnership builds upon identified strengths and assets, but also works to address needs and increase capacity of all partners.
The partnership balances power among partners and enables resources among partners to be shared.
Principles of Partnership

CCPH board of directors, 1998 & 2006

- Partners make clear and open communication an ongoing priority by striving to understand each other's needs and self-interests, and developing a common language.
- Principles and processes for the partnership are established with the input and agreement of all partners, especially for decision-making and conflict resolution.
- There is feedback among all stakeholders in the partnership, with the goal of continuously improving the partnership and its outcomes.
- Partners share the benefits of the partnership's accomplishments.
- Partnerships can dissolve and need to plan a process for closure.
1. Quality processes

“We are not just talking about a process that involves partners. There needs to be a process of shared decision making.”

~ Ella Greene-Moton, Flint, MI

Relationship focused…open, honest and respectful….trust-building…acknowledging of history…committed to mutual learning…sharing credit
2. Meaningful outcomes that are tangible and relevant to communities

“OK, we can work together on community-based participatory research, but only if you support our kids in the pipeline. Bring them to campus for programs, teach them skills they use to be more marketable, give them academic credit.”

~ Vickie Ybarra, Toppenish, WA

Eliminating health disparities…affordable housing…education, economic development…
3. Transformation at multiple levels

“We build social capital when we’re doing this work. We don’t often talk about that.”

~ Douglas Taylor, Atlanta, GA

- Personal transformation, including self reflection and heightened political consciousness
- Institutional transformation, including changing policies and systems
- Community transformation, including community capacity building
- Transformation of science and knowledge, including how knowledge is generated, used and valued and what constitutes “evidence”
- Political transformation, including social justice
Community Impact Statement Process

http://bit.ly/gB03gh

Preparing the Ground

Making the Connections/Building the Relationships

Doing the Work

The Harvest: Evaluation/Dissemination/Policy Implications/Completion
Online Reports & Toolkits
Developing & Sustaining CBPR Partnerships
CES4Health.info
Community-Engaged Scholarship

CCPH Member Interest Groups
CTSAs
Community partners

Social Media Tools
Electronic discussion groups
Twitter
    CCPP2010
    CBPRjobs
    CCPHconference
Facebook
LinkedIn

CCPH Annual Award
Upcoming Events

Community-University Partnerships: Bringing Global Perspectives to Local Action, May 10-14, 2011, Waterloo Region ON, Canada

Supporting Community-Engaged Faculty, Graduate Students and Post-Docs, Nov 2011, Washington DC (American Public Health Association conference)

Community-Campus Partnerships as a Strategy for Social Justice: Where We’ve Been & Where We Need to Go, Apr 18-21, 2012, Houston, TX USA

www.ccph.info
Community-Campus Partnerships for Health

We invite you to join a growing network of communities & campuses that are collaborating to promote health

Contact us by phone 206-666-3406 or email at info@ccph.info or visit us online at www.ccph.info