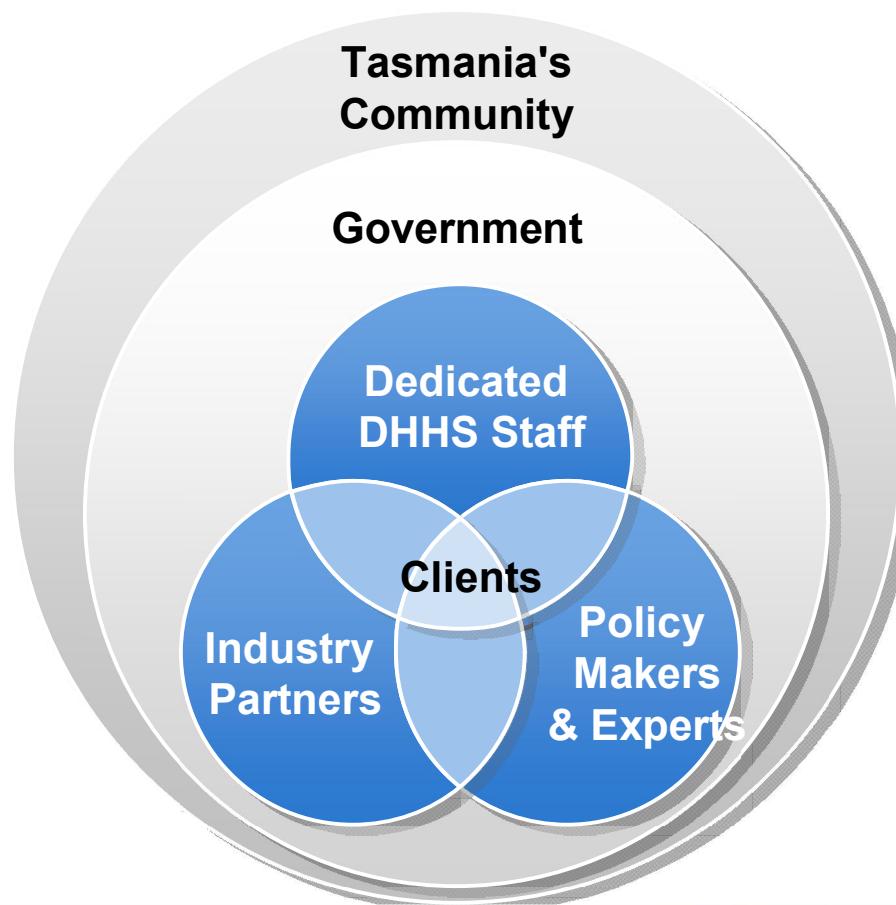


Partnerships – The key to building a strong care system

David Roberts, Secretary/CEO DHHS



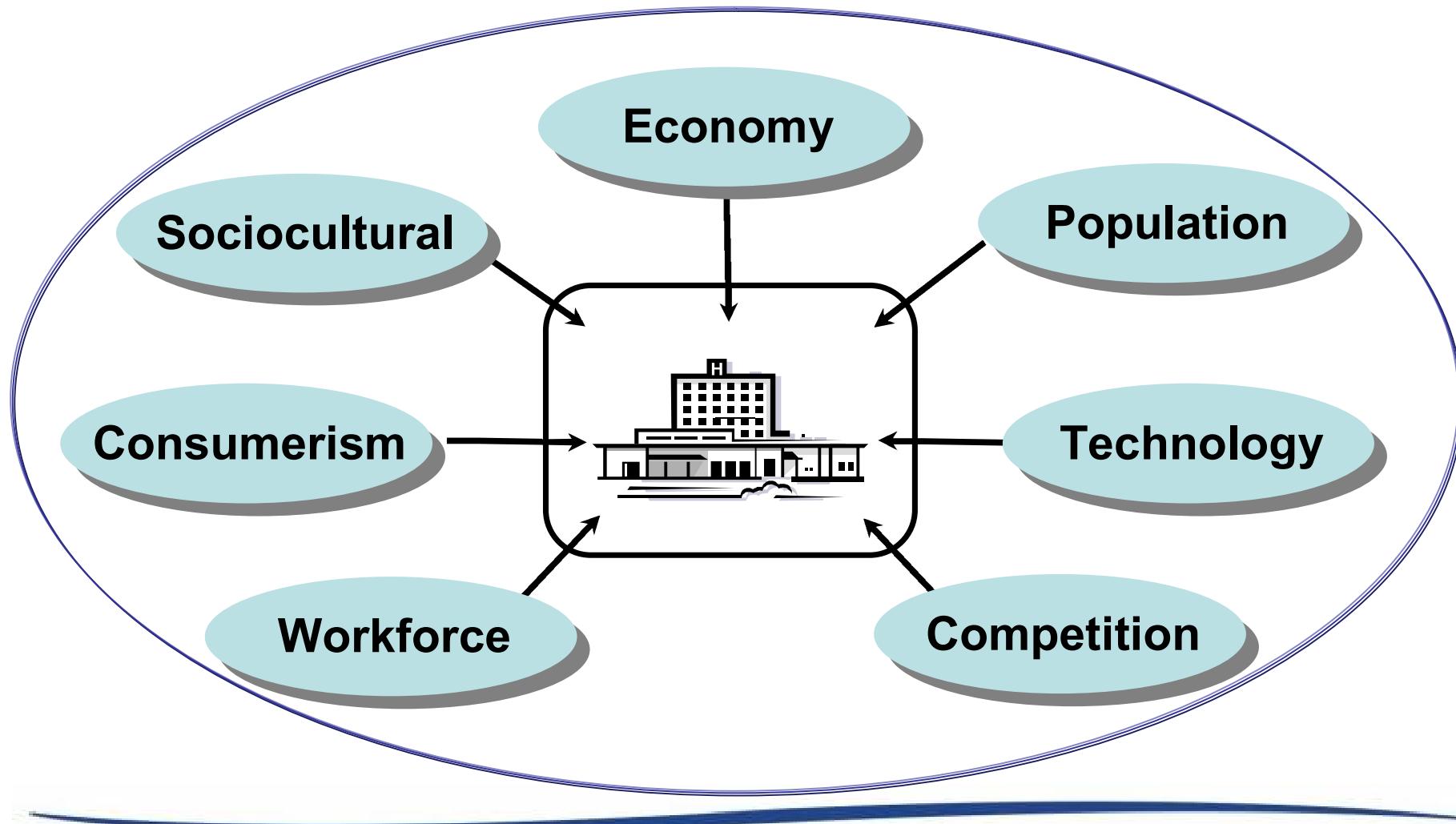
The change Agenda before us



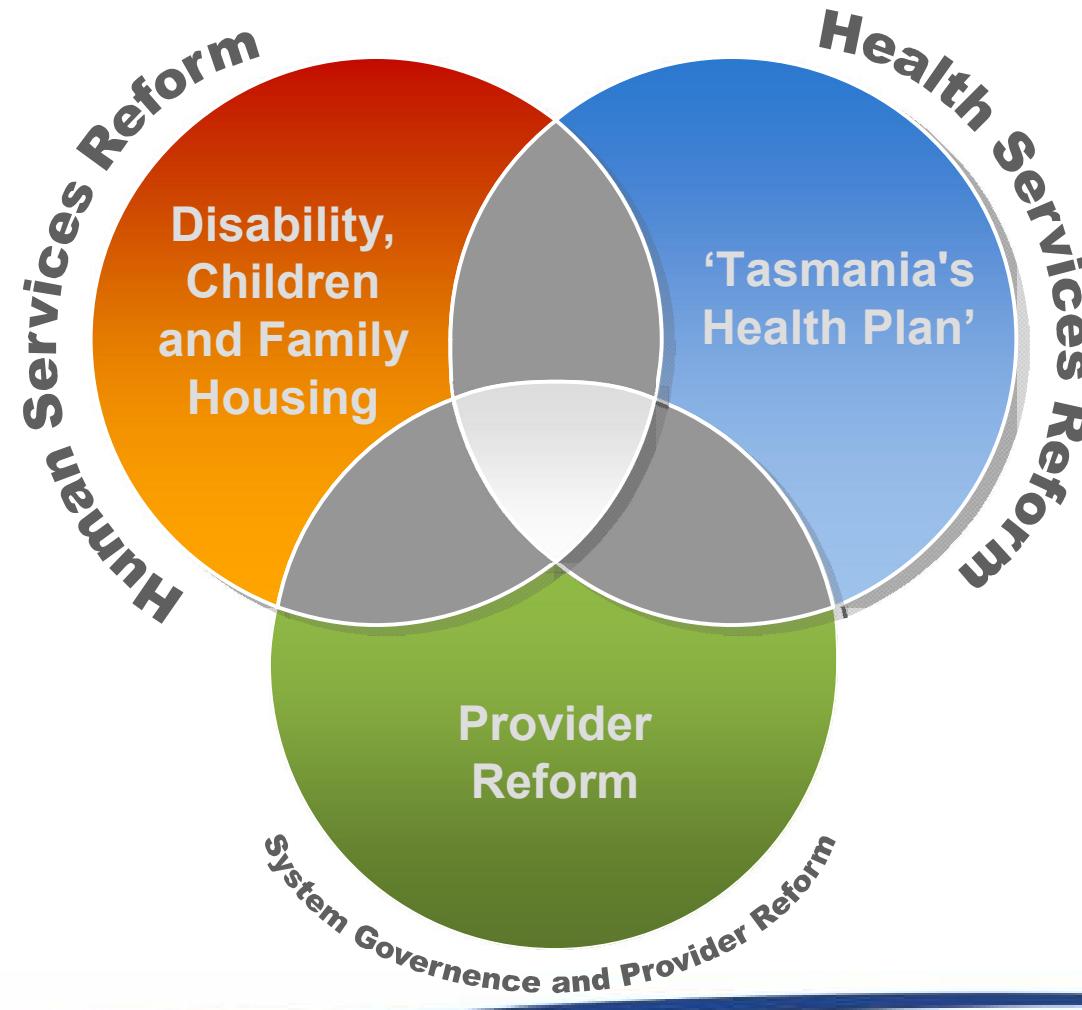
Context

- DHHS fund 229 out of about 360 non government organisations
- Total of 443 service agreements
- Grants value \$148 million (2007-08) – Range: Smallest \$1200, largest over \$10 million
- \$\$ invested: 41% disability services, 21% child and families. Remainder comprise HACC, SAAP, MHS, ADS, Primary Health, Pop Health
- 89 Service types
- Community sector employees over 8,000 people and engages over 15,000 volunteers

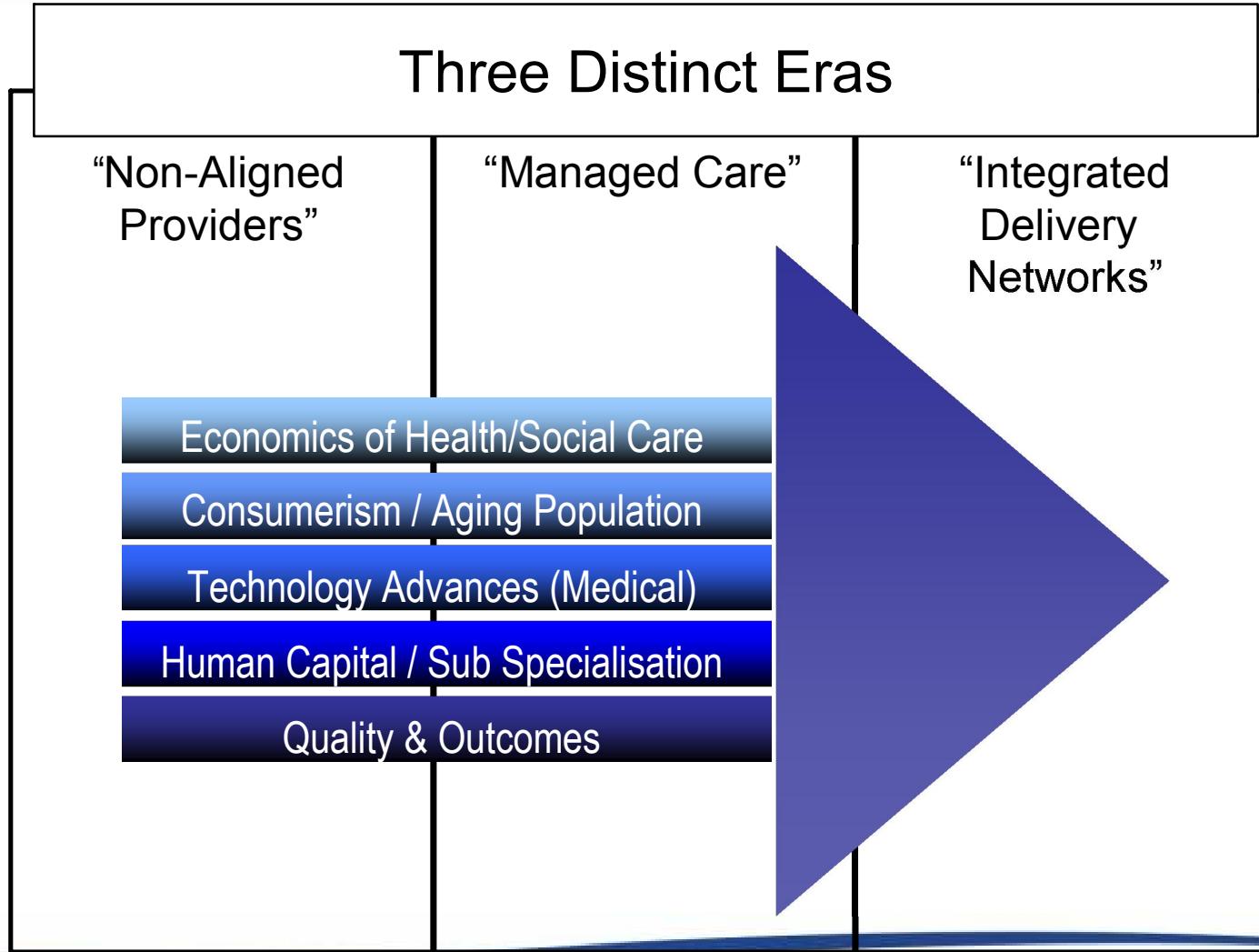
Factors influencing 'health and social care systems'

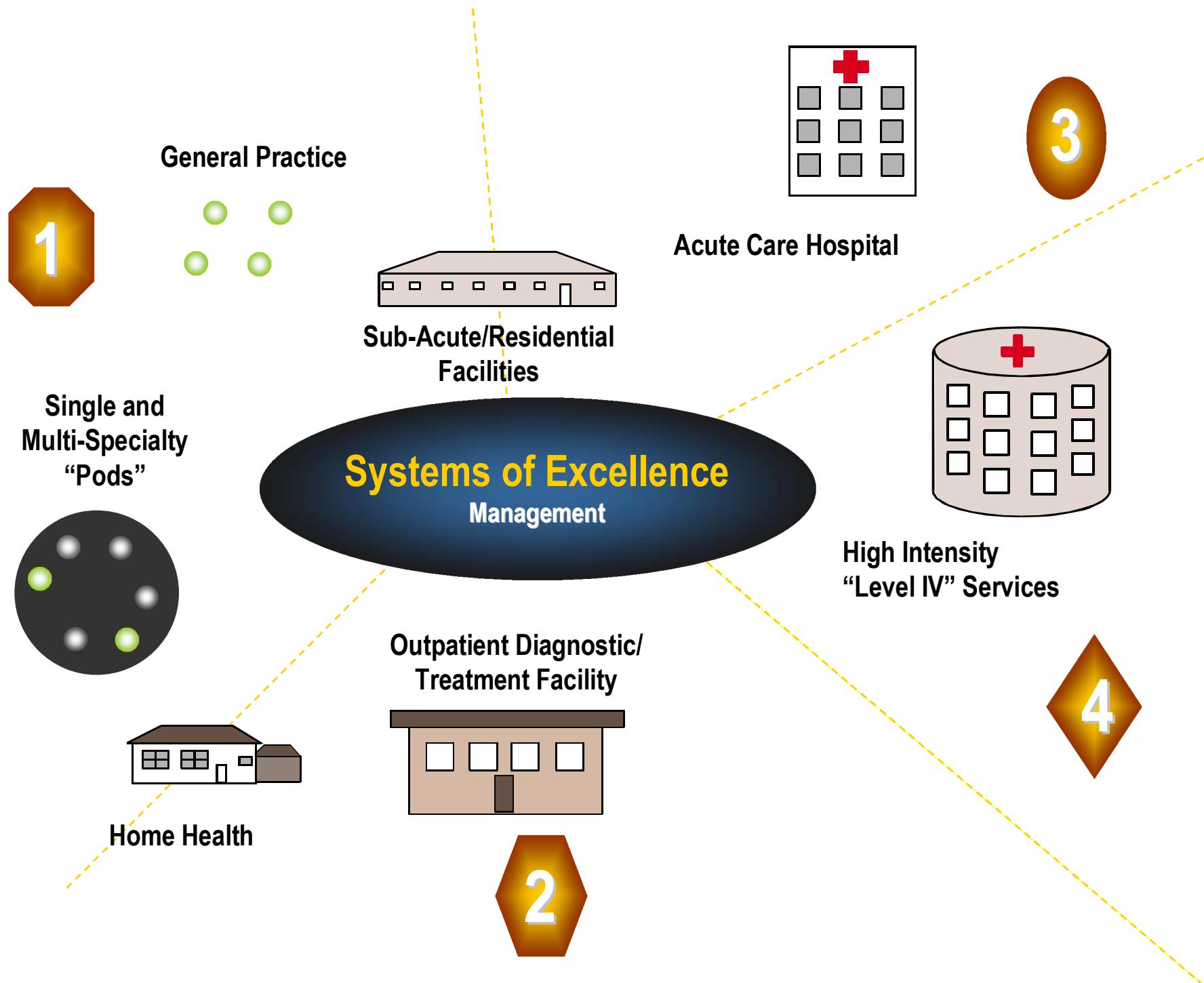


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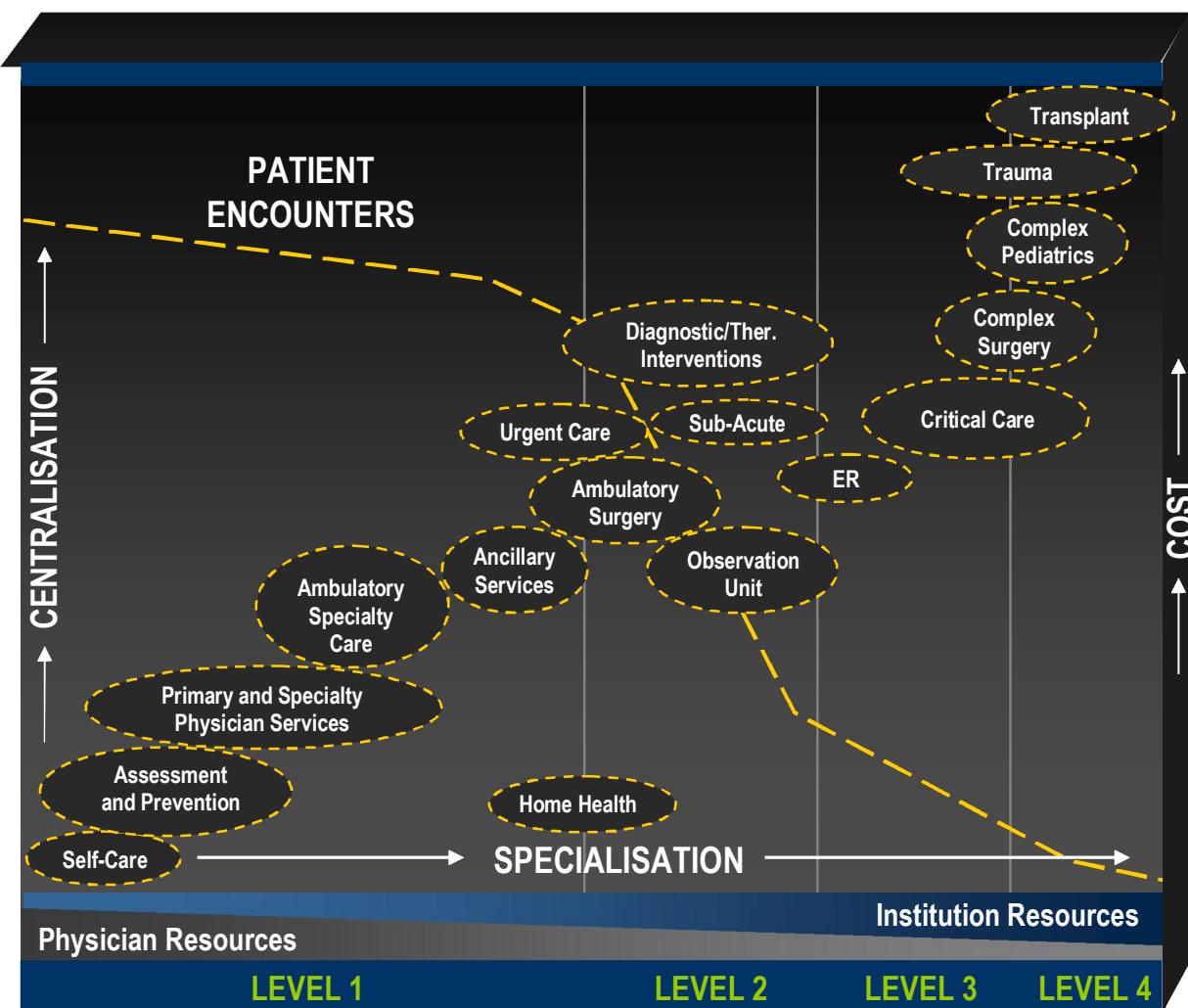


Health System Overview

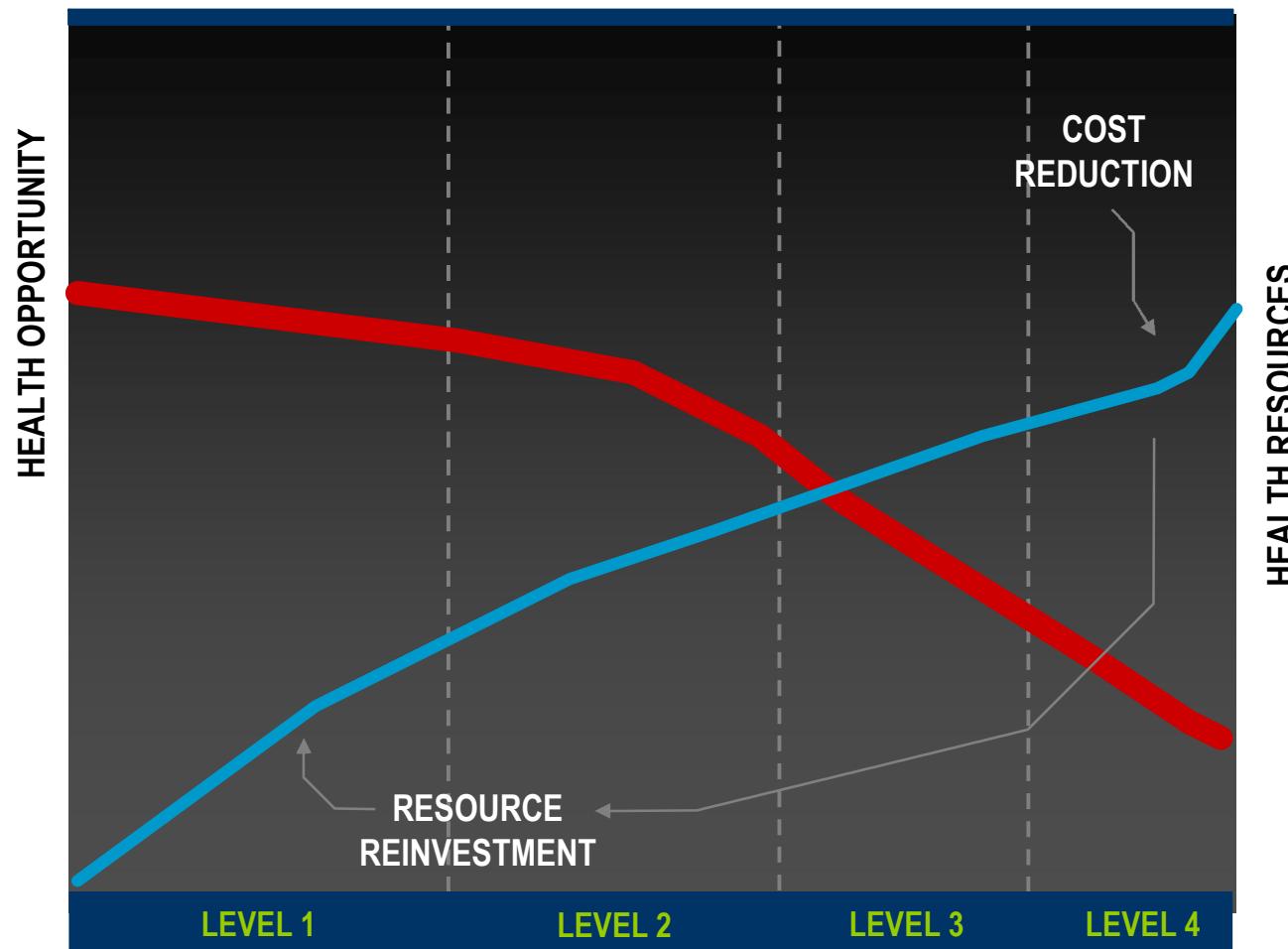




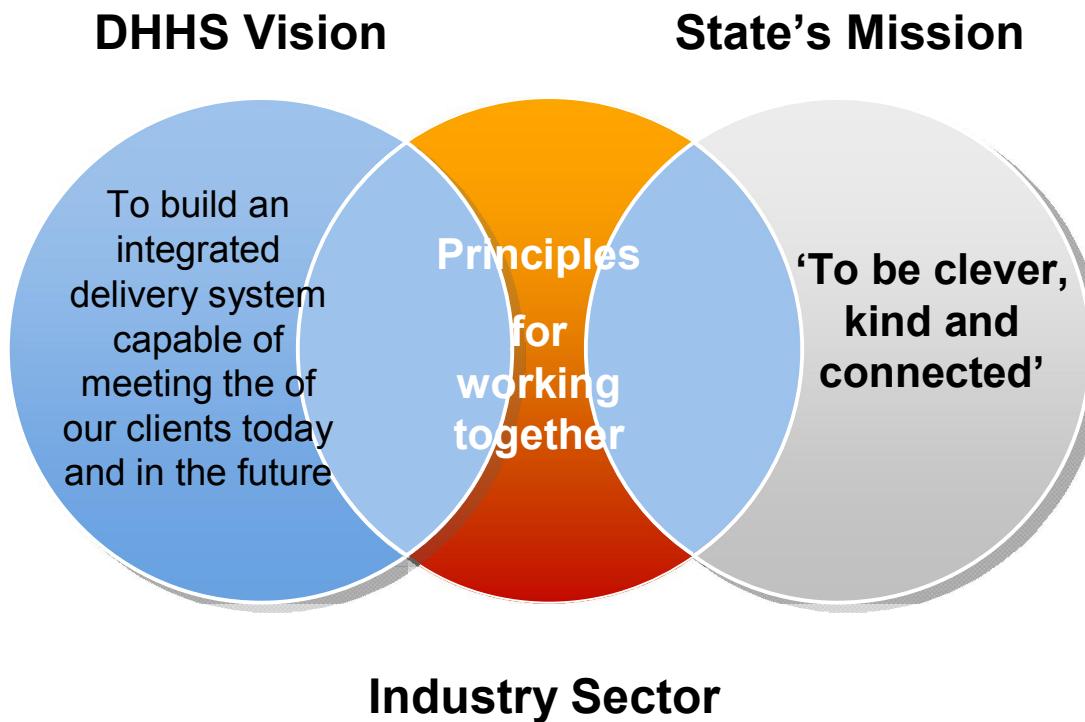
The Continuum of Care



The Continuum of Care



Vision Statement



partnerships - a possible response

- Given the complexity no one organization alone holds the answers
- Strategic management in each organization must incorporate the goals of different players rather than focusing solely on self-interests
- Organizations must become co-participants in reshaping the environment
- The public, private and non-profit sectors are increasingly turning to collaborative ventures to meet the complexities of service delivery

dhhs: partnership's

We are all going to have to work together on:

- Finding and developing new ways of working
- Creating a new culture around attitudes and values

“It’s our job to care for people and to find the best way of doing it”

partnerships in other jurisdictions

- All Australian jurisdictions (except Tasmania) have compacts between the community sector and State Government
- Australian Government has commenced a dialogue with the Sector and State Governments
- Canada – Voluntary Sector Initiative – joint initiative to strengthen the capacity of the voluntary sector – Accord developed 2001
- New Zealand – Communities and Government – building a closer working relationship
- United Kingdom – Compact: getting it right together - 1998

But the model is changing!

- Each sector has a comparative advantage at the tasks that fall under its jurisdiction.
- The tasks within each sector have commonalities that lend themselves to that sector's core competency.
- Each sector can be further broken down into industries or areas focusing on a specific market need.
- However, organisations are growing to realise that much value can be created by working with organizations out of their core industry, or even outside their given sector.

How can we take advantage of this?

a continuum of partnership possibilities

- At the less involved end - mutual service consortia in which similar organisations in similar industries pool their resources to gain a benefit which is too costly to acquire on their own.
- Adding layers - brings about joint ventures, where the organisations pursue opportunities that require the separate core competencies of both partners (e.g. one partner's marketing expertise and the other's distribution network).
- At the far end - value-chain collaborations. Here partners from different industries with different, but complementary skills join up to create value.

(Kanter, 1994)

Collaboration is becoming a strong driver

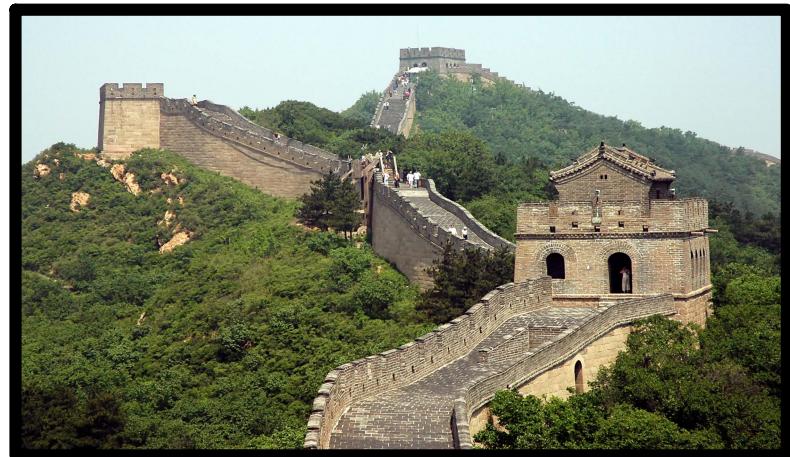
Collaboration is “a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible”
(Gray 1989, p.5).

Collaboration and team working has become a strong driver

- Rather than simply cooperating, businesses are broadening and deepening the relationship by collaborating and partnering
- Creating entirely new organisational forms which take on a life of their own becoming larger than the sum of their parts.
- These businesses rely heavily on each others linkages as they need networks to provide knowledge and connections
- Larger organisations gain access to innovation by working with smaller ones
- Small organisations benefit from the economies of scale and the reach of larger ones.

Lesson from History

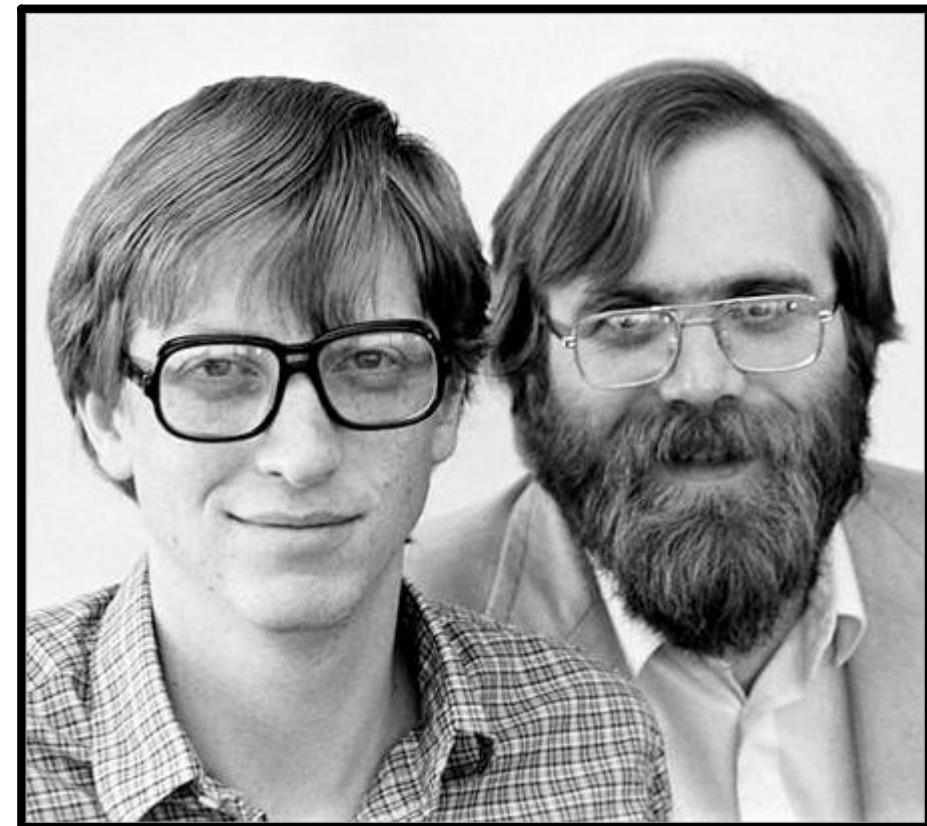
Great achievements made through people working together with a shared vision



Successful teams working together!

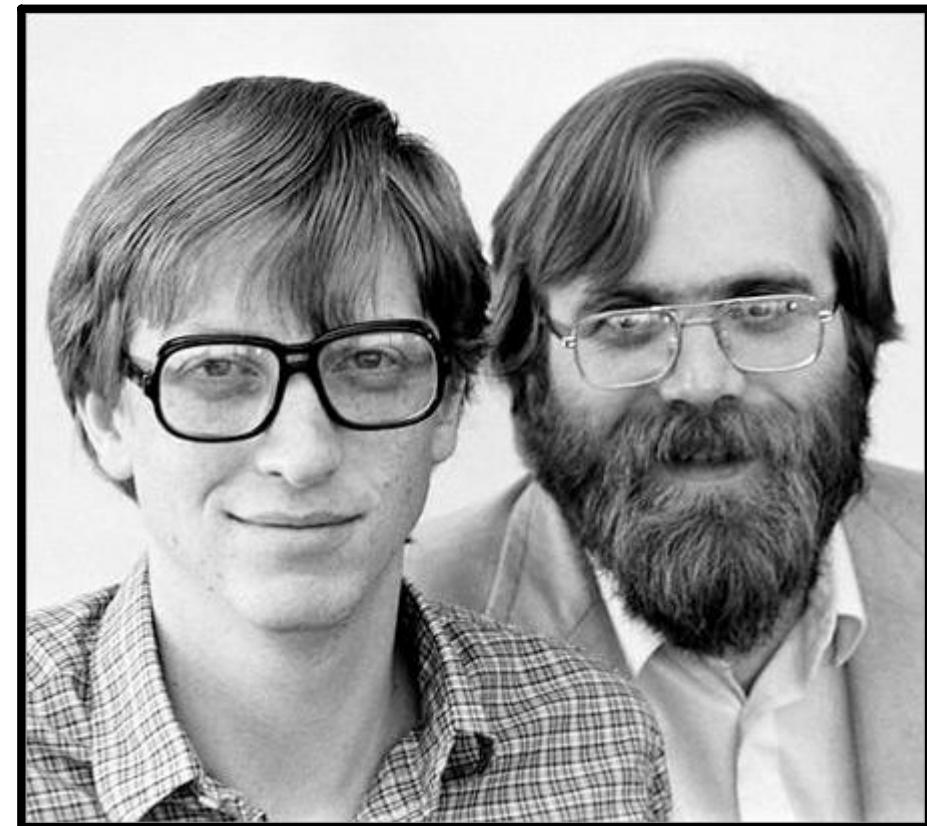


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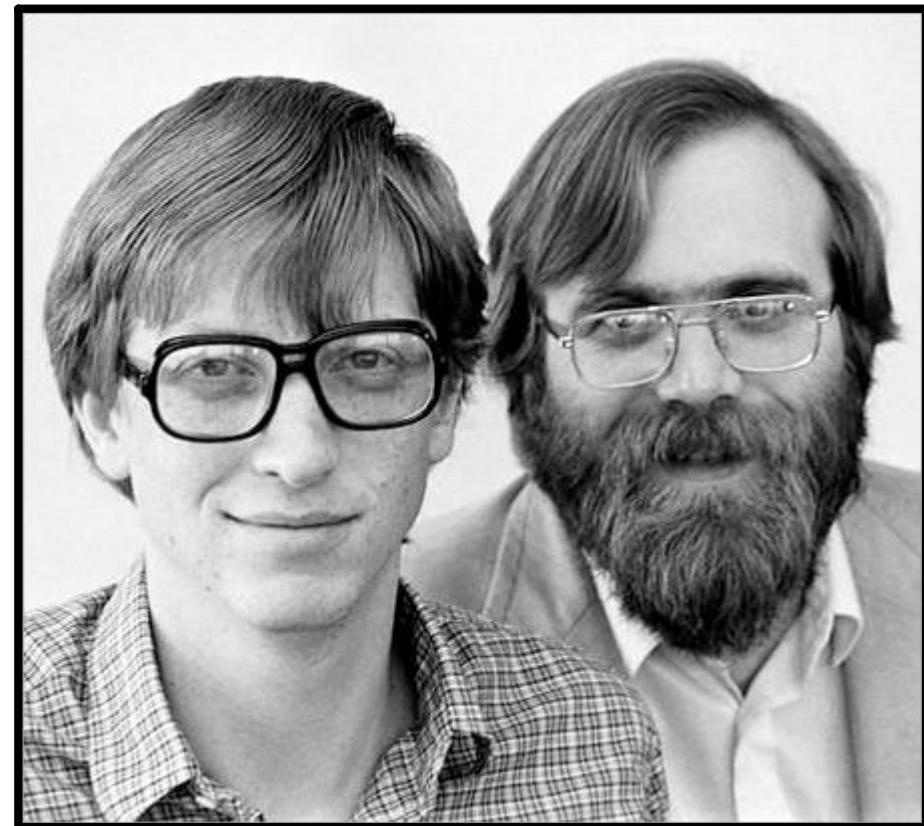
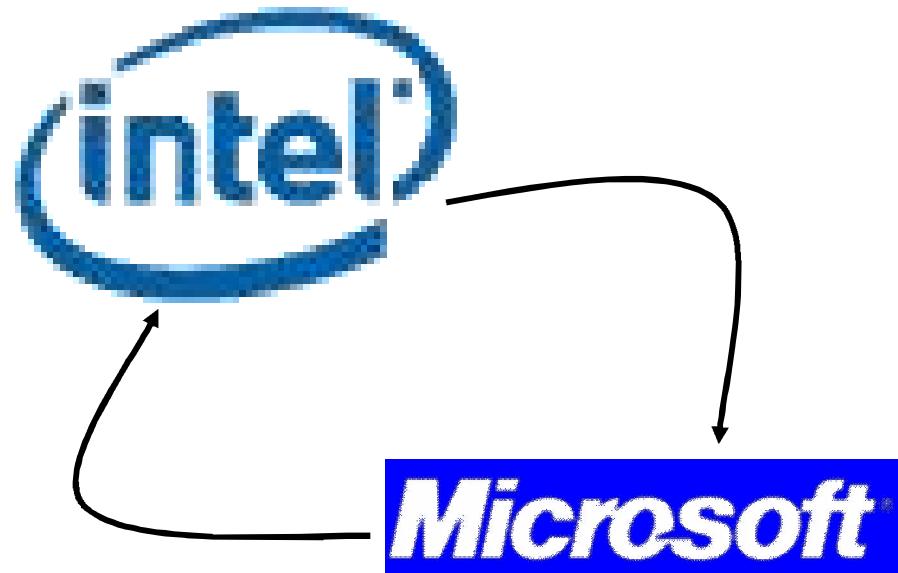
The change Agenda before us

- Bill Gates and Paul Allen

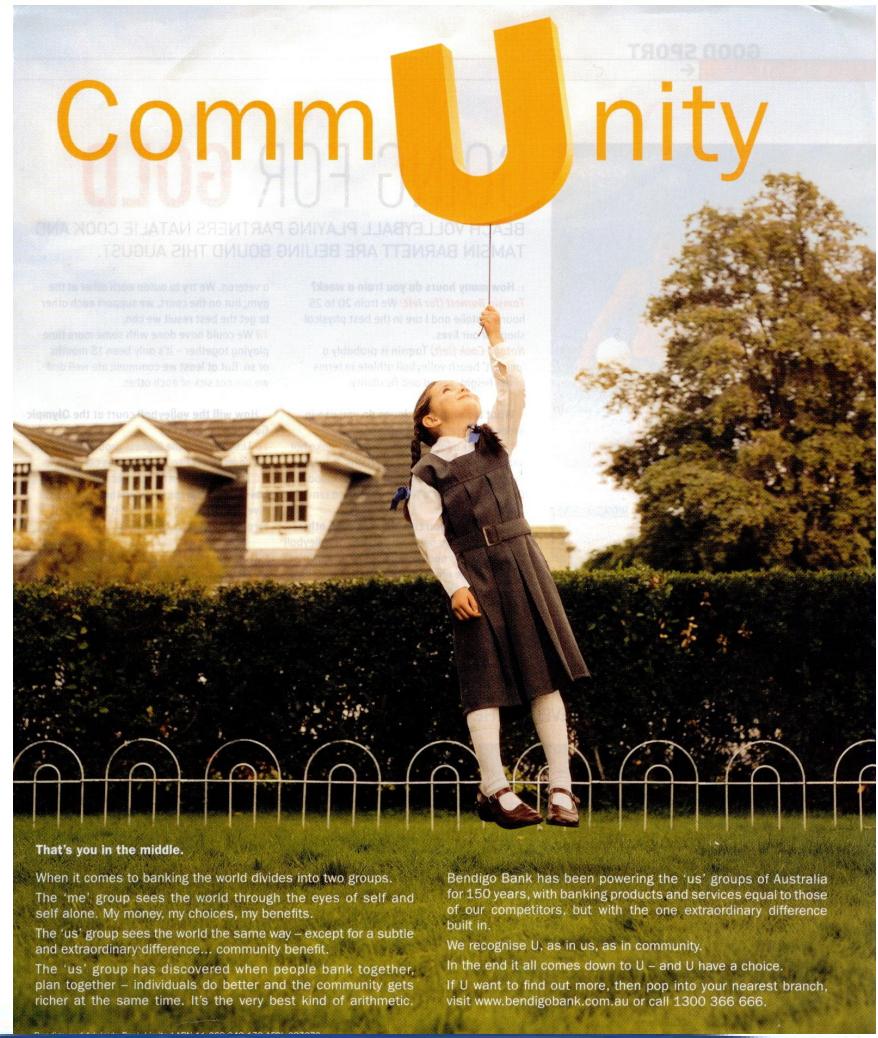


The change Agenda before us

- Bill Gates and Paul Allen



Successful
communities can
also achieve great
things when they
want to



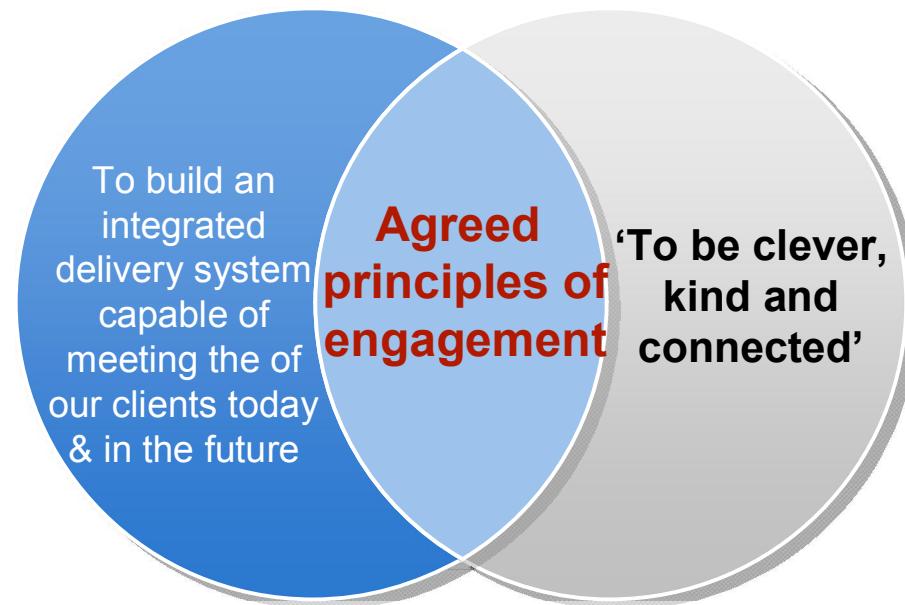
five phases of partnership

- **Courtship** - discover the potential for partnership. Success will depend on these executives accurately evaluating each other on all levels
- **Engagement** - make plans and finalize details, initiating the push of the relationship from the top level down to the institution
- **Housekeeping** - operational and cultural differences will come to light. Communication and respect are critical to building trust, recognizing differences and working through the process of stabilizing partnership procedures.
- **Learning to collaborate** - establish, stabilize and mature the collaboration, there must be a great deal of interpersonal integration at all levels.
- **Internal change and adaptation** - institutionalise the collaboration

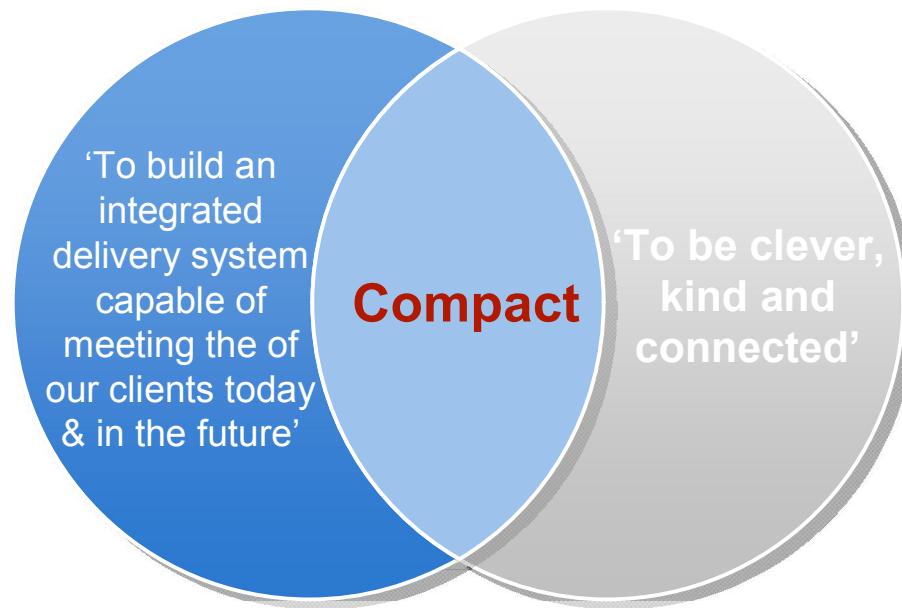
maintaining successful partnerships

- There must be **alignment** of strategy, mission and values both between the collaboration and the individual organizations
- **personal connection** and relationships are the glue that binds the alliance together and to the organizations mission.
- **value creation**, adding value for all, in balance and continually renewed must be in place.
- the collaboration must respond and move forward through **collective shared visioning**.
- there must be **continual learning**, enabled by an openness and hunger to learn within each partnering organisation.

Principles of Engagement



A compact for delivery



What is the compact to be called?

Summary

- New approaches, new ideas, new services
- Need to achieve the reform that Reviews have indicated is needed
- Need to deliver the outcomes indicated in the implementation plans
- Will be a shared responsibility/accountability
- Period of considerable change for both government and community sector – will need to all cope with this
- Opportunity to explore how the sectors can work together in a more genuinely collaborative way